INKOMATI-USUTHU

CATCHMENT MANAGEMENT AGENCY

ANNUAL PERFORMANCE PLAN 2026-27

VISION

A resilient , equitable , and sustainable catchment management area that supports socio-economic development , ecosystem health, and climate adaption

MISSION

To ensure cooperative , data driven , and eqauiatble water resource management through regulation , stakeholder empowerment , innovation, and intergrated catchment stewardship

VALUES

Efficiency
Excellence
Engagement
Empowerment & Equity
Ethical Governance

FOREWORD BY THE MINISTER OF WATER AND SANITATION

Dear Stakeholder

Under the leadership of the governing body, the management of Inkomati-Usuthu Catchment Management Agency (IUCMA) has successfully developed the Annual Performance Plan (APP) for the financial year 2026/27. This APP has been developed as per statutory requirements and is aligned to the Ministerial Outcomes, the National Development Plan (NDP), Medium-Term Development Plan (MTDP), 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 2026/27 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 play in socio-economic development.

The Catchment Management Agencies are institutions at the cutting edge of natural water resources management in South Africa. The Annual Performance Plan for the financial year 2026/27 demonstrates and provides a clear framework on how the Inkomati Usuthu Catchment Management Agency aims to continue with protection and enhancement of natural water resources while also making a socio-economic contribution.

The water resources sector has encountered several challenges associated with its external environment, such as the impacts of climate change, water availability and water quality among others, however, the organisation still managed that the spotlight be put on its work in building catchments resilience.

The water and sanitation sector in our country is confronted with numerous challenges. South Africa is one of the thirty most water-scarce countries in the world, and the demand for water is increasing as a result of economic and population growth. Yet, our average consumption of water is 218 litres per capita per day, compared to the international average of 173 litres per capita per day. Already, 75% of the available surface water has been captured in dams, and the remaining opportunities for capturing surface water are very expensive.

Given that South Africa is a water-scarce country, we all carry a duty to ensure sustainable management of water resources. This requires a good balancing act – that of meeting current water needs without compromising future water needs. Put simply, this means we must ensure that every citizen has access to clean water today but not at the expense of future generations.

At a time of profound challenges and significant opportunities for the water sector, this Annual Performance plan (APP) reaffirms the IUCMA’s central role in coordinating and driving its core mandate and the implementation of the Department of Water and Sanitation’s (DWS) priorities. It sets out clear goals and strategies to ensure that IUCMA works in a strategic, high-impact, accountable, and stakeholder-centric manner. It is aligned with the broader vision of the National Development Plan (NDP) and is informed by the mandate entrusted to us by the citizens of South Africa.

The overall aim of this Annual Performance Plan (APP) is to re-affirm IUCMA as one of the valuable implementing agencies of DWS. As we implement this plan, we do so with the understanding that real progress in water resources management requires collaboration across all spheres of government, civil society, business, and communities. It also requires innovation, agility, and an unwavering commitment to the principles of the Constitution of the Republic of South Africa.

With the afore-mentioned, I am confident that the IUCMA will deliver successfully on the implementation of the Annual Performance Plan for the financial year 2026/27. I wish the Board of the Inkomati Usuthu Catchment Management Agency, its senior management and employees, including its stakeholder community all the success in implementation of the commitments in this APP.

MS PEMMY MAJODINA (MP)

MINISTER OF WATER AND SANITATION

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 2026/27, 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 2026-2031, 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 need to continue balancing between our developmental mandate and the financial viability of the IUCMA remains vital for the shareholder, board and management as we implement this strategic plan. In our commitments that we contribute the three strategic priorities of the Medium-Term Development Plan (MTDP) 2024-2029, namely, priority 1: Inclusive growth and job creation, priority 2: Reduce poverty and tackle high cost of living and priority 3: A capable, ethical and developmental state, we will consciously prioritize initiatives that will ensure our meaningful and high impact contribution to these MTDP strategic priorities.

In this regard, the 2026/27 financial year brings exciting opportunities for innovation around how we implement our mandate, how we build new partnerships, how we capitalize on all possible opportunities within our eco-system, as well as how we contribute to other areas beyond our current boundary area in the future.

As the governing body of the IUCMA, we will ensure that we support and provide ethical leadership to our management team as they steer the agency to implement its mandate, provide services, contribute to growth and transformation within our catchment area in the next five years. The Board will continue to work with IUCMA management in their quest to build a high-performing organisation and a financial sustainability agency in the next five years. For us a board, we guide the ship, management steer it, and together, we drive and deliver impact.

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 CEO, for their dedication and commitment to achieving our collective vision.

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

Adv G Khoza
ACTING CHAIRPERSON OF THE GOVERNING BOARD

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 2026/27 – 2028/29.

Mr. NG Nevari Planning, Monitoring and Evaluation	
Ms. TN Sibiya Acting Chief Financial Officer	
Mr. CS Sewela Acting Executive Corporate Services	C.S
Dr. BFN Mhlanga-Ndlovu Executive Water Resource Management	
Mr. M Mongane Chief Executive Officer	
Adv. G Khoza Acting Chairperson of the Governing Board	
Ms. Pemmy Majodina (MP) 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
CMA	Catchment Management Agency
CMS	Catchment Management Strategy
CME	Compliance Monitoring and Enforcement
COBIT	Control Objectives for Information and related Technologies
CROCOC	Crocodile River Catchment Operations Committee
CSF	Catchment Stewardship Forum
CSI	Corporate Social Investment
DFFE	Department of Forestry, Fisheries and the Environment
DIM	Data and Information Management
DMRE	Department of Mineral Resources and Energy
DPME	Department of Planning, Monitoring and Evaluation
DR	Disaster Recovery
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

Abbreviation / acronym	Description
GIS	Geographic Information System
GNU	Government of National Unity
HDI	Historically Disadvantaged Individuals
HYDSTRA	Surface Hydrology Information System
ICT	Information and Communication Technology
IIMA	Interim Inco-Maputo Agreement
IO	International Obligation
IUCMA	Inkomati-Usuthu Catchment Management Agency
KJOF	Komati Joint Operations Forum
KLCBT	Kruger Lowveld Chamber of Business Tourism
KING IV	King IV Report on Corporate Governance for South Africa
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MP	Member of Parliament
MTDP	Medium-Term Development Plan
MTSF	Medium-Term Strategic Framework
NCIMS	National Compliance and Incident Management System
NDP	National Development Plan
NSDF	National Spatial Development Framework
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
POE	Portfolio of Evidence
PPI	Programme Performance Indicator
RFQ	Request for Quotation
RMC	Risk Management Committee
SADC	Southern African Development Community
SARS	South African Revenue Services
SCM	Supply Chain Management
SDF	Spatial Development Framework
SEFA	Small Enterprise Finance Agency

Abbreviation / acronym	Description
SMME	Small, Medium and Micro Enterprises
SOC	Security Operations Centre
TID	Technical Indicator Description
WARMS	Water Authorisation and Registration Management System
WMA	Water Management Area
WUA	Water Use Authorisation
WUL	Water Use Licence
WWTW	Wastewater Treatment Works

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

Government Planning, Monitoring and Evaluation Reforms

The overarching framework for monitoring and evaluation in South Africa is the Policy Framework for the Government-wide Monitoring and Evaluation System (GWMES), which has been in place since 2005. The data terrains of the GWMES each have a dedicated policy describing what is required for them to be fully functional. In 2007, National Treasury issued the Framework for Programme Performance Information and, in 2008, Statistics South Africa issued the South African Statistics Quality Framework (SASQAF).

Since 2010, short- and medium-term planning was guided by the Framework for Strategic Plans and Annual Performance Plans (National Treasury, 2010), which was superseded in 2019 by the Department of Planning, Monitoring and Evaluation (DPME) Revised Framework for Strategic Plans and Annual Performance Plans (DPME Revised Framework), which aims to further improve government planning systems and processes and to institutionalise development planning in government. The DPME Revised Framework outlines requirements for strategic and annual performance planning, operational planning, implementation programme planning, infrastructure planning, monitoring and reporting, and evaluations.

Complementing the above is the Revised National Evaluation Policy Framework (DPME, 2019), which provides the minimum standards for evaluations across government.
Generally, all departments and public entities within the National and Provincial Governments have aligned their planning, monitoring, and evaluation processes to these frameworks.

National Development Plan and Medium-Term Development Planning

The National Development Plan, Vision 2030, (NDP) was adopted by a cross-section of South African stakeholders, political parties, and civil society as the country's vision to 2030. The achievement of this vision demands a cooperative relationship across national, provincial and local governments, and across the private sector, labour, and civil society, working with government as social partners.

This long-term plan for the country cuts across all sectors of society and identifies the challenges to be addressed over the period to 2030, with the aim of advancing inclusive socioeconomic transformation through development planning, integrating planning, and ensuring greater policy coherence in government. As of 2024, real world performance has fallen so far behind the projections of the NDP that achievement of its 2030 goals has become impossible. However, the vision of the plan remains in place as an aspirational guide for current medium-term planning.

The DPME Revised Framework places the NDP at the apex of development planning and links the NDP to institutional short- and medium-term plans through the Medium-Term Strategic Framework (MTSF), which, since 2024, is now called the Medium-Term Development Plan (MTDP). The MTDP serves as the implementation plan for the NDP, aligned with the draft National Planning and Coordination Framework Bill, and following international naming conventions.

The MTDP is a high-level strategic document to guide the five-year implementation and monitoring of the NDP towards 2030. In line with the electoral mandate, the MTDP identifies the priorities to be undertaken during the five-year electoral period to put the country on a positive trajectory towards the achievement of the 2030 vision. It sets targets for implementation of the priorities, outcomes, and interventions for the five-year period and states the indicators to be monitored.

In terms of the DPME Revised Framework, all government institutions are required to align their short- and medium-term plans with the priorities of the MTDP.

On an annual timescale to 2030, the policy direction provided by the NDP sets the long-term developmental agenda of the country, with the National Spatial Development Framework 2050 (NSDF) giving spatial expression to the NDP. This, in turn, informs provincial long-term development plans and spatial development frameworks (SDFs), while Local Government SDFs provide direction to integrated development plans. This long-range trajectory is then implemented through the electoral mandates, the five-year medium-term development plans, and sector policies and priorities, which, in turn, informs the institutional planning framework of departments and entities.

Transitioning from the MTSF 2019-2024 to the MTDP 2024-2029

Post the national and provincial elections held on 29 May 2024, a Government of National Unity (GNU) was formed and issued a Statement of Intent on 14 June 2024, supported by 11 political parties.
The GNU is constituted in the interest of all South Africans, and pledges to voluntarily cooperate in both the legislature and executive and affirm their commitment to the values of the Constitution of the Republic of South Africa, 1996 (the Constitution). The Statement of Intent outlines the foundational principles of the GNU as:

1) Respect for the Constitution, the Bill of Rights in its entirety, a united South Africa and the rule of law.
2) Non-racialism and non-sexism.
3) Social justice, redress and equity, and the alleviation of poverty.
4) Human dignity and the progressive realisation of socioeconomic rights.
5) Nation-building, social cohesion and unity in diversity.
6) Peace, stability and safe communities, especially for women and children.
7) Accountability, transparency, and community participation in government.
8) Evidence-based policy and decision-making.
9) A professional, merit-based, non-partisan, developmental public service that puts people first.
10) Integrity, good governance and accountable leadership.

The Statement of Intent outlines the basic minimum programme of priorities for the 7th administration, which are aligned to the MTDP as follows:

1) Rapid, inclusive and sustainable economic growth; the promotion of fixed capital investment and industrialisation; job creation; transformation; livelihood support; land reform; infrastructure development; structural reforms and transformational change; fiscal sustainability; and the sustainable use of our national resources and endowments. Macroeconomic management must support national development goals in a sustainable manner.
2) Creating a more just society by tackling poverty, spatial inequalities, food security and the high cost of living; providing a social safety net; improving access to and the quality of basic services; and protecting workers' rights.
3) Stabilising Local Government, effective cooperative governance, the assignment of appropriate responsibilities to different spheres of government, and review of the role of traditional leadership in the governance framework.
4) Investing in people through education, skills development, and affordable quality health care.

5) Building state capacity and creating a professional, merit-based, corruption free, and developmental public service. Restructuring and improving state-owned entities to meet national development goals.

6) Strengthening law enforcement agencies to address crime, corruption, and gender-based violence, as well as strengthening national security capabilities.

7) Strengthening the effectiveness of Parliament in respect of its legislative and oversight functions.

8) Strengthening social cohesion, nation building, and democratic participation and undertaking common programmes against racism, sexism, tribalism, and other forms of intolerance.

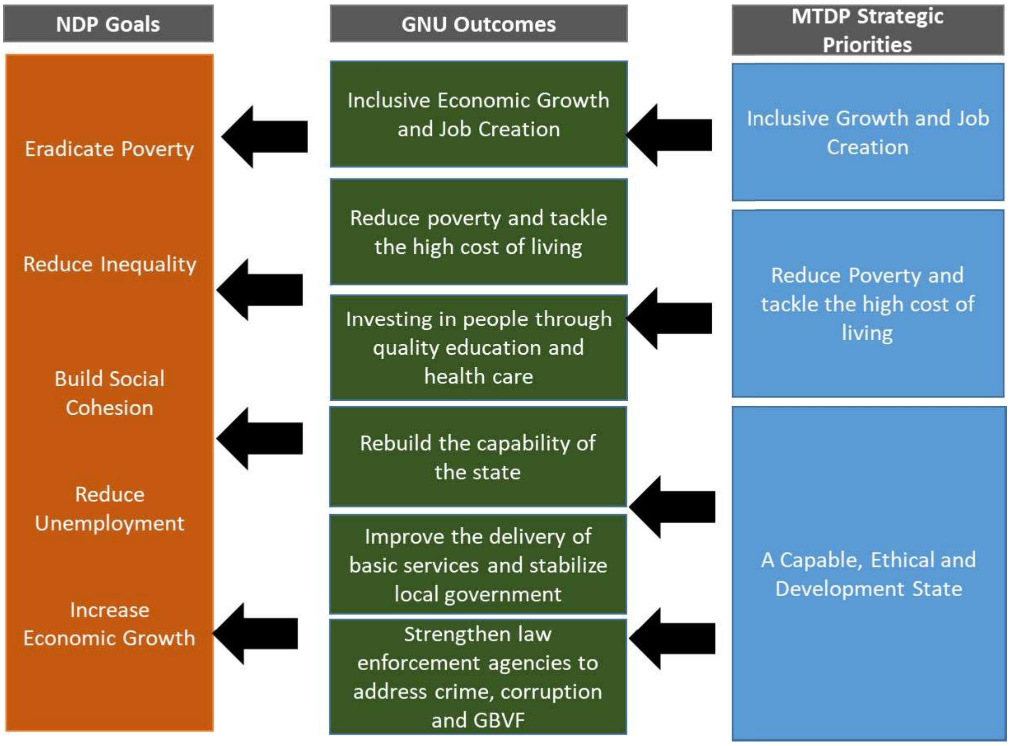
9) Foreign policy based on human rights; constitutionalism; the national interest; solidarity; peaceful resolution of conflicts; to achieve the African Agenda 2063; South-South, North-South and African cooperation; multilateralism; and a just, peaceful, and equitable world.

