

BREEDE-GOURITZ CATCHMENT MANAGEMENT AGENCY



ANNUAL PERFORMANCE PLAN (APP) FOR THE FISCAL YEAR 2021/2022



BREEDE-GOURITZ
C A T C H M E N T M A N A G E M E N T A G E N C Y



FOREWORD BY THE MINISTER OF HUMAN SETTLEMENTS, WATER AND SANITATION (DRAFT PROPOSED)

The Breede-Gouritz Catchment Management Agency (BGCMA), established in terms of Section 78 of the National Water Act 36 of 1998 (NWA), performs water resource management in the Breede-Gouritz Water Management Area (WMA) as contemplated in the Act.

As per statutory requirements, an Annual Performance Plan (APP) is developed to outline the planned activities and associated budget for the 2021/22 financial year. The 2021/22 APP is in harmony with the National or Ministerial Outcomes, the National Development Plan (NDP), and the Strategic Objectives of the Department of Water and Sanitation (DWS). The 2021/22 APP also aims to support the South African Reconstruction and Economic Recovery Plan.

As the operating arm of the Department of Water and Sanitation, the BGCMA will help address the past imbalances in the water sector to contribute towards socio-economic development. The Strategic Plan indicates the following priority areas: water resource planning; water use management; institutional and stakeholder relations; water allocation reform; water resource protection; management & governance, as well as strategic support (which includes finance, human resources, public relations/ communication and administration). It is a composite plan that integrates all the activities into BGCMA's system of service delivery. These strategic priority areas are continually evaluated against DWS APP and consider any strategic plan that DWS may develop from time to time. Due to the BGCMA's geographical location and its areas of responsibility, the strategic priority areas are also extended to support both provincial and local government.

The fast tracking of the issuing of water licenses by 90-day period as announced by the President will assist the country to recover from the devastating impacts of Covid-19 pandemic, as this will facilitate new investments, with the resulting economic growth and job creation. The Breede-Gouritz Catchment Management Agency (BGCMA) is a recommending authority in the processing of water use licence applications and therefore plays an integral role in the fast tracking of licensing applications to support the Economic Reconstruction and Recovery Plan and

therefore significant resources are allocated to this function being core to the operations of the BGCMA.

The BGCMA will focus on this aspect to ensure that water users are assisted in a professional and efficient way. The BGCMA has built up a good reputation, and its technical assistance to emerging farmers is recognised.

Building awareness around all aspects of water is critical in the sustainable use of water resources. The BGCMA, with its strong links to communities, will build on this. Water resources management can be truly successful if the public is more aware of water resource conservation and management.

In the 2019/20, the BGCMA achieved a clean audit, something which confirms that appropriate internal controls are in place and these should be maintained while the organisation strives for maximum performance and service delivery while constantly monitoring its internal controls.

I am confident that the BGCMA will, through the implementation of its strategic objectives, play its role in the sustainable management of water resources. If properly implemented in partnership with the Department, provinces, municipalities and the communities we serve, together we can deliver the promise of a better future for South Africa and her people.

A handwritten signature in black ink, appearing to read 'L N Sisulu', enclosed within a large, horizontal oval shape.

L N SISULU, MP

MINISTER OF HUMAN SETTLEMENTS, WATER AND SANITATION

FOREWORD BY THE CHAIRPERSON OF THE GOVERNING BOARD

It brings me great pleasure to formally present the 2021/2022 Annual Performance Plan (APP). The APP is guided by the Strategic Plan of the BGCMA and aligned and supportive of the APP of the Department of Water and Sanitation (DWS), National Development Plan (NDP), Economic Reconstruction and Recovery Plan, local municipalities and it is integrated to government objectives.

The strategic objectives in the APP are water resources planning, water use management, institutional and stakeholders' relations, water allocation reform, water resource protection, strategic support and management and governance.