The National MTDP aligns to these priorities, and presents the Minimum Programme of the 7th administration, with the NDP 2030 goals serving as the central guide for the 7th administration's development approach and outcomes. The NDP goals thus remain the centrals pillar to guide the development approach and inform the outcomes to be achieved in the 7th administration.

According to this approach, the MTDP outlines a detailed, comprehensive plan for the whole of government, cascading the priority actions into a detailed plan and monitoring framework.

The National MTDP is packaged around three strategic priorities, but the focus on economy cuts across all strategic priorities and priority interventions to direct planning and resources. This is to ensure a greater focus and a reduction in priority interventions in the MTDP 2024-2029 compared to the MTSF 2019-2024

Figure 2: National MTDP 2024-2029 – three strategic priorities



Source: DPME, 2024

Overall, there will be a greater focus on programme implementation and delivery, with clusters required to develop implementation plans and the DPME conducting an institutional analysis of each department's capacity. Structural reforms and programmes from the 6th to the 7th administrations will continue, necessitating ongoing commitment and integration of new areas.

Resource considerations, supported by the National Treasury, will be factored into the planning process, requiring clear trade-offs due to fiscal constraints. Given that fiscal space is limited, prioritisation and resource allocation will involve trade-offs, with further engagement needed with non-government sectors to mobilise resources and crowd-in investments.

Additionally, efforts will be made to identify efficiencies within government entities, including potential equity partnerships and the rationalisation of non-strategic entities. The emphasis is on an economic growth-led plan, which will prioritise economic interventions across clusters. Resources must be directed towards productive investment while maintaining the social wage.

In summary, the MTDP aims to integrate the 7th administration's priorities into the government planning system, maintaining alignment with the NDP's goals and the GNU Statement of Intent. It will focus on addressing economic and socioeconomic challenges with a results-based approach and reduced priority interventions such as the administration transitions.

Planning for Impact and Alignment to the MTDP

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 Mineral Resources and Energy (DMRE), Department of Forestry, Fisheries and the

Environment (DFFE), Catchment Management Agencies (CMAs), Water Boards, Private Sector, and other agencies of State to commit to an involvement in developmental water resource management.

2.4 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.

2.5 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.

2.6 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.

2.7 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 water courses.
c) Promote a coordinated and integrated environmentally sound development and management of water courses.
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

2.8 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.

2.9 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 ***was not subject to authorisation by any law 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.

Secondly, foresters can change the genera of plants as they like, without having to obtain a new water use licence before doing so. 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

Our Vision: A resilient, equitable, and sustainable catchment management area that supports socio-economic development, ecosystem health, and climate adaptation

2. Mission

To ensure cooperative, data-driven, and equitable water resource management through regulation, stakeholder empowerment, innovation, and integrated catchment stewardship.

3. Values

Our Values are:

VALUES	EXPLANATION	ALIGNMENT WITH PREVIOUS VALUES
Efficiency	Focusing on optimizing the use of public resources, including time, budget, and personnel, to maximize the effectiveness of water resource management interventions. It is about delivering timely, high-quality services with minimal waste through innovation and technology.	(New emphasis on optimal resource use)
Excellence	A commitment to continuous improvement and setting high standards in all aspects of the IUCMA's work, from technical assessments to stakeholder engagement. It means striving to be a leading example in South African water management.	(New emphasis on high standards/improvement)
Engagement	This value operationalizes the spirit of Batho Pele (People First) by prioritizing active, inclusive, and meaningful involvement with all stakeholders, including communities, water users, and government partners. It emphasizes listening, consultation, and collaborative decision-making.	Batho Pele (Stakeholder Orientation)
Empowerment & Equity	This value addresses both Diversity and social justice in water management. Equity means ensuring fair allocation of water resources and access to services, correcting historical imbalances. Empowerment focuses on capacity building, skills	Diversity

	development, and creating an inclusive environment for both staff and historically disadvantaged water users.	
Ethical Governance	This value emphasizes conducting all operations, decision-making, and resource management with the highest standards of Integrity, Accountability, and Transparency. It means being honest, responsible for our actions, and open in our dealings, building public trust.	Integrity, Accountability, 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.

5. Strategy Map of the IUCMA

Outcome 1:
Strengthened cooperation and stakeholder engagement

Output 1.1
Improved stakeholder satisfaction

Output 1.2
Strengthened Transboundary Cooperation with Eswatini and Mozambique

Outcome 2:
Institutional Execllence and sound corporate governance

Output 2.1
Digital transformation and organization modernization

Output 2.2
Sound corporate governance

Outcome 3:
Revenue enhancement and financial sustainability

Output 3.1
Improved revenue and debt collection

Output 3.2
Enhanced cost control and efficiency

Output 3.3
Targeted procurement supporting SMMEs

Outcome 4:
Effective water resource use and protection

Output 4.1
Strengthened water security and resilience

Output 4.2
Improved water quality and reduce pollution

Output 4.3
Enhanced regulatory excellence and licensing efficiency

Output 4.4
Advanced environmental integrity and ecological restoration

Output 4.5
Promotion of inclusive and equitable water use

Legend for balance scorecard perspectives

Organisational capacity

Internal operations

Citizen perspective

Management and finance

6. Updated situational analysis

6.1 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 km^2 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

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

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.

6.2 External environment

Based on the situational analysis, the IUCMA has identified thematic areas that will serve as a framework to organise an external environmental 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%.

Climate Change Response

In the context of the 2030 Agenda for Sustainable Development, the Paris Agreement on Climate Change, and other global development agreements and frameworks, the United Nations New Urban Agenda was adopted in 2016. It emphasises that well-planned urbanisation can enhance job creation, livelihoods, and quality of life, and can serve as a solution to global challenges while promoting sustainable development for both developing and developed countries.

The 26th and 28th United Nations Climate Change conferences reaffirmed the Paris Agreement's goal to limit the global temperature rise to below 2°C, ideally limited to 1.5°C. The Glasgow Agreement included commitments to phase down coal power, eliminate inefficient fossil fuel subsidies, and double financial support for developing countries to adapt to climate change and enhance resilience.

The National Climate Change Response Policy (NCCRP) is derived from the White Paper published in 2011. The National Climate Change Response Policy outlines the South African Government's vision for an effective climate change response and the long-term just transition to a climate-resilient and lower-carbon economy and society. It has two objectives:

1) To effectively manage inevitable climate change impacts through interventions that build and sustain South Africa's social, economic, and environmental resilience and emergency response capacity; and

2) To make a fair contribution to the global effort to stabilise greenhouse gas concentrations.

The National Climate Change Response Policy is given further impetus by the National Climate Change Adaptation Strategy, published in 2020, which supports the country's ability to meet its obligations in terms of the Paris Agreement on Climate Change. The Presidential Climate Commission then published the Just Transition Framework for South Africa in July 2022, which aims to bring coordination and coherence to just transition planning in the country. It sets out a shared vision for the just transition, principles to guide the transition, and policies and governance arrangements to give effect to the transition.

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 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 depend 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:

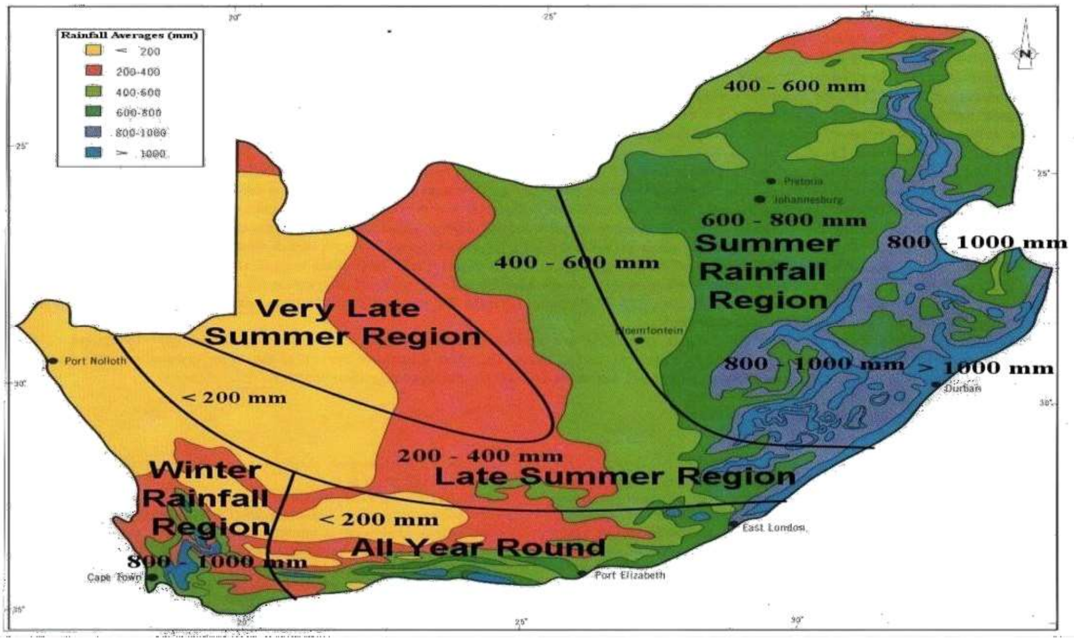


Figure 3: Mean average rainfall in South Africa

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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

Majority of the dams in the Inkomati-Usuthu Water Management Area are spilling.

All the dams have seen an increase in storage. The dams storage levels are all high for this time year compared to last year at the same period, the storage was 90.0% last year compared to 100.6% this year.

The main source of water is from key major dams, and the combined storage of the dams by the beginning of the hydrological year (beginning of October 2025 – 21 January 2026) is in moderately low category as illustrated in Figure 4 below.

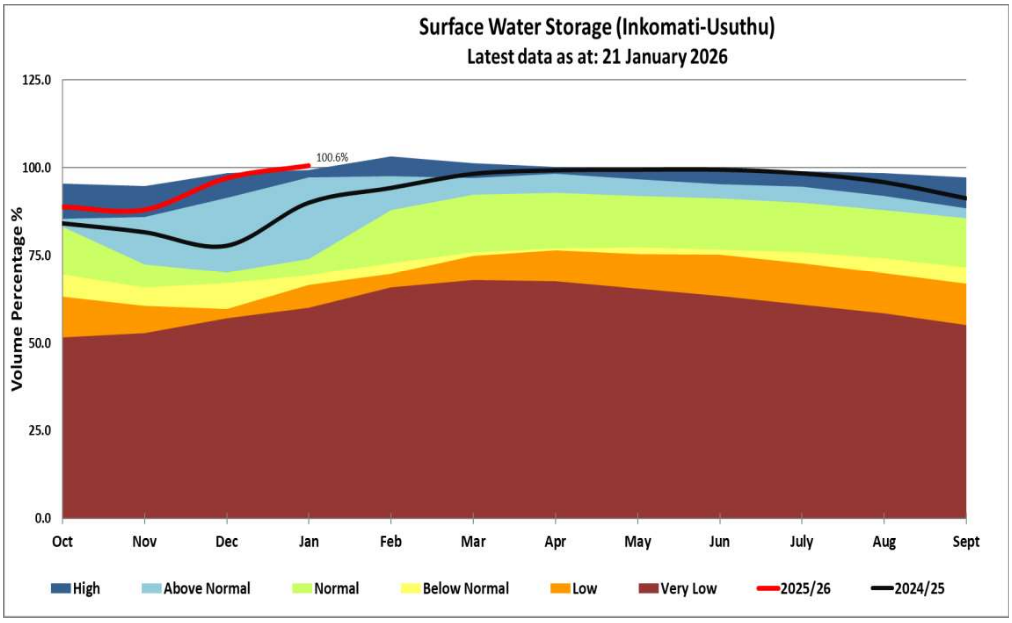


Figure 4: Inkomati – Usuthu WMA Dams Combined Storage historical analysis

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 water needs for various sectors, including the ecological reserve, are estimated at a volumetric requirement of 3 011 million m^3 / annum and a supply of 2 177 million m^3 / 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.

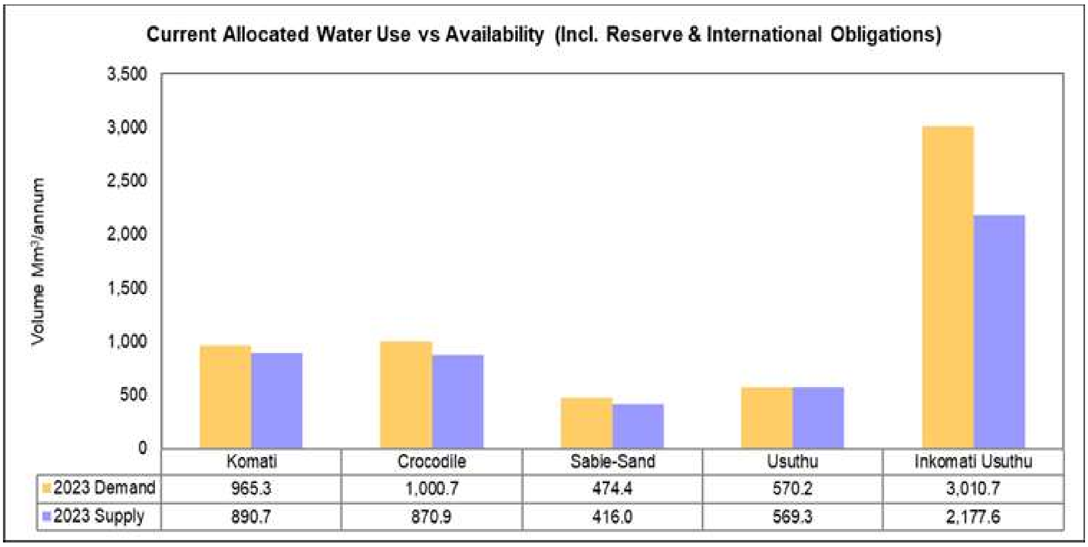


Figure 5: Comparison between current allocated water use and availability in the Inkomati-Usuthu WMA

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 m^3/annum from a resource potential of 707 million m^3/annum to an available yield of 566 million m^3/annum;
- The Sabie-Sand catchment dropped by 678 million m^3/annum from a resource potential of 682 million m^3/annum to an available yield of 4 million m^3/annum; and
- The Komati catchment dropped by 79 million m^3/annum from a resource potential of 944 million m^3/annum to an available yield of 865 million m^3/annum.

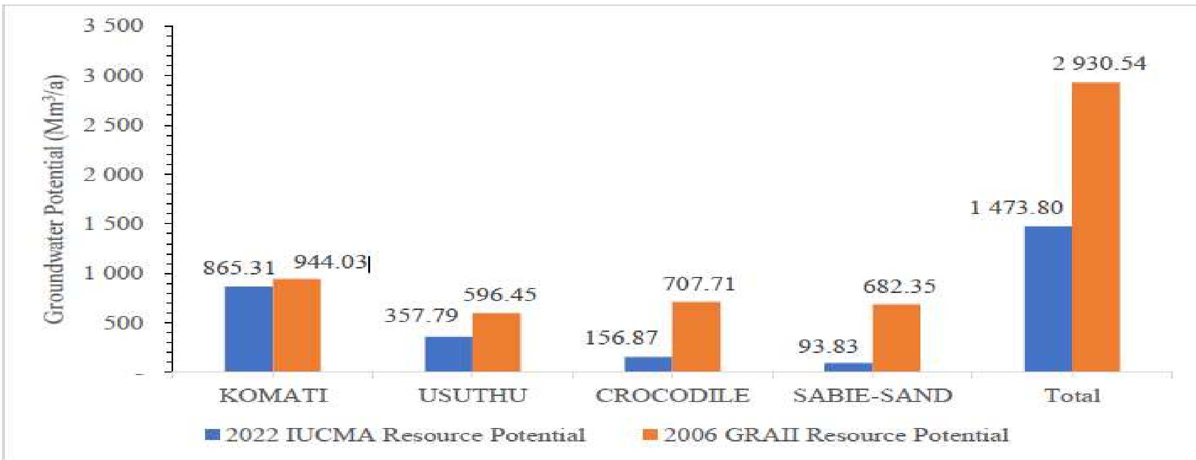


Figure 6: Groundwater availability in the Inkomati-Usuthu WMA

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 the use of water by the three countries, The treaties set limits to the 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 in 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

6.3 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 basis for 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:

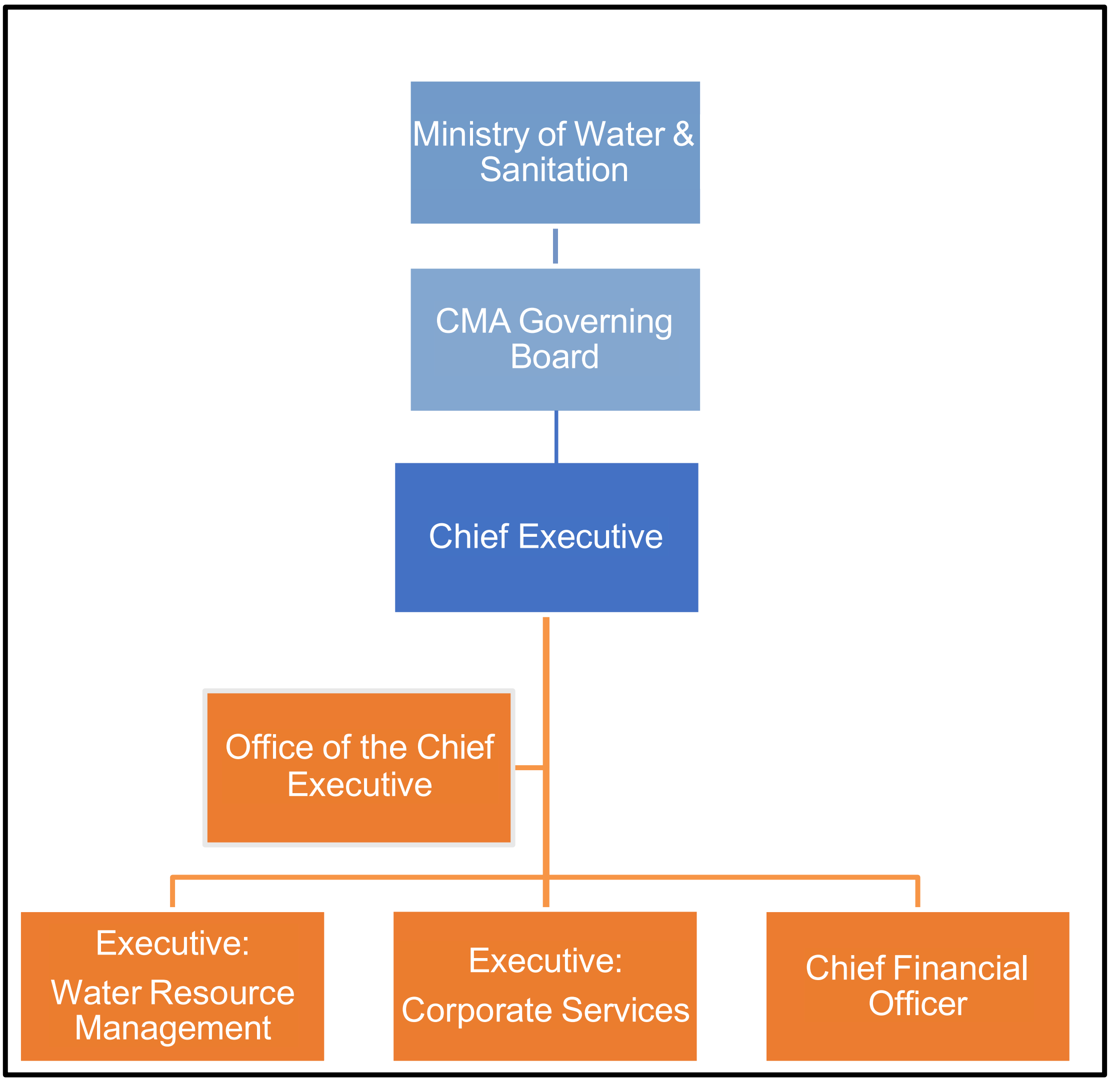


Figure 7: High-level organisational structure of IUCMA

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.

7. Overview of the budget and medium-term estimates

The 2026 budget estimates of the IUCMA are detailed below:

7.1 Overview of the CMA budget structure

The CMA budget programmes and associated are indicated below:

PROGRAMME	PURPOSE / DESCRIPTION
1. Governance and Administration	**Strategic leadership and support services for the organization**
i. Office of the Chief Executive	Policy and strategic direction for the organisation including governance 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.
v. Risk and compliance management	Identify, analyse and mitigate organisational risks
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.
2. Water Resource Management	**Protection, use, development, conservation, management and control of water resources**
i. Compliance Monitoring and Enforcement	Compliance monitoring and enforcement activities [as well delegated dam safety activities]
ii. Institutional Development, Stakeholder engagements and Water Governance	Establishment and oversight of water management institutions, stakeholder consultation and capacity empowerment

iii. Water Use Authorisationn and registration	Technical processing of water use license applications, manage water use registration as well as verify and validate water use.
iv. Water Resource Planning and Management	Monitoring of discharge quality, flow, quality, and biota in surface water as well as ground water levels. Planning and regulating the release of water from dams to meet the water user requirements, the reserve, RQOs, and international obligations.

7.2 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 the 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 the mission of water resource management.

7.3 Sources of funding

For the 2026/27 financial year, the Agency's total proposed budget amounts to R237,6 million, representing a 11% year-on-year increase from the 2025/26 applied budget of R213,8 million. This growth reflects a balanced strategy aimed at strengthening financial sustainability through diversified and predictable revenue sources.

i. **Grant Appropriated by Parliament**

The Parliamentary grant remains the Agency's primary funding source, accounting for 65% of total revenue. The 12% increase from the prior year underscores Government's continued support for the Agency's regulatory and operational mandate. This funding stream is critical in maintaining core functions and mitigating the impact of the ongoing structural funding gap.

ii. **Water Resource Management Fees**

Revenue from water resource management fees is projected to grow by 10% in 2026/27, driven by tariff adjustments and improved billing accuracy. This stream continues to underpin cost recovery efforts and aligns with the principles of the Water Pricing Strategy (Gazette 50852 of 2024), promoting sustainability and equitable resource management.

iii. **Waste Discharge Charge**

The Waste Discharge Charge (WDC) contributes 5% to the overall revenue base, reflecting the Agency's enhanced implementation of the Waste Discharge Charge System across industrial and municipal users. The projected 10% growth year-on-year demonstrates strengthened environmental compliance and improved user reporting mechanisms.

iv. **Interest Received**

Interest income is expected to remain stable, contributing 2% of total revenue. This stream reflects prudent cash management practices and efficient investment of available funds to optimise returns within the constraints of public finance regulations.

Summary Insight

Table 1: Funding source

DESCRIPTION	AUDITED BUDGET		APPLIED BUDGET	PROPOSED BUDGET		PROPOSED BUDGET			
	2023/24	2024/25	2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31
GRANT APPROPRIATED BY PARLIAMENT	128,234,765	98,378,551	138,087,281	154,410,058	65%	182,792,718	212,946,606	245,886,637	290,501,420
WATER RESOURCE MANAGEMENT FEES	54,042,511	56,606,688	61,975,177	68,172,694	29%	74,989,964	82,488,960	90,737,856	99,811,642
WASTE DISCHARGE CHARGE	-	7,819,236	9,819,622	10,801,584	5%	11,881,743	13,069,917	14,376,909	15,814,600
INTEREST RECEIVED	3,270,000	3,564,300	3,885,087	4,250,000	2%	4,377,500	4,508,825	4,644,090	4,783,412
TOTAL FUNDING SOURCES	**185,547,276**	**166,368,775**	**213,767,167**	**237,634,337**	**100%**	**274,041,925**	**313,014,309**	**355,645,492**	**410,911,074**

7.3.1 Grant appropriate by parliament

Parliamentary augmentation remains the Agency’s primary source of revenue, contributing a projected 65% of total funding in 2026/27. The Agency continues to face a persistent structural funding deficit, with the variance between requested and approved allocations widening each year. Between 2020/21 and 2026/27, the shortfall increased from R25,2 million (-22.99%) to R64,4 million (-41,72%), demonstrating a sustained decline in the level of fiscal support relative to operational requirements.

This deepening funding gap has placed significant pressure on the Agency’s ability to fulfil its statutory mandate under the National Water Act, particularly in the areas of water resource protection, infrastructure maintenance, and institutional support. While the 2025/26 financial year is fully funded, marking a temporary stabilisation in baseline support, the outer years of the MTEF indicate a material deterioration in funding adequacy. 2026/27 reflects a projected shortfall of 41,72%, with the gap widening further in subsequent years, underscoring the absence of a sustainable long-term funding framework.

In response, management has proactively developed and implemented a Financial Sustainability Plan, a Debt Recovery Plan, and a Debt Management Strategy - integrated instruments designed to stabilise the Agency’s financial position. These frameworks collectively support enhanced revenue assurance, improved debt collection efficiency, and strengthened liquidity management, providing a structured roadmap toward long-term financial resilience despite constrained fiscal transfers.

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	R96,084	-R40,473	-29.64%
2025/26	R138,087	R138,111	R24	0.02%
2026/27	R154 410	R89,989	-R64 241	-41.72%
2027/28	R182 792	R81,718	-R101 074	-55.29%
2028/29	R212 946	R84,267	-R128 679	-60.43%

7.3.2 Water Use Charges

The current Water Pricing Strategy has historically exacerbated the Agency's financial challenges, owing to its structural weaknesses. Chief among these is the misalignment between approved tariffs and the actual costs of service delivery, together with the restrictive effect of sector capping. This misalignment has constrained the Agency's ability to achieve full cost recovery for water resource management services.

To address these shortcomings, the sector has endorsed the implementation of the revised Water Pricing Strategy, as gazetted in Government Gazette No. 50852 of 21 June 2024. This revised policy framework is designed to strike a more equitable balance between sustaining economic activities for water users and enabling the Agency to recover the full costs of its statutory mandate. In doing so, it supports the long-term financial sustainability of the sector while ensuring compliance with the principles of the National Water Act, 1998.

For the 2026/27 financial year, the Agency has proposed differentiated tariff adjustments across all sectors. The domestic and industrial sector will see the most significant increase, with tariffs rising by 14.2%, reflecting a move towards cost-reflective pricing in this high-demand category. The irrigation sector, in recognition of its strategic importance to food security and in line with Producer Price Index (PPI) movements, will experience only a 0.5% adjustment, thereby maintain affordability while ensuring incremental progress in cost recovery.

The forestry sector faces a 14% increase, a necessary correction to address historic under-recovery and align charges with the actual costs of service delivery in this sector. Finally, the Waste Discharge Charge (WWDC) will increase by a moderate 3.7%, supporting the phased implementation of this instrument while balancing environmental management objectives with user affordability.