In terms of the Economic Reconstruction and Recovery Plan the issuing of water licenses will be fast tracked by 50%. This will facilitate new investments, with the resulting economic growth and job creation. This will assist the country to recover after the devastating impacts of Covid-19. The Breede-Gouritz Catchment Management Agency (BGCMA) is a recommending authority in the processing of water use licence applications and therefore plays an integral role in the fast tracking of licensing applications to support the Economic Reconstruction and Recovery Plan. In this APP there is a focus in the processing of license application and significant resources are allocated to this function, as it is core to the operations of the BGCMA.

The BGCMA is as effective in water resource management as it is supported by the stakeholders in the Breede-Gouritz Water Management Area. The support from the stakeholders can be in general water resource management issues and in the payment of the catchment management charges, that is required to fund the operations of the BGCMA. This APP is focused on raising awareness on various water resource management challenges and on processes to ensure that revenue is collected from the water users. This is with the background that due to the prevailing drought in a large part of the Water Management Area and the impacts of Covid-19, there are water users that are facing economic challenges.

The uncontrolled spread of alien invasive vegetation in our catchment is a risk to water resources management and future water supply. In this APP resources have been allocated to assist in the process to bring invasive vegetation under control. The task is enormous and requires the pooling of resources and collaboration with various stakeholders to make a difference. As the Catchment Management Agency, the BGCMA is ideally suited for the pooling of resources and collaboration with other stakeholders to ensure that inroads are made in the control of alien vegetation and ultimate to protect the water resources.



MR. BONGANI MNISI
CHAIRPERSON OF THE GOVERNING BOARD

OFFICIAL SIGN-OFF

It is hereby certified that this 2021/22 Annual Performance Plan:

- (a) Was developed by the management of the Breede-Gouritz Catchment Management Agency under the guidance of the Governing Board of the Breede-Gouritz Catchment Management Agency.
- (b) Was prepared in line with the current Strategic Plan of the Breede-Gouritz Catchment Management Agency.

Accurately reflects the performance targets which the Breede-Gouritz Catchment Management Agency will endeavour to achieve given the resources made available in the budget for 2021/2022



Z Mngoma
Chief Financial Officer



J van Staden
Chief Executive Officer (Acting)



BE Mnisi
Chairperson of the Governing Board

ABBREVIATIONS AND ACRONYMS

APP	Annual Performance Plan
BEE	Black Economic Empowerment
BBBEE	Broad-Based Black Economic Empowerment
BERG	Berg-Olifants Proto-CMA
BG	Breede-Gouritz
BGCMA	Breede-Gouritz Catchment Management Agency
BGWMA	Breede-Gouritz Water Management Area
BOCMA	Breede-Overberg Catchment Management Agency
BCP	Business Continuity Plan
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CMA	Catchment Management Agency
CMF	Catchment Management Forum
CMS	Catchment Management Strategy
DG	Director-General
DDG	Deputy Director-General
DPSA	Department of Public Service and Administration
DRDLR	Department of Rural Development and Land Reform
DWS	Department of Water and Sanitation
DHSWS	Department of Human Settlement Water and Sanitation
EDMS	Electronic Document Management Committee
EE	Employment Equity
ELU	Existing Lawful Use
ENE	Estimates of National Expenditure
EXCO	Executive Committee of the Governing Board
FE	Financial Enterprise
GIS	Geographical Information System
GRAP	Generally Recognized Accounting Practice
HDI	Historically Disadvantaged Individual
HSWS	Human Settlements, Water & Sanitation
HR	Human Resources
IB	Irrigation Board
IT	Information Technology
MANCO	Management Committee
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
NEMA	National Environmental Management Act
NEMP	National Eutrophication Monitoring Program
NMMP	National Microbial Monitoring Program
NRF	National Research Foundation
NSC	National Steering Committee
NWA	National Water Act
PDMS	Performance and Development Management System
NWRS	National Water Resources Strategy
RORs	Record of Recommendations
PFMA	Public Finance Management Act
RPF	Resource Poor Farmers
PSP	Professional Service Provider
R	Rand (unit of South African currency)
RSC	Regional Steering Committee