Sector	2025/26 Approved tariffs	2026/27 Proposed tariffs	% Movement
Domestic and Industry	5.48c	6.26c	14,2%
Irrigation	2.70c	2.71c	0,5%
Forestry	2.15c	2.45c	14%
Waste Discharge Charge	5.45c	5.65c	3,7%

These proposed adjustments for 2026/27 represent a measured but progressive shift toward the objectives of the revised Water Pricing Strategy. The differentiated increases balance the dual imperatives of affordability and economic sustainability for water users, while simultaneously enhancing the Agency's ability to recover its costs and ensure financial resilience. Over time, this approach will strengthen the alignment of tariffs with the true cost of water resource management and contribute meaningfully to the Agency's financial sustainability.

Despite maximising all available provisions within the current Water Pricing Strategy, the Agency continues to experience significant financial shortfalls arising from unrecovered costs in the execution of its statutory mandate. The underlying issue remains the persistent misalignment between the approved tariffs and the true cost of service delivery, compounded by policy limitations such as tariff caps. For full cost recovery, the Agency's modelling indicates that it should be charging 6.21 cents per cubic metre across the abstraction and streamflow reduction sectors. In the case of the Waste Discharge Charge (WWDC), the cost-reflective tariff is calculated at 16.32 cents per cubic metre, yet policy constraints permit the Agency to recover only 5.45 cents. This inability to charge cost-reflective tariffs results in a material under-recovery, with the 2026/27 financial year alone reflecting an understated revenue of approximately R71,1 million, equivalent to a 117% shortfall when compared against full cost recovery.

Financial Year	Revenue Collections at Full Cost Recovery	Cost Recovery per Pricing Strategy	Amount	%
2022-23	87 519 900	55 397 628	(32 122 272)	-58%
2023-24	111 714 099	57 671 588	(54 042 511)	-94%
2024-25	185 657 989	64 425 924	(121 232 065)	-188%
2025-26	148 829 439	79 774 157	(69 055 282)	-87%
2026-27	**150 491 067,03**	**79 346 223,14**	**(71 144 843,89)**	**-117%**

7.4 Overview of expenditure estimates over the medium term

The Agency's total budget of R237,6 million for 2026/27 represents a deliberate and disciplined alignment of financial resources with strategic priorities. Built on the principles of fiscal prudence, zero-based budgeting, and operational efficiency, the framework is designed to strengthen sustainability while preserving the Agency's ability to deliver on its mandate. The approach balances the need to maintain core capacity with the imperative to contain costs and optimise available funding.

Personnel costs remain the largest expenditure driver at R161,9 million, representing 68% of the total budget. This allocation underscores the Agency's recognition that its workforce is its greatest enabler. By investing in people, the Agency safeguards the institutional expertise required to manage water resources effectively, sustain regulatory oversight, and deliver impactful programmes across the catchment.

The remaining 32% of expenditure is strategically channelled to maintain operations, implement projects, and ensure governance stability. Goods and services account for R43,1 million (18%), providing for essential operational inputs and technical support. A further R18,6 million (8%) is dedicated to projects that advance environmental restoration and water-use efficiency. Rental costs amount to R7,9 million (3%), ensuring a functional regional presence, while governance and oversight activities are maintained within a modest R2,8 million (1%) allocation. Capital outlays of R3,5 million and maintenance provisions of R0,4 million reflect a prudent approach that focuses on asset preservation and sustainability rather than expansion.

The Agency's expenditure framework continues to serve as both a financial instrument and a control mechanism, ensuring that every commitment is cash-backed and aligned with the principles of accountability and compliance as prescribed by the Public Finance Management Act and National Treasury regulations. Management remains steadfast in enforcing cost-containment measures, optimising supplier contracts, and directing savings toward strategic imperatives that deliver measurable value. Overall, the 2026/27 expenditure plan reflects a well-balanced, performance-oriented, and fiscally responsible framework. It positions the Agency to operate efficiently, safeguard financial integrity, and continue advancing sustainable water resource management in the Inkomati-Usuthu Catchment while maintaining compliance and public trust.

EXPENDITURE ESTIMATE PER ECONOMIC CLASS	AUDITED BUDGET		APPLIED BUDGET	PROPOSED BUDGET		PROPOSED BUDGET			
	2023/24	2024/25	2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31
Salaries	114,864,901	107,005,603	138,345,209	161,929,675	68%	192,906,749	227,937,377	267,482,143	312,050,227
Projects	25,463,250	22,423,790	24,599,667	18,610,500	8%	20,939,500	20,289,700	17,684,500	19,300,000
Rental Premises	7,088,000	8,992,761	9,262,544	7,896,000	3%	8,685,600	9,554,500	10,509,500	11,560,500
Goods & Services	32,788,680	23,115,572	34,086,978	43,066,161	18%	46,415,777	50,163,232	53,736,749	58,136,938
Repairs & Maintenance	667,445	920,000	739,167	435,000	0%	477,500	521,000	564,500	609,000
Capital Outlay	2,000,000	1,220,000	4,015,000	2,894,000	1%	1,018,500	923,900	1,741,500	4,889,500
Board Related Costs	2,675,000	2,691,050	2,718,603	2,803,000	1%	3,598,300	3,624,600	3,926,600	4,364,910
Total Expenditure	**185,547,276**	**166,368,775**	**213,767,167**	**237,634,337**	**100%**	**274,041,925**	**313,014,309**	**355,645,492**	**410,911,074**

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

7.4.1. Expenditure estimates per budget programme

To maintain the Agency's financial sustainability and safeguard its status as a going concern, expenditure must remain both disciplined and purposeful. The 2026/27 budget reflects this balance by ensuring that every rand spent advances the Agency's strategic outcomes. A total of 43% of available resources has been directed towards the management and preservation of water resources, affirming the Agency's unwavering commitment to its core mandate of protecting and sustaining vital catchment ecosystems.

Equally, the Agency acknowledges that effective governance and sound administration are the foundation of service delivery. Accordingly, 57% of the proposed budget is dedicated to strengthening oversight, compliance, and institutional support systems. This balanced allocation ensures that operational structures remain robust, enabling the Agency to deliver on its statutory responsibilities while maintaining accountability, transparency, and long-term financial resilience.

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

i) Administration and Governance

EXPENDITURE ESTIMATE PER ECONOMIC CLASS	AUDITED BUDGET		APPLIED BUDGET	PROPOSED BUDGET		PROPOSED BUDGET			
	2023/24	2024/25	2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31
Salaries	52,457,579	49,357,455	66,516,813	76,656,483	57%	89,065,683	103,032,265	118,730,141	136,351,405
Projects	13,593,250	15,038,371	7,363,667	9,670,500	7%	12,248,500	11,022,700	11,471,500	12,795,000
Rental Premises	7,088,000	8,992,761	9,262,544	7,896,000	6%	8,685,600	9,554,500	10,509,500	11,560,500
Goods & Services	15,208,306	18,422,375	26,155,521	35,512,070	26%	38,132,677	41,241,632	44,338,649	47,985,838
Repairs & Maintenance	667,445	920,000	739,167	385,000	0%	402,500	421,000	439,500	459,000
Capital Outlay	2,000,000	1,220,000	3,600,000	1,894,000	1%	898,500	923,900	991,500	4,709,500
Board Related Costs	2,675,000	2,691,050	2,718,603	2,803,000	2%	3,598,300	3,624,600	3,926,600	4,364,910
Total Expenditure	**93,689,580**	**96,642,012**	**116,356,315**	**134,817,052**	**100%**	**153,031,760**	**169,820,597**	**190,407,390**	**218,226,153**

ii) Water Resource Management

EXPENDITURE ESTIMATE PER ECONOMIC CLASS	AUDITED BUDGET		APPLIED BUDGET	PROPOSED BUDGET		PROPOSED BUDGET			
	2023/24	2024/25	2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31
Salaries	62,407,323	57,648,148	71,828,396	85,273,193	1	103,841,065	124,905,112	148,752,002	175,698,822
Projects	11,870,000	7,385,419	17,236,000	8,940,000	0	8,691,000	9,267,000	6,213,000	6,505,000
Rental Premises	-	-	-	-	-	-	-	-	-
Goods & Services	17,580,374	4,693,197	7,931,456	7,554,092	0	8,283,100	8,921,600	9,398,100	10,151,100
Repairs & Maintenance	-	-	-	50,000	0	75,000	100,000	125,000	150,000
Capital Outlay	-	-	415,000	1,000,000	0	120,000	-	750,000	180,000
Total Expenditure	**91,857,696**	**69,726,763**	**97,410,852**	**102,817,284**	**100%**	**121,010,165**	**143,193,712**	**165,238,102**	**192,684,922**

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 organisational 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 appropriate parameters for organisational performance.

The programme consists of the following sub programmes:

i) Office of the Chief Executive

The function provides independent and objective assurance on the effectiveness of the organisation's internal control processes, including risk and compliance management. Within this programme, the compliance function oversees the corporate compliance cycle to ensure that accountability obligations such as the preparation of the Strategic Plan, Annual Performance Plan, and quarterly performance reports are met. These documents are submitted to the Governing Board and its committees to enable them to fulfil their governance responsibilities.

ii) Internal Audit

The function provides independent and objective assurance on the effectiveness of organizational internal control processes. This includes evaluating the adequacy and efficiency of risk management, governance, and compliance mechanisms to ensure that operations are conducted ethically, transparently, and in alignment with legislative and policy requirements.

iii) Risk Management

The function identifies, analyses, and monitors organisational risk exposure and ensures compliance with policies, legislation and the governance framework. In addition, the function oversees the implementation and maintenance of the strategic risk register, ensuring that risks are continuously assessed and mitigated.

iv) Human Resources and Business Support

This function supports and provides enhanced capabilities for other programmes in a shared services model. The scope of this sub-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 function enables business support in provision of effective and efficient Information and Communication Technology (ICT), legal services, custody of information in the form of records management, and facilities management. ICT architecture and plans should align with business priorities so that resources are appropriately deployed such that there is continuous improvement and ongoing ICT service delivery. The function 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 managed.

v) 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.

vi) 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.

vii) Revenue management

Revenue management is a strategic component as its functions are key to the financial sustainability of the Agency. This is first achieved by performing a pivotal role in the CMA tariff determination that is 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.

1.1.1 Outcomes, outputs, performance indicators and targets

Outcomes		Outputs		Output indicators		Annual audited performance/actual Performance			Estimated performance	Annual medium-term targets		
						2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
1	Strengthened cooperation and stakeholder engagement	1.1	Improved Stakeholder Satisfaction	1.1.1	Percentage implementation of stakeholder management plan	119.89% (235/196)	159.63% (174/109)	115.18% (129/112)	100%	100%	100%	100%
2	Institutional Excellence and sound corporate governance	2.1	Sound Corporate Governance	2.1.1	Percentage compliance with Approved Audit Plan	-	-	96.30% (26/27)	≥80%	≥80%	≥80%	≥80%
				2.1.2	Percentage implementation of strategic risk register action plans	-	-	68.82% (13/17)	≥90%	≥80%	≥80%	≥80%
				2.1.3	Percentage implementation of Risk Management plan	-	-	100% (12/12)	100%	≥80%	≥80%	≥80%
				2.1.4	Percentage implementation of Human Resource Plan	4.34%	86% (6/7)	60% (3/5)	90%	≥80%	≥80%	≥80%
				2.1.5	Percentage Implementation of a Communication Plan	-	31/31	-	100%	80%	80%	80%
		2.2	Digital Transformation and Organisational Modernisation	2.2.1	Percentage Implementation of ICT Strategy	-	33% (1/3)	75% (3/4)	-	40%	80%	100%
				2.2.2	IT Governance Implementation	-	-	-	New indicator	≥80%	≥80%	≥80%

Outcomes		Outputs		Output indicators		Annual audited performance/actual Performance			Estimated Performance	Annual medium-term targets		
						2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
3	Revenue enhancement and financial sustainability	3.1	Preferential procurement to support SMMEs implemented	3.1.1	Percentage of procurement budget spent on SMMEs preferential procurement	-	-	80% (R31,750,088/ R39,794,350)	70%	70%	70%	70%
				A	Women	-	-	41% (R13,128,575/ R31,750,088)	40%	40%	40%	40%
				B	Youth	-	-	15% (R4,605,503/ R31,750,088)	30%	30%	30%	30%
				C	People with disabilities	-	-	0% (R113,223/ R31,750,088)	7%	7%	7%	7%
				3.1.2	Procurement Plan Lead time	-	-	-	New Indicator	≤90 working days	≤90 working days	≤90 working days
				3.1.3	Percentage Irregular Expenditure Ratio	-	-	-	New Indicator	0%	0%	0%
		3.2	Improved Revenue and Debt Collection	3.2.1	Percentage Debt working Ratio (cash based)	≤76%	≤98%	97% (R151,618,21 8/ R156,188,128)	≤95%	≤100%	≤100%	≤100%

Outcomes	Outputs	Output indicators		Annual audited performance/actual Performance			Estimated Performance	Annual medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		3.2.2	Percentage Debt collection ratio	148%	78%	99%	70%	75%	80%	85%
		3.2.3	Number of debtors payment in days (Healthy book)	-	D&I: 244.69 days	D&I: 186.42 Days	D&I: ≤ 50 Days	D&I: ≤ 50 Days	D&I: ≤ 50 days	D&I: ≤ 50 days
				-	Irrigation: 230.09 days	Irrigation: 137.42 days	Irrigation: ≤180 days	Irrigation: ≤180 days	Irrigation: ≤180 days	Irrigation: ≤180 days
				-	Forestry: 189.84 days	Forestry: 107.14 days	Forestry: ≤180 days	Forestry: ≤180 days	Forestry: ≤180 days	Forestry: ≤180 days
		3.2.4	Current ratio	2.41: 1	2.73: 1	5.97: 1	≥1:1	≥1:1	≥1:1	≥1:1
		3.2.5	Creditors' payment days	-	-	-	≤30 days	≤30 days	≤30 days	≤30 days

1.1 Indicators, annual and quarterly targets per programme

1.1.1 Office of the Chief Executive

Output indicators		2026/27 annual targets	Quarterly milestones			
			Quarter 1 **April – June**	**Quarter 2** **July – September**	**Quarter 3** **October - December**	**Quarter 4** **January – March**
1.1.1	Percentage Implementation of Stakeholder Management Plan	100%	100%	100%	100%	100%
2.1.1	Percentage compliance with approved audit Plan	≥80%	≥80%	≥80%	≥80%	≥80%
2.1.2	Percentage Implementation of strategic risk register action plans	≥80%	≥80%	≥80%	≥80%	≥80%
2.1.3	Percentage implementation of Risk Management Plan	≥80%	≥80%	≥80%	≥80%	≥80%

1.1.2 *Corporate Support Service*

Output indicators		2026/27 annual targets	Quarterly milestones			
			Quarter 1 **April – June**	**Quarter 2** **July – September**	**Quarter 3** **October – December**	**Quarter 4** **January – March**
2.1.4	Percentage implementation of Human Resource plan	≥80%	≥80%	≥80%	≥80%	≥80%
2.1.5	Percentage Implementation of a Communication Plan	80%	80%	80%	80%	80%
2.2.1	Percentage Implementation of ICT Strategy	40%	-	10%	30%	40%
2.2.2	IT Governance implementation	≥80%	≥80%	≥80%	≥80%	≥80%

1.1.3 *Financial Management*

Output indicators			2026/27 annual targets	Quarterly milestones			
				Quarter 1 April – June	Quarter 2 July – September	Quarter 3 October – December	Quarter 4 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%
3.1.2	Procurement Plan Lead time		≤90 working days	≤90 working days	≤90 working days	≤90 working days	≤90 working days
3.1.3	Percentage Irregular Expenditure Ratio		0%	0%	0%	0%	0%
3.2.1	Percentage Debt working Ratio (cash based)		≤100%	≤100%	≤100%	≤100%	≤100%
3.2.2	Debt collection ratio		75%	20%	40%	60%	75%
3.2.3	Number of debtors payment in days (Healthy Book)						

Output indicators			2026/27 annual targets	Quarterly milestones			
				Quarter 1 April – June	Quarter 2 July – September	Quarter 3 October – December	Quarter 4 January – March
	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
3.2.4	Number of current ratios		≥1:1	≥1:1	≥1:1	≥1:1	≥1:1
3.2.5	Creditors’ payment days		≤30 days	≤30 days	≤30 days	≤30 days	≤30 days

Key risks and mitigations for the programme

Link to output		Key risks	Risk mitigations
1.1	Annual stakeholder management programme implemented	Weak / Reduced stakeholder confidence and trust.	1 Implementation the Stakeholder Engagement Plan. 2 Implement the stakeholder engagement satisfaction survey results (i.e. recommendations) 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 Regulatory prescripts developed	Unsustainable ICT systems.	1. Conduct testing and awareness workshops according to approved ICT operational plan. 2. Conduct testing on the effectiveness of ICT security and firewalls. 3. Conduct testing and awareness training on ICT Business Continuity Plans.
3.1	Financial control and sustainability maintained	Unsustainable IUCMA financial resources.	a) Develop a plan aimed at increasing current revenue and alternatives of sourcing /obtaining funding revenue streams. b) Review and reassess effectiveness and responsiveness of Cost Containment Strategy plans. c) Review and reassess effectiveness and responsiveness of the Debt Management Plan d) Accelerate the customer data cleansing process (according to an approved plan/program)

1.1.4 Reconciling performance targets with budget over the medium-term

EXPENDITURE ESTIMATE PER DIVISION	AUDITED BUDGET		APPLIED BUDGET	PROPOSED BUDGET		PROPOSED BUDGET			
	2023/24	2024/25	2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31
Office of the Executive Officer	9,668,084	12,298,578	10,765,295	4,230,069	2%	4,777,553	5,391,280	6,085,954	6,862,019
Governing Board	3,075,000	2,691,050	2,718,603	2,803,000	1%	3,598,300	3,624,600	3,926,600	4,364,910
Governance	2,496,788	2,641,202	2,969,762	2,892,753	1%	3,387,635	3,934,083	4,547,226	5,234,884
*Internal Audit	-	-	-	3,241,030	1%	4,380,171	4,441,103	4,859,482	5,597,554
Risk & Compliance Management	1,327,577	1,354,179	2,350,380	1,886,318	1%	2,833,308	2,925,956	3,021,477	3,520,635
*Strategic Support	-	-	-	4,251,385	2%	4,907,274	5,737,800	6,675,611	7,732,035
Executive Corporate Services	2,264,370	3,822,711	2,875,434	3,638,275	2%	4,151,096	4,526,835	5,172,407	5,895,446
Communications & Intergovernmental Relations	6,331,546	3,985,910	7,819,392	7,403,934	3%	8,715,960	10,334,521	12,161,766	14,221,081
Human Resources Management	9,378,951	7,691,653	11,505,389	13,192,077	6%	13,795,952	15,640,559	17,714,953	20,078,343
Information Technology	10,549,959	11,080,967	7,743,002	10,177,233	4%	12,659,476	14,623,142	16,891,133	19,968,363
Legal Services	1,497,531	1,909,897	2,488,741	4,184,139	2%	6,001,289	4,971,832	5,501,866	6,098,134
Records & Auxiliary Services	4,734,162	17,883,545	17,380,536	18,658,304	8%	20,066,714	22,402,977	24,992,403	27,948,309
General	19,077,238	8,871,106	20,366,364	28,498,570	12%	30,735,577	33,177,899	35,845,516	38,760,390
Chief Financial Officer	5,102,638	2,532,437	2,810,475	3,456,100	1%	3,987,851	4,541,910	5,045,142	5,765,122
Finance	6,628,332	11,406,731	13,096,814	12,925,938	5%	13,442,728	15,465,878	17,089,050	22,167,303
Revenue	5,595,479	3,783,612	6,183,018	6,965,364	3%	8,006,287	9,172,532	10,477,872	11,934,445
Supply Chain Management	5,961,925	4,688,433	5,283,109	6,412,565	3%	7,584,592	8,907,690	10,398,930	12,077,179
Executive Water Resource Management	16,253,174	3,255,149	4,012,993	4,233,615	2%	4,800,936	5,425,863	6,139,717	6,942,569
Compliance, Monitoring & Enforcement	15,694,686	13,573,294	17,726,076	21,215,081	9%	25,757,347	30,803,989	36,642,507	43,242,389
Data & Information Management	8,340,166	7,480,630	15,005,406	12,715,885	5%	14,425,782	16,763,566	19,547,167	22,846,275
Institution & Participation	12,322,007	11,762,832	14,739,436	13,954,621	6%	16,955,628	20,245,419	23,938,163	28,026,451
Resource Planning & Operations	12,756,836	9,857,164	16,412,000	16,938,836	7%	17,091,763	19,960,496	23,487,628	27,470,733
Resource Quality & Monitoring	17,759,424	15,749,261	18,538,564	21,243,914	9%	26,881,099	31,970,912	34,148,104	39,083,261
Water Use Authorisation	8,731,404	8,048,435	10,976,378	12,515,331	5%	15,097,611	18,023,468	21,334,816	25,073,244
Total Expenditure	**185,547,276**	**166,368,775**	**213,767,167**	**237,634,337**	**100%**	**274,041,925**	**313,014,309**	**355,645,492**	**410,911,074**

* Figures were previously consolidated with office of the CEO between 2023/24 and 2025/26

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**

Performs inspections and audits, including investigations of reported incidents of resource pollution in compliance with the NWA and other environmental legislation. Implementation of 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 provides services to the support core of the IUCMA.

v) **Institutional Development, Stakeholder engagement, and Water Governance**.

This function bears responsibility for the establishment and support for statutory water management institutions, stakeholder engagement, and international liaison. This is to ensure that water management institutions and the stakeholders' legitimate interests and material issues of water governance and engagement, locally, regionally 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.

1.2.1 Outcomes, outputs, performance indicators and targets

Outcome		Outputs		Output indicators		Annual audited / actual performance			Estimated performance	Annual medium-term targets		
						2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2022/23
4	Effective water resource use and protection	4.1	Improved Water Quality and Reduced Pollution	4.1.1	Number of river systems monitored for the Implementation of resource directed measures	-	-	-	4	4	4	4
				4.1.2	Percentage of waste discharge charge system implemented	-	-	-	75%	75%	75%	75%
				4.1.3	Number of strategic (EWR) sites monitored for resource quality	≥90% (23/23)	≥90% (23/23)	≥90% (23/23)	25	25	25	25
				4.1.4	Number of international obligation sites monitored for international requirements	≥90% (10/10)	≥90% (10/10)	≥90% (10/10)	10	10	10	10

Outcomes	Outputs		Output indicators		Annual audited / actual performance			Estimated performance	Annual medium-term targets		
					2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
			4.1.5	Number of effluent discharges into water resources monitored for compliance	-	-	-	New indicator	35	35	35
	4.2	Promotion of Inclusive and Equitable Water Use	4.2.1	Number of water user associations supported for establishment	-	-	0	3	1	1	1
	4.4	Enhanced Regulatory Excellence and Licensing Efficiency	4.4.1	Percentage of planned inspections conducted for various sectors	Quality 100% (48/48) Quantity 100% (48/48)	Quality 100% (48/48) Quantity 100% (48/48)	100% (96/96)	≥95%	≥95%	≥95%	≥95%
			4.4.2	Percentage of enforcement of action taken against non-compliant users	-	100% (81/81)	100% (48/48)	≥95%	≥95%	≥95%	≥95%
			4.4.3	Percentage of approved water users registered on WARMS	100% (358/358)	100% (339/339)	100% (504/504)	100%	≥90 %	100%	100%

Outcomes	Outputs	Output indicators		Annual audited/actual performance			Estimated performance	Annual medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		4.4.4	Number of Existing Lawful Water Use (ELU) verification processed	-	-	-	110	110	100	100
		4.4.5	Percentage of high-risk water use licence applications processed and recommended within 74 working days.	102.91% (106/103)	100% (136/136)	99.26% (136/137)	≥90%	≥90%	≥90%	≥90%
		4.4.6	Percentage of medium-risk water use authorisation applications finalised within the 90 working days of receipt	-	-	-	New indicator	≥90%	≥90%	≥90%
		4.4.7	Percentage of General Authorisations applications processed and finalised within 30 days.	-	-	-	New indicator	≥90%	≥90%	≥90%

1.2.2 Indicators, annual and quarterly targets per programme

Water Resource Planning and Management

Output indicators		2026/27 Annual targets	Quarterly milestones			
			Quarter 1 April – June	Quarter 2 July – September	Quarter 3 October – December	Quarter 4 January – March
4.1.1	Number of river systems monitored for the implementation of resource directed measures	4	4	4	4	4
		Sabi-Sand	Sabi-Sand	Sabi-Sand	Sabi-Sand	Sabi-Sand
		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) sites monitored for resource quality	25	25	25	25	25
4.1.4	Number of international obligation sites monitored for international requirements	10	10	10	10	10
4.1.5	Number of effluent discharges into water resources monitored for compliance	35	35	35	35	35

Institutions, Stakeholder Engagements and Governance

Output indicators		2026/27 annual targets	Quarterly milestones			
			Quarter 1 **April – June**	**Quarter 2** **July – September**	**Quarter 3** **October – December**	**Quarter 4** **January – March**
4.2.1	Number of water user associations supported for establishment	1	-	-	-	1

Compliance Monitoring and Enforcement

Output indicators		2026/27 annual targets	Quarterly milestones			
			Quarter 1 **April – June**	**Quarter 2** **July – September**	**Quarter 3** **October – December**	**Quarter 4** **January – March**
4.4.1	Percentage of planned inspections conducted for various sectors	≥95%	≥95%	≥95%	≥95%	≥95%
4.4.2	Percentage of enforcement action taken against non-compliant users	≥95%	≥95%	≥95%	≥95%	≥95%

Water Use Authorisation and Registration

Output indicators		2026/27 annual targets	Quarterly milestones			
			Quarter 1 **April – June**	**Quarter 2** **July – September**	**Quarter 3** **October – December**	**Quarter 4** **January – March**
4.4.3	Percentage of approved water users registered on WARMS	≥90%	≥90%	≥90%	≥90%	≥90%
4.4.4	Number of Existing Lawful Water Use (ELU) verification processed	110	27	29	27	27
4.4.5	Percentage of high-risk water use license applications processed and recommended within 74 working days.	≥90%	≥90%	≥90%	≥90%	≥90%
4.4.6	Percentage of medium-risk water use authorization applications finalised within the 90 working days of receipt1	≥90%	≥90%	≥90%	≥90%	≥90%
4.4.7	Percentage of General Authorisations applications processed and finalized within 30 days.	≥90%	≥90%	≥90%	≥90%	≥90%

[1] The previous indicator "Percentage of applications for water use authorisation finalised within applicable period" has been amended to align with the revision of licensing regulations.

1.2.3 Abridged risk management plan for the programme

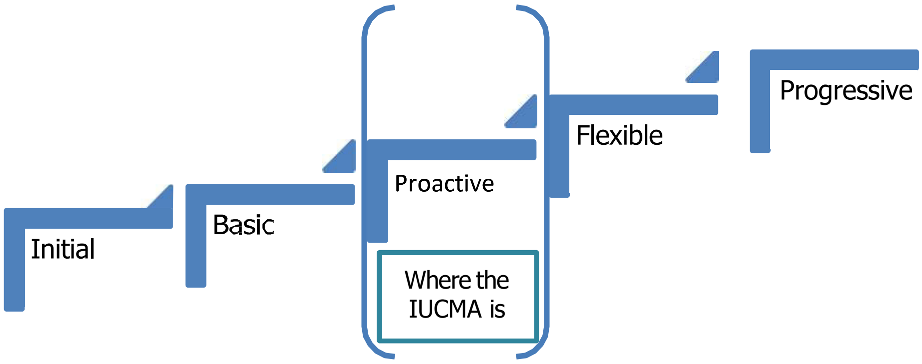
Link to output		Risk category	Risk	Mitigation measures
2.1	Water resource classes and resource quality objectives determined and monitored	Water resource management	Decline in water security.	1) Raising user awareness about climate change and adaptation by issuing information to users based on: • Disaster early warning systems. • Shared information by relevant stakeholders (national, provincial, and regional structures). 2) • Conduct planned inspections. • Attend to pollution incidents, complaints and enforcement. • Conduct monitoring of compliance with Resource Quality Objectives. • Manage water use application process
2.2	Regulatory compliance and enforcement	Compliance and enforcement	Reduction in registered volumes	1) Establish a working committee (WUA, DIM, CM and Revenue) to quarterly monitor: a) Movement of the water user's information, b) Confirm validity of the Information, and c) Trace new user information through the CM, Revenue, DIM and WUA. 2) Internal Exco to Monitor and evaluate effectiveness of the process quarterly by: a) Review of performance and/or improvement of data per catchment. b) Assess revenue collection improvement. c) Assess if the CM report improves the quality of Data. Investigation on unlawful water uses. (CME) d) Engage water users (customers) and encourage them to apply and comply if they are still utilizing the resource. (I&P)

1.2.4 Reconciling performance targets with budget over the medium term

EXPENDITURE ESTIMATE PER DIVISION	AUDITED BUDGET			APPLIED BUDGET	PROPOSED BUDGET		PROPOSED BUDGET	
	2022/23	2023/24	2024/25	2025/26	2026/27	%	2027/28	2028/29
Executive Water Resource Management	-	16,253,174	3,255,149	4,012,993	4,496,417	4%	4,790,565	5,069,260
Compliance, Monitoring & Enforcement	15,722,663	15,694,686	13,573,294	17,726,076	19,084,343	19%	20,322,411	21,533,106
Institution & Participation	12,458,872	12,322,007	11,762,832	14,739,436	15,713,977	16%	16,529,838	17,243,752
Resource Planning & Operations	34,764,286	12,756,836	9,857,164	16,412,000	16,574,418	17%	16,027,199	16,722,354
Resource Quality Monitoring	-	17,759,424	15,749,261	18,538,564	17,722,372	18%	18,851,513	19,902,183
Water Use Authorisation	-	8,731,404	8,048,435	10,976,378	11,891,319	12%	12,651,064	13,401,478
Data & Information Management	6,948,189	8,340,166	7,480,630	15,005,406	14,704,923	15%	11,924,935	12,631,782
Total Expenditure	**69,894,011**	**91,857,696**	**69,726,763**	**97,410,852**	**100,187,769**	**100%**	**101,097,525**	**106,503,917**

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:

2.1 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.

2.1.1 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.

2.1.2 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.

2.1.3 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.

2.1.4 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.

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

PART D: TECHNICAL INDICATOR DESCRIPTION

1. Programme 1: Administration and Governance

1.1 Stakeholder engagement sub-programme

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 in accordance with the Stakeholder Engagement Framework.
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

1.2 Internal Audit sub-programme

PPI no 2.1.1: Percentage compliance with approved audit plan

Indicator title	**Percentage compliance with approved audit plan**
Definition	This tracks the progress in the implementation of the approved audit plan. In terms of the Treasury Regulation 3.2.7 (issued in terms of PFMA), An internal audit function must prepare, in consultation with and for approval by the audit committee a) a rolling three-year strategic internal audit plan based on its assessment of key areas of risk for the institution, having regard to its current operations, those proposed in its strategic plan and its risk management strategy; b) an annual internal audit plan for the first year of the rolling three-year strategic internal audit plan; c) plans indicating the proposed scope of each audit in the annual internal audit plan; and d) a quarterly report to the audit committee detailing its performance against the annual internal audit plan, to allow effective monitoring and possible intervention.
Source of data	The following are data sources: • Three-year and annual internal audit plan • Quarterly progress reports • Internal Audit Charter approved by April 2026 • 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 2026/27 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 the given period which may affect the performance against planned targets.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	≥80% compliance with approved audit plan
Indicator responsibility	Chief Executive Officer

1.3 Risk Management sub-programme

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, in line with the Public Sector Risk Management Framework and the IUCMA risk management strategy.
Source of data	Records showing achievement of strategic risk register plan deliverables
Method of calculation / 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	≥80%
Indicator responsibility	Chief Executive Officer

PPI no 2.1.3 Percentage Implementation of Risk Management Plan

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 in line with the key performance areas in the RMC charter. The relevant Act is the Public Finance Management Act (PFMA) of 1999.; Section 38 (a).
Source of data	Records showing achievement of Risk Management plan Deliverables
Method of calculation / 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 (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	≥80%
Indicator responsibility	Chief Executive Officer

1.4 Human resource and business support sub-programme

PPI no 2.1.4: Percentage implementation of a human resource 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, in line with Basic conditions of employment Act,1997 and Human resources management policy.
Source of data	Records showing achievement of Human Resource Plan Deliverables
Method of calculation / assessment	Performance of this indicator will be calculated quantitatively. Y: a/b*100 Where: • Y: is the percentage actual implementation of the plan • A: 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 (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	≥80%
Indicator responsibility	Executive Manager: Corporate Services

PPI no 2.1.5: Percentage implemented of a Communication Plan

Indicator title	Percentage Implementation of a Communication Plan
Definition	To depict that the organisation complied with the planned deliverables set out in the Communication Plan of the IUCMA. Access to Information Act (PAIA), No. 2 of 2000 • Ensures public access to information held by the state. • Supports open communication and informed decision-making. Batho Pele Principles (White Paper on Transforming Public Service Delivery) • Emphasizes consultation, transparency, and courtesy in communication. • Requires departments to communicate service standards and performance.
Source of data	Records showing achievement of Communication Plan deliverables
Method of calculation / assessment	Performance of this indicator will be calculated in a quantitative Manner Y = a/b*80 Where: • Y: is the percentage actual implementation of the plan • A: total number of planned activities achieved • B: is total number of planned activities
Means of verification	Records showing that communication activities took place
Assumptions	Adequate human and financial resources
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Executive Corporate Services

PP1 no 2.1.6 Percentage implementation of ICT strategy

Indicator title	Percentage Implementation of ICT strategy
Definition	Measures execution of ICT Strategy
Source of data	Project reports, system integration evidence
Method of calculation / assessment	Performance of this indicator will be calculated in a quantitative Manner Y = a/b*100 Where: • Y: is the percentage actual implementation of the strategy • A: total number of planned activities achieved • B: is total number of planned activities
Means of verification	Signed ICT Quarterly reports
Assumptions	Adequate budget allocation for ICT initiatives
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	40%
Indicator responsibility	Executive Corporate Services

PPI no. 2.1.7 **IT Governance Implementation**

Indicator title	IT Governance Implementation
Definition	Measures cumulative implementation of approved ICT governance milestones.
Source of data	ICT Charter approved, CT policies reviewed & approved, help desk incidents attended and closed, Firewall reviews, Audit log/user access reviews, Disaster Recovery tests conducted and approved, Antivirus & patch management reports produced, CT Risk Register updated quarterly, King IV/COBIT alignment.
Method of calculation / assessment	Performance of this indicator will be calculated in a quantitative Manner Y = a/b*100 Where: • Y: is the percentage actual implementation of the governance control measures • A: total planned number of Governance milestones achieved • B: is total planned milestones
Means of verification	Signed Quarterly ICT generated portfolio of evidence.
Assumptions	Adequate human and financial resources
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	≥80%
Indicator responsibility	Executive Corporate Services

1.5 Financial management sub-programme

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

<table>
<tr><td>Indicator title</td><td colspan="2">Percentage of procurement budget spent on SMMEs preferential procurement</td></tr>
<tr><td>Definition</td><td colspan="2">This measures the extent in which the organisation empowers qualifying small, medium, and micro enterprises through the procurement of goods and services. The relevant legislations are Section 217 of the Constitution of the Republic of South Africa, 1996 (“the Constitution”); Preferential Procurement Policy Framework Act 5 of 2000 (“PPPFA”); Treasury Regulations; DWS Supply Chain Management (SCM) Policy and Broad Based- Black Economic Empowerment Act 53 of 2003 (“B-BBEE”);</td></tr>
<tr><td>Source of data</td><td colspan="2">Supply chain database</td></tr>
<tr><td>Method of calculation / assessment</td><td colspan="2">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:
$$\gamma\% = {}^{x}\!/_{y} \times 100$$</td></tr>
<tr><td>Means of verification</td><td colspan="2">Payment reports to SMMEs for the reporting period</td></tr>
<tr><td>Assumptions</td><td colspan="2">An SMME is defined in line with the National Small Enterprise Act, 2019 as amended</td></tr>
<tr><td rowspan="5">Disaggregation of beneficiaries (where applicable)</td><td colspan="2">The following targets for designated groups</td></tr>
<tr><td>Designated group</td><td>Target</td></tr>
<tr><td>Women</td><td>40%</td></tr>
<tr><td>Youth</td><td>30%</td></tr>
<tr><td>People with disabilities</td><td>7%</td></tr>
<tr><td>Spatial transformation (where applicable)</td><td colspan="2">Not applicable</td></tr>
<tr><td>Calculation type</td><td colspan="2">Non-cumulative</td></tr>
<tr><td>Reporting cycle</td><td colspan="2">Quarterly</td></tr>
<tr><td>Desired performance</td><td colspan="2">70%</td></tr>
<tr><td>Indicator responsibility</td><td colspan="2">Finance and corporate services</td></tr>
</table>

***PPI no 3.1.2:* Procurement Plan Lead time**

Indicator title	Procurement Plan Lead time
Definition	Monitoring procurement lead times improves efficiency, reduces delays in service delivery, and ensures resources are available when required in line with the Public Procurement Act 2024.
Source of data	Procurement plan
Method of calculation / assessment	The indicator will be calculated in a quantitative manner. $y = \sum (a - b) / c$ Where: • Y: Procurement lead time • A: Final appointment date • B: Inception date of procurement as per approved procurement plan • C: Number appointment made YTD
Means of verification	Procurement plan and appointment date
Assumptions	Efficiency will improve in procurement plan monitoring
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	≤90 working days
Indicator responsibility	Finance and corporate services

***PPI no 3.1.3:* Irregular Expenditure Ratio**

Indicator title	Irregular Expenditure Ratio
Definition	Tracking irregular expenditure strengthens compliance with PFMA and Treasury Regulations, mitigates audit findings, and promotes sound financial governance.
Source of data	Irregular Expenditure report
Method of calculation / assessment	The indicator will be calculated in a quantitative manner. y = a/b*100 Where: • Y: Irregular Expenditure Ratio • A: Total values of identified irregular expenditure for the period • B: Total value of procurement (RFQs and Tenders) for the period
Means of verification	Procurement plan, Contract registers, RFQ register
Assumptions	Regular tracking of expenditure will strengthen compliance
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	0%
Indicator responsibility	Chief Financial Officer

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 to which costs are covered by the revenue of the organization in line with financial management policy of the IUCMA.
Source of data	Financial records
Method of calculation / 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 applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	≤100%
Indicator responsibility	Chief Financial Officer

PPI no 3.2.2: Percentage debtors book collection rate

Indicator title	Percentage debtors book collection rate
Definition	Increasing collection efficiency directly enhances revenue recovery, reduces arrears, and strengthens the Agency's ability to fund programmes without incurring deficits in line with the Financial Management policy of the IUCMA.
Source of data	Debtors collection book
Method of calculation / assessment	The indicator will be calculated in a quantitative manner y = a/b*100 Where: • Y: Debtors book collection ratio • A: Total debt recovered • B: Total billables
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	75%
Indicator responsibility	Chief Financial Officer

PPI no 3.2.3: Number of debtors payment in days (healthy book)

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 outstanding debt. Shortening payment periods strengthens cash flow, improves liquidity, and reduces reliance on external funding. It also ensures timely revenue collection per sector, supporting ongoing operations inline with PFMA and the Financial Management policy the IUCMA.
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 sales • B: Total debt
Means of verification	Billing reports and general ledger per sector
Assumptions	Reliable financial records are available
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Domestic and Industry: ≤ 50 days Irrigation: ≤ 180 days Forestry: ≤ 180 days
Indicator responsibility	Chief Financial Officer

PPI no 3.2.4: 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 guided by the PFMA and Treasury Regulations.
Source of data	Financial records
Method of calculation / 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 (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	≥1:1
Indicator responsibility	Chief Financial Officer

PPI no 3.2.5: Creditors' payment days

Indicator title	Creditors' payment days
Definition	This measures the extent to which the organisation pays its creditors in line with the PFMA and Treasury Regulations, avoids audit findings and penalties, and supports supplier cash flow and trust.
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 = ∑ (a – b) / c Where: • A = invoice payment date • B = invoice receipt date • C = number of total invoices processed
Means of verification	Supplier age analysis and General Ledger
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 (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	≤30 days
Indicator responsibility	Chief financial officer

2. Programme 2: Water Resource Management

2.1 Resource quality monitoring, planning and operations sub-programme

PPI no 4.1.1: Number of river systems monitored for the 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, specifically on the biomonitoring aspect. This is in alignment with the NWA, Chapter 3 (Section 13, 14, 15 and 16)	
Source of data	Data will be obtained from the various monitoring systems in place of which the water management system will be the main source	
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	SASS forms for the water management area	
Assumptions	Adequate human and financial resources available	
Disaggregation of beneficiaries (where applicable)	Not applicable	
Spatial transformation (where applicable)	Not applicable	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
Desired performance	Major River Systems	
	Sabi-Sand	Komati
	Crocodile	Usuthu
Indicator responsibility	Water Resource Management	

PPI no 4.1.2: Percentage of waste discharge charge system implemented

Indicator title	Percentage of waste discharge charge strategy implemented
Definition	This monitors the implementation of the waste discharge charge system in the water management area. The Waste Management Charge Strategy by the Department of Water and Sanitation (DWS) aligns with the "polluter pays" principle in water resource management and refers to charges related to waste discharge into water resources. This is aligned with Sections 21, 56 and 57 of the NWA.
Source of data	e-WULAAS, WARMS, WMS, SAP, inputs/reports by CMA components.
Method of calculation / assessment	Percentage implementation is calculated by the National Office using a scorecard, which is informed by an integrated Waste Discharge Charge Management Tool. The tool is to be submitted by the CMA to the National Office each quarter.
Means of verification	Spreadsheets of issued GA and WUL, spreadsheet from WARMS database, water quality action plans, budget proposal, proof of communication of proposed tariff, SAP CMA completeness verification report, record of queries received, etc.
Assumptions	Accurate and updated information in the databases. Sufficient capacity within the CMA to undertake functions.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desire performance	75% waste discharge Management charge system
Indicator responsibility	Water Resource

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

Indicator title	Number of strategic (EWR) sites monitored for water resource quality.
Definition	This monitors the strategic points in river systems to understand the water quality status of the resource. It is relevant to Chapter 3 and Chapter 14 (Sections 137-140) of the NWA
Source of data	A database is maintained. 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 RQOs (quality and quantity)
Method of calculation / assessment	This will be the number of points monitored at different river systems
Means of verification	Certificates and/or confirmation of analysis reports when conducting monitoring
Assumptions	Adequate human and financial resources available
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	25 EWR sites within the WMA
Indicator responsibility	Water Resource Management

PPI no 4.1.4: Number of international obligation sites monitored for international requirements

Indicator title	Number of international obligation sites monitored for international requirements	
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 Interim Inco Maputo Agreement and Resolution on the Exchange of Information on water quality (REIWQ).	
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 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	
Means of verification	Reports showing monitoring of compliance to international obligations for Mozambique and Eswatini. Inspection and monitoring reports.	
Assumptions	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	
Desired performance	10 international obligation sites on the following rivers:	
	- Sabie River - Komati River at Komatipoort - Komati River at Ekulindeni - Komati River at Mananga - Lusushwana River	- Mpuluzi River - Usuthu River - Hlelo River - Assegai River - Ngwepisi River
Indicator responsibility	Executive: Water Resources Management	

PPI no 4.1.5: Number of effluent discharges into water resources monitored for compliance

Indicator title	Number of effluent discharges into water resources monitored for compliance
Definition	The indicator measures capacity of the organisation to monitor effluent discharge regularly before it enters the water resources to ensure compliance with regulations, protect public health and prevent pollution.
Source of data	Effluent discharge water quality monitoring data: - Water quality results and monitoring report
Method of calculation / assessment	This is the actual number of effluent discharge points monitored for compliance within the financial year.
Means of verification	Reports showing monitoring of effluent discharge into water resources for compliance. - Laboratory certificates of water quality results for effluent discharges and monitoring report.
Assumptions	Reliable records showing the quality of effluent discharge into water resources.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	35 effluents discharge points
Indicator responsibility	Executive: Water Resources Management

2.2 Institutions, Stakeholder Engagement and Governance

PPI no 4.2.1: Number of water user associations supported for establishment

Indicator title	Number of water user associations supported for establishment
Definition	This measures the extent of the organization in providing support and oversight on the transformation of irrigation boards within the water management area into water user associations in line with the Ministerial Directive through Gazette No. 48483, Notice No. 3355.
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 submitted to the Department of Water and Sanitation.
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	1 water user association established
Indicator responsibility	Water Resource Management

2.3 Regulatory compliance monitoring and enforcement

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

Indicator title	Percentage of planned inspections conducted for related uses of various sectors.
Definition	This measures the compliance of water users with legislation, standards, water use entitlements and regulations within the water management area in terms of the National Water Act, 1998 (Act 36 of 1998) section 125. The water users fall within the public, mining, industry, government, agriculture, and forestry sectors. Compliance inspections are either full audit, partial audit or follow-up audit and the reports must be completed as per NCIMS template and should include the copy of authorization, score sheet (number of conditions complied or not complied to calculate % compliance), where: • Full audit – All the conditions are audited from authorization. • Partial audit – Just specific conditions are audited from an authorization. • Follow-up audit – Facilities audit, follow-up can take different forms including follow-up site visits to check whether recommendations/ findings have been implemented
Source of data	Water use entitlements and compliance inspection reports with scorecards completed and uploaded in the National Compliance Monitoring System (NCIMS). Compliance inspection reports are either initial compliance inspection, partial compliance inspection or follow-up compliance inspection reports. These reports are completed as per NCIMS template and include the copy of authorisation, score sheet (number of conditions complied or not complied to calculate % compliance).
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	compliance inspections reports on NCIMS

Assumptions	Reliable records of uses inspected
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	≥95%
Indicator responsibility	Executive: Water Resource Management

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

Indicator title	Percentage of enforcement actions taken against non-compliant users
Definition	This refers to legal and administrative steps taken by the Department of Water and Sanitation (DWS) and Catchment Management Agencies (CMAs) to address violations of the National Water Act (No. 36 of 1998). These actions aim to ensure compliance, protect water resources, and hold transgressors accountable. **Types of Enforcement Actions** **1. Administrative Actions** • Notices of Intention to Issue Directives: • Directives Issued Legally binding instructions requiring corrective action. **2. Criminal Actions** • Criminal Charges: Laid against users for serious violations (e.g., pollution, unlawful water use). • Case Dockets: Criminal Investigation • Referred to the National Prosecuting Authority (NPA) for decision to prosecute. **3. Civil Actions** • Court Orders, Mandatory or Prohibitory Interdicts Legal rulings against non-compliant water users and polluters of the water resources in all sectors
Source of data	Enforcement Case Management System (ECMS) The inspection / audit reports / reported cases
Method of calculation / assessment	If the number enforcement actions is given the value “x” and the total number of enforcement actions that had to be undertaken within the

	water management area is given the value "y"; the formula is as follows: *Percentage of enforcement actions taken* $= {}^{x}/_{y} \times \mathbf{100}$
Means of verification	This will be the notices/ directives/ Court Order/interdicts / criminal cases opened (SAPS CAS Number) against the water users in the water management area
Assumptions	Data availability and credible information Assumes that issuing notices, directives, and criminal charges will result in corrective action by transgressors Assumes that the National Water Act (No. 36 of 1998) and related legislation (e.g. NEMA) provide adequate legal tools for enforcement.
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

2.4 Water use authorisation and registration

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

Indicator title	Percentage of approved water use authorisations registered in WARMS
Definition	This monitors the organisation's efficiency in registering the approved water use authorisations in Water Use Authorization Registration Management System (WARMS), the national register of water use for South Africa defined in terms of section 139(2)(d) of the National Water Act 1998, to store and produce accurate water use information to advance economic growth, development, and democracy. Water use registration is the Department of Water and Sanitation programme of systematically acquiring and recording information about the use of water by the water users for the optimal management of our water resources; and comprises the asking and answering of four (4) basic questions in respect of how much water is used, by whom, for what purpose and where.
Source of data	Approved water use authorisations
Method of calculation / assessment	If the actual number of registered water use authorisations in WARMS is provided the value "x" and the total number of approved water use authorization in the water management area is given the value "y" the formula is as follows: $\% \ of \ approved \ water \ use \ authorisations \ registered \ in \ WARMS = X/Y \times \mathbf{100}$
Means of verification	Approved water use authorisations registered in WARMS
Assumptions	The approved applications will be registered within 72 hours of receipt
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	≥90% approved water use authorisations registered in WARMS
Indicator responsibility	Water Resource Management

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

Indicator title	Number of existing water users verified
Definition	ELU verification, more often referred as Validation and Verification (V&V), summarily its is a water use authorisation process to ascertain and confirm historical lawful water use, to support compulsory licensing, programme, collection of water uses charges and reliable water allocations information. Existing lawful use (ELU) is a historic water use which occurred 2 years prior to 1998 (i.e., qualifying period). This allows a user with ELU to continue with the use until it is converted to a licence. The process through which ELU is confirmed is through Validation (how much water) and Verification (was the use lawful). Validation is a technical step that precedes the verification process. This is aimed at confirming how much water was used in the qualifying period by the application of, GIS and Remote Sensing technology together with archived historical data from, Water Cout, Orders, water use permits, Cadastral and Deeds data. This process is aligned to sections 32,33,34 and 35 of the National Water Act (Act 36 of 1998) (NWA).
Source of data	WARMS and Late Registers
Method of calculation / assessment	This will be the number of verified properties in the water management area
Means of verification	List of verified properties
Assumptions	• All water users have registered their water use and those who have not registered will avail themselves during stakeholder consultations. • Stakeholders buy-in and • Legal challenges will be dealt with
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	110 existing water users verified
Indicator responsibility	Water Resource Management

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

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	If the actual number of applications for water, use licenses 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 01 April 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 (where applicable)	Not applicable
Spatial transformation (where applicable)	Not 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

PPI no 4.4.6: Percentage of medium-risk water use authorization applications finalised within the 90 working days of receipt

Indicator title	Percentage of medium-risk water use authorization applications finalised within the 90 working days of receipt
Definition	This monitors the extent to which the CMAs process and recommend medium risk water use authorization applications within the allocated 90 working days as part of final balance of the 90 working days. Medium-risk water use licence applications are defined as applications with water uses (Section 21 of the NWA) that have a high potential to insignificant 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	If the actual number of medium-risk water use authorization applications for finalized within the applicable period is provided the value "x" and the total number of low-risk water use authorization applications received by the Catchment Management Agencies (CMA) that should be finalized within the applicable period is given the value "y" the formula is as follows: $\gamma\% = {}^{x}/_{y} \times 100$ Water use authorization applications received from 17 November 2025 to 31 March 2026 form part of the reporting cycle. Water use authorization applications (new applications submitted in the current financial year) finalized 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 received at CMAs obtainable from E-WULAAS (WULA progress summary) and date of finalization of the application on decision documents (decline / licence) general authorisation confirmation, wula withdrawn. .
Assumption	Water use authorisation applications accepted as complete will contain adequate information to enable decision making within 90 days.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative

Reporting cycle	Quarterly
Desired performance	≥90% of complete applications for water use authorisation finalised within applicable period.
Indicator responsibility	CEO of CMA

PPI no 4.4.7: Percentage of General Authorisations applications processed and finalised within 30 days.

Indicator title	Percentage of General Authorisations applications processed and finalised within 30 days.
Definition	This monitors the extent to which the CMAs process and recommend General Authorisations (GA) applications within the allocated 30 working days as part of final balance of the 30 working days. GA applications are defined as applications with water uses (Section 21 of the NWA) that have a very low potential to insignificant negative impact on water resources as described in Delegations of Powers for Water Use Authorisation.
Source of data	A list of GA applications is maintained, Delegations of Powers for Water Use Authorisation.
Method of calculation / assessment	If the actual number of GA applications are finalized within the applicable period is provided the value “x” and the total number of GA applications received by the Catchment Management Agencies (CMA) that should be finalized within the applicable period is given the value “y” the formula is as follows: $\gamma\% = {}^{x}\!/_{y} \times 100$ Water use authorization applications received from 01 October 2025 to 31 March 2026 form part of the reporting cycle. Water use authorization applications (new applications submitted in the current financial year) finalized within applicable period outside the cycle above are included as x. Exclusion: The period 15 December to 15 January in any given financial year is excluded.
Means of verification	Proof of receipt of applications received at CMAs obtainable from E-WULAAS (WULA progress summary) and date of finalization of the application on decision documents (GA confirmation letter/ Decline Letter)
Assumption	Water use authorisation applications accepted as complete will contain adequate information to enable decision making within 30 days.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable

Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	≥90% of complete applications for water use authorisation finalised within applicable period.
Indicator responsibility	CEO of CMA

WATER RESOURCE MANAGEMENT PROGRAMME

Water Resource Planning and Management

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

Catchment Management Areas	Targeted number	ID Codes	Planned inspections per quarter			
			April–June	July – September	October - December	January – March
Sub-Catchment						
Sabie Sand	8	SS -14	8	8	8	8
		SS -18				
		SS -16				
		SS -29				
		SS -41				
		SS -46				
		SS -50				
		SS -52				
Crocodile	9	C -1	9	9	9	9
		C -3				
		C -12				
		C -14				
		C -17				
		C -42				
		C -54				
		C -63				
		C -72				
Upper Komati (Carolina)	4	CRL -19	4	4	4	4
		CRL -33				
		CRL -39				
		CRL -62				
Lower Komati	2	K -16	2	2	2	2
		K -19				
Usuthu	2	U -26	2	2	2	2
		U -44				
Total	25		25	25	25	25

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

Catchment Management Areas	Targeted number	Names	Planned inspections per quarter			
			April–June	**July – September**	**October - December**	**January – March**
Sub-Catchment						
Sabie Sand	**1**	Sabie River	1	1	1	1
Komati	**3**	Komati@Ekulinden	3	3	3	3
		Komati@Komatipoort				
		Komati@mananga				
Usutu	**6**	Lusushwana River	6	6	6	6
		Mpuluzi River				
		Usuthu River				
		Ngwempisi River				
		Hlelo River				
		Assegai River				
Total	**10**		**10**	**10**	**10**	**10**

Compliance Monitoring and Enforcement sub-programme

PPI no 4.1.5: Number of water users monitored for compliance

Crocodile sub-catchment

Sub-catchments	Total Number	Names	Planned inspections per quarter			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
			April – June	July – September	October - December	January – March
Mining sector	**2**		**1**	**1**	**0**	**0**
		Afrimat Nkomati Anthracite,	-	Afrimat Nkomati Anthracite,	-	-
		Ilima Coal mine	Ilima Coal mine	-	-	-
Agriculture (irrigation sector)	**8**		**2**	**2**	**2**	**2**
		Mayo Estate	Mayo Estate	-	-	-
		Ramelda Trust		Ramelda Trust	-	-
		Jessa Farming	-	-	-	Jessa Farming
		The Fruit Farm Group	-	-	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	-	-	-	KomatilandForests
		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 WWTW	**3**		**1**	**1**	**1**	**0**
		Kingstonvale WWTW	KingstonvaleWWTW	-	-	-
		Kanyamazane WWTW	-	-	KanyamazaneWWTW	-
		Mhlatiplaas WWTW	-	Mhlatiplaas WWTW	-	-
Industries	**7**		**2**	**1**	**2**	**2**
		Cort Fish Farm	Cort Fish Farm	-	-	-
		ARM: Mchadodorp Works	-	-	-	ARM: MchadodorpWorks

Sub-catchments	Total Number	Names	Planned inspections per quarter			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
			April – June	July – September	October - December	January – March
		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-catchments	Total Number	Names	Planned inspections per quarter			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
			April – June	July – September	October - December	January –March
Mining sector	8		2	2	2	2
		Lefa Coal	Lefa Coal	-	-	-
		Xivono Colliery	-	Xivono Colliery	-	
		Risenga Colliery	-		-	Risenga Colliery
		Nkomati Joint Venture	-	Nkomati Joint Venture	-	-
		Umsimbithi: Wonderfontein Colliery	-	-	Umsimbithi: Wonderfontein Colliery	-
		Ikoti Coal: Kwazanele Colliery	Ikoti Coal: Kwazanele Colliery	-	-	-
		Vaalbult Colliery	-	-	-	Vaalbult Colliery
		Exxaro Coal: Belfast Coal Project	-	-	Exxaro Coal: Belfast Coal Project	-
Agriculture (irrigation sector)	6		2	0	2	2
		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	-	-	-
		Cavalla Farm	-	-	Cavalla Farm	-

Sub-catchments	Total Number	Names	Planned inspections per quarter			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
			April – June	July – September	October - December	January –March
		Sukuma Mswati:Vygebo onCanal	-	-	-	Sukuma Mswati:Vygeboon Canal
		Sukuma Mswati Gladdespruit Canal.	-	-	-	Sukuma Mswati Gladdespruit Canal.
Private Sector (Abstraction)	**2**		**1**	**0**	**1**	**0**
		Matsamo Mall	Matsamo Mall	-	-	-
		Nkomazi Townland	-	-	Nkomazi Townland	-
Municipal WTW (Abstraction)	**2**		**0**	**2**	**0**	**0**
		Eerstehoek WTW	-	Eerstehoek WTW	-	-
		Ekulindeni WTW	-	Ekulindeni WTW	-	-
Municipal and Public Works WWTW	**5**		**1**	**2**	**1**	**1**
		Badplaas Ponds	Badplaas Ponds	-	-	-
		Tonga Hospital WWTW	-	Tonga Hospital WWTW	-	-
		Shongwe Hospital WWTW	-	Shongwe Hospital WWTW	-	-
		Lebombo Bordergate	-	-	-	Lebombo Bordergate
		Carolina WWTW	-	-	Carolina WWTW	-
Industries	**1**	**1**	**0**	**0**	**0**	**1**
		Driekoppies Dam: Hydropower	-	-	-	Driekoppies Dam: Hydropower
Total	**24**		**6**	**6**	**6**	**6**

Sabie-Sand Sub-catchment

Sub-catchments	Total Number	Names	Planned inspections per quarter			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
			April – June	July – September	October - December	January – March
Mining sector	**1**		**1**	**0**	**0**	**0**
		TGME Glyns Lydenburg	TGME Glyns Lydenburg		-	-

Sub-catchments	Total Number	Names	Planned inspections per quarter			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
			April – June	July – September	October - December	January – March
Agriculture (irrigation sector)	1		0		0	1
		Gerhard Bason: Nil Desperandum Farm			-	Ithemba Agric Farm
Private Sector	12		4	4	2	2
		Lion Sands Game Reserve	Lion Sands Game Reserve	-	-	-
		Acornhoek Mall	Acornhoek Mall	-	-	-
		Skukuza WWTW	-	Skukuza WWTW	-	-
		Pretoriouskop WWTW	-	Pretoriouskop WWTW	-	-
		Imbali Safari Lodge	-	-	Imbali Safari Lodge	-
		Hoyo Hoyo TentedCamp	-	-	Hoyo Hoyo Tented Camp	-
		Singita game reserve	-	-	-	Singita game reserve
		Skukuza Rest Camp	-	-	-	Skukuza Rest Camp
		Lion Sands Tinga	Lion Sands Tinga	-	-	-
		Lion Sands Narina	Lion Sands Narina	-	-	-
		Sabie Sabie BushLodge	-	Sabie Sabie Bush Lodge	-	-
		Sabie Earth Lodge	-	Sabie Earth Lodge	-	-
Municipal and Public Works WTW	8		1	2	3	2
		Hoxani WTW (COM)	Hoxani WTW (COM)	-	-	-
		London WaterWorks	-	London Water Works	-	-
		Dingley Dale Water Works	-	Dingley DaleWater Works	-	-
		Edinburgh WaterWorks	-	-	Edinburgh Water Works	-
		New Forest WaterWorks	-	-	New Forest Water Works	-
		Calcuta WaterWorks	-	-	Calcuta Water Works	-

Sub-catchments	Total Number	Names	Planned inspections per quarter			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
			April – June	July – September	October - December	January – March
		Hoxani WTW (BLM)	-	-	-	Hoxani WTW (BLM)
		Hazyview WaterWorks	-	-	-	Hazyview WaterWorks
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-catchments	Total Number	Names	Planned inspections per quarter			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
			April – June	July – September	October - December	January – March
Mining sector	7		2	2	1	2
		Kangra Coal (Maquasa East)	Kangra Coal (Maquasa East)	-	-	-
		Jindal Mining SA (Pty) Ltd- Kiepersol Colliery	Jindal Mining SA (Pty) Ltd- Kiepersol Colliery	-	-	-
		Droogvallei Colliery	-	Droogvallei Colliery	-	-
		A Re Somang Motshaotshele Colliery Northern Section	-	A Re Somang Motshaotshele Colliery Northern Section	-	-
		Kangra Coal Mine (Block C)	-	-	Kangra Coal Mine (Block C)	-
		Kangra Coal (Twyfelhoek)	-	-	-	Kangra Coal (Twyfelhoek)
		Mashala Resources (Pty)Ltd	-	-	-	Mashala Resources (Pty) Ltd
Agriculture (irrigation sector)	3		0	1	1	1
		Reuben Mkhwane Sterkfontein Farm	-	Reuben Mkhwane Sterkfontein Farm	-	-
		MNG Gamede Enterprises SATE	-	-	MNG Gamede Enterprises SATE	-
		Reuben Mkhwane Bossie Allen Farm	-	-	-	Reuben Mkhwane Bossie Allen Farm

Sub-catchments	Total Number	Names	Planned inspections per quarter			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
			April – June	July – September	October - December	January – March
Municipal WWTW	**6**		**2**	**1**	**2**	**1**
		Piet Retief WWTW	Piet Retief WWTW	-	-	-
		Msukaligwa Local Municipality- Lothair Oxidation Ponds	Msukaligwa Local Municipality- Lothair Oxidation Ponds	-	-	-
		Chrissiesmeer WWTW	-	Chrissiesmeer WWTW	-	-
		Mayflower WWTW	-	-	Mayflower WWTW	-
		Oshoek Boarder WWTW	-	-	Oshoek Boarder WWTW	-
		Rustplaas WWTW	-	-	-	Rustplaas 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
		Sappi Southern Africa Ringkink and The Gem	-	-	-	Sappi Southern Africa Ringkink and The Gem
Sub-Total	**22**		**5**	**5**	**6**	**6**
Total	**95**		**24**	**23**	**24**	**24**

ANNEXURE A: DETAILED BUDGET

DESCRIPTION	AUDITED BUDGET		APPLIED BUDGET	PROPOSED BUDGET		PROPOSED BUDGET			
	2023/24	2024/25	2025/26	2026/27	%	2027/28	2028/29	2029/30	2030/31
SALARIES AND WAGES									
BASIC SALARIES	113,168,309	107,005,603	138,345,209	159,666,010	99%	190,189,176	224,706,108	263,670,586	307,584,270
PERFORMANCE AWARD	1,696,592	-	-	2,263,665	1%	2,717,573	3,231,269	3,811,556	4,465,957
TOTAL SALARIES AND WAGES	**114,864,901**	**107,005,603**	**138,345,209**	**161,929,675**	**100%**	**192,906,749**	**227,937,377**	**267,482,143**	**312,050,227**
GOODS AND SERVICES									
EXTERNAL AUDIT FEES	500,000	515,000	582,500	600,000	1%	630,000	660,000	690,000	720,000
INTERNAL AUDIT SERVICES	850,000	812,300	829,790	800,000	1%	650,000	900,000	800,000	700,000
SECURITY SERVICES	-	336,500	1,333,333	360,000	1%	378,000	396,900	417,000	438,000
GARDENING SERVICES	-	100,000	121,200	80,000	0%	88,000	96,000	104,000	200,000
PROVISION FOR BAD DEBT	13,510,628	8,283,372	11,525,284	19,743,570	28%	21,717,927	23,889,719	26,278,691	28,906,560
ADVERTISING AND MARKETING	955,000	169,500	1,402,500	600,000	1%	620,000	441,000	463,000	486,000
TRAINING AND DEVELOPMENT	1,170,000	100,000	1,175,000	2,935,000	4%	3,049,500	3,213,200	3,249,670	3,480,000
EXTERNAL BURSARIES	481,500	300,000	506,000	800,000	1%	840,000	882,000	926,000	972,500
BANK CHARGES	30,481	41,396	62,965	13,000	0%	15,000	17,000	19,000	21,000
CELLPHONE CHARGES	1,476,652	1,520,952	1,597,000	-	0%	-	-	-	-
CELLPHONE CONTRACT	-	-	-	-	0%	-	-	-	-
CLEANING	128,607	774,500	920,000	700,000	1%	770,000	847,000	932,000	1,025,000
PROJECTS	25,463,250	22,423,790	24,599,667	18,610,500	27%	20,939,500	20,289,700	17,684,500	19,300,000
COURIER CHARGES	38,577	39,734	41,721	25,000	0%	27,500	30,500	33,500	36,500
CONSUMABLES	60,000	151,500	158,780	510,000	1%	539,000	569,500	606,000	640,500
ELECTRICITY	1,388,960	1,743,000	840,000	2,160,000	3%	2,376,000	2,613,600	2,874,500	3,162,500
WATER	12,592	47,470	15,000	5,000	0%	5,250	5,513	5,788	6,078
REFUSE REMOVAL	-	-	-	-	0%	-	-	-	-
FINANCE CHARGES	5,102	5,255	5,518	6,000	0%	6,300	6,600	6,900	7,200
INSURANCE	963,000	800,000	840,000	700,000	1%	750,000	800,000	850,000	900,000
LEGAL FEES	1,400,000	400,000	808,000	2,000,000	3%	2,000,000	2,000,000	2,000,000	2,000,000
FUEL	178,662	184,022	193,223	200,000	0%	210,000	220,000	240,000	260,000
TOLL GATES	13,910	14,327	15,044	50,000	0%	50,000	50,000	50,000	50,000
VEHICLE HIRE	50,000	47,092	90,340	291,000	0%	332,200	374,500	417,000	460,000
TRAVEL & SUBSISTANCE	1,888,588	1,500,000	4,141,293	3,850,500	6%	4,108,500	4,265,500	4,228,000	4,488,000
PRINTING & STATIONERY	537,805	426,500	402,960	570,000	1%	595,000	619,000	644,000	669,000
RENTAL PREMISES	7,088,000	8,992,761	9,262,544	7,896,000	11%	8,685,600	9,554,500	10,509,500	11,560,500
RENTAL OFFICE EQUIPMENT	300,000	187,500	105,000	-	0%	-	-	-	-
PROFESSIONAL REGISTRATION FEES	102,864	180,000	301,600	350,500	1%	369,000	388,500	408,000	428,500
ACCOMODATION	800,000	781,569	1,047,641	1,200,592	2%	1,330,100	1,495,300	1,527,600	1,658,100
PROTECTIVE CLOTHING	1,000,000	250,000	1,254,000	226,000	0%	177,000	183,000	189,100	195,500
CHEMICAL ANALYSIS	3,000,000	3,090,000	3,244,500	3,100,000	4%	3,500,000	3,900,000	4,400,000	4,800,000
INTERNATIONAL TRAVEL	300,000	100,000	202,000	515,000	1%	576,500	568,500	620,500	643,000
TELEPHONE & FAX	909,500	100,000	105,000	15,000	0%	17,000	19,000	21,000	23,000
RELOCATION COSTS	100,000	-	-	120,000	0%	126,000	132,300	139,000	146,000
CONFERENCE FACILITIES	525,493	-	100,000	300,000	0%	310,000	315,000	320,000	325,000
WORKMENS COMPENSATION	110,760	114,083	119,787	200,000	0%	210,000	220,000	230,000	240,000
RECRUITMENT S&T	-	-	-	40,000	0%	42,000	44,100	46,500	49,000
TOTAL GOODS AND SERVICES	**65,339,930**	**54,532,123**	**67,949,188**	**69,572,661**	**100%**	**76,040,877**	**80,007,432**	**81,930,749**	**88,997,438**
REPAIR AND MAINTENANCE									
COMPUTERS	115,810	100,000	105,000	200,000	46%	200,000	200,000	200,000	200,000
MOTOR VEHICLES	480,000	350,000	367,500	100,000	23%	110,000	120,000	130,000	140,000
OFFICE FURNITURE & EQUIPMENT	71,634	-	166,667	75,000	17%	101,500	128,500	155,000	181,500
BUILDING	-	470,000	100,000	60,000	14%	66,000	72,500	79,500	87,500
TOTAL REPAIR AND MAINTENANCE	**667,445**	**920,000**	**739,167**	**435,000**	**100%**	**477,500**	**521,000**	**564,500**	**609,000**
CAPITAL OUTLAY									
COMPUTERS	500,000	320,000	350,000	1,220,000	42%	937,000	834,700	893,500	1,782,500
OFFICE FURNITURE & EQUIPMENT	500,000	900,000	2,065,000	1,674,000	58%	81,500	89,200	848,000	107,000
MOTOR VEHICLES	1,000,000	-	1,600,000	-	0%	-	-	-	3,000,000
TOTAL CAPITAL OUTLAY	**2,000,000**	**1,220,000**	**4,015,000**	**2,894,000**	**100%**	**1,018,500**	**923,900**	**1,741,500**	**4,889,500**
BOARD RELATED COST									
BOARD OPERATIONAL COSTS	535,000	551,050	578,603	703,000	25%	1,288,300	1,083,600	1,131,500	1,290,300
BOARD FEES	2,140,000	2,140,000	2,140,000	2,100,000	75%	2,310,000	2,541,000	2,795,100	3,074,610
TOTAL BOARD RELATED COST	**2,675,000**	**2,691,050**	**2,718,603**	**2,803,000**	**100%**	**3,598,300**	**3,624,600**	**3,926,600**	**4,364,910**
GRAND TOTAL	**185,547,276**	**166,368,775**	**213,767,167**	**237,634,337**	**100%**	**274,041,925**	**313,014,309**	**355,645,492**	**410,911,074**

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INKOMATI-USUTHU

CATCHMENT MANAGEMENT AGENCY

ANNUAL PERFORMANCE PLAN 2026-27