V&V	Validation and Verification
VAT	Value Added Tax
WUAAAC	Water Use Authorisation Assessment and Advisory Committee
WARMS	Water Authorization and Registration Management System
WRM	Water Resource Management
WMS	Water Management System
WSA	Water Services Act
WSA	Water Services Authority
WSP	Water Services Plan
WUA	Water User Association

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PART A: OUR MANDATE

1. LEGISLATIVE AND OTHER MANDATES

The Breede-Gouritz Catchment Management Agency (BGCMA) is a water management institution that was established in terms of section 78 of the National Water Act 36 of 1998 and is operational in the Breede-Gouritz Water Management Area (WMA).

The BGCMA 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 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. This National Water Resource Management Strategy is also setting the national objectives for water resource management involving all water management institutions in terms of 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 be in conflict with the National Water Resource Management Strategy II. 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 BGCMA can determine the charges payable to the agency, in line with the National Pricing Strategy.

PART B: OUR STRATEGIC FOCUS

STRATEGIC MAP OF THE BGCMA



2. SITUATIONAL ANALYSIS

The Breede-Gouritz Catchment Management Agency (BGCMA) was established in 2014 (Government Notice 412, 23 May 2014) by extending the boundary and area of operation of the then Breede-Overberg Catchment Management Agency in terms of Section 80 of the National Water Act, 1998 (Act No 36 of 1998) (NWA). The BGCMA gives effect to its function to investigate and advise water users on the protection, conservation, management and control of water resources in a cooperative manner. The BGCMA facilitates cooperative governance of water resources through the linking of National, Provincial and Local Government as well as a host of sector partners and stakeholders.



Figure 1: The Breede-Gouritz Catchment Management Area (Map)

The Breede-Gouritz Water Management Area has widely varying precipitation levels. The precipitation ranges from 160mm in the northern, more inland parts of the WMA to more than 3 000mm in the high mountainous regions of the Hottentots Holland and Franschoek water divides between Berg and Breede WMAs. The average rainfall over the Breede area is 200 mm, Overberg 400 mm, Gouritz Coastal 600mm and Klein Karoo / Great Karoo 150 mm. The Great Karoo and Olifants River catchment regions are classified as a very late summer rainfall region, with a large proportion of annual precipitation falling between March and May and October through storm events, whereas most of the rain in Breede Valley falls between the months of May and August. Parts of the Southern Coastal parts of the Gouritz used to experience all year round rainfall.

The rainfall patterns have, however, changed in the last couple of years, with the continuation of a severe drought in the Breede-Gouritz Water Management Area. This is depicted in the Seasonal Precipitation Index Maps supplied by the Agricultural Research Commission (Figures 2 and 3)

The southern coastal belt of South Africa has experienced far below-normal rainfall during most of the time since the end of 2015. This region of the country usually receives rainfall throughout the year, with the seasonal contribution to the annual rainfall quite comparable over the seasons, although the months of September to October typically contribute most to the annual rainfall total. Over the past few years, the lack of rainfall over this region became severe, resulting in diminished vegetation activity and critically low water storage levels. However, relief finally came at the beginning of September 2018 with even more rain that fell towards the end of the first week of September as a cut-off low weather system moved over

this area. Some parts along the coast received more than 200 mm during this period, whilst most of this coastal belt received rainfall totals exceeding 50 mm.

The month of September 2020 signalled a good start for the summer rainfall region and a good ending for the winter rainfall region. Areas that recorded 50 -100 mm of rain for the whole month include the adjacent interior of the southern and eastern coastal belts. The month began with widespread rainfall over South Africa, even in areas where the rains typically commence during October to November. This wet weather continued over the Western Cape, and more profoundly over the south coast, with areas such as George and Knysna receiving >50 mm on the 7th. During the latter days of the month, severe thunderstorms occurred over parts of the Western Cape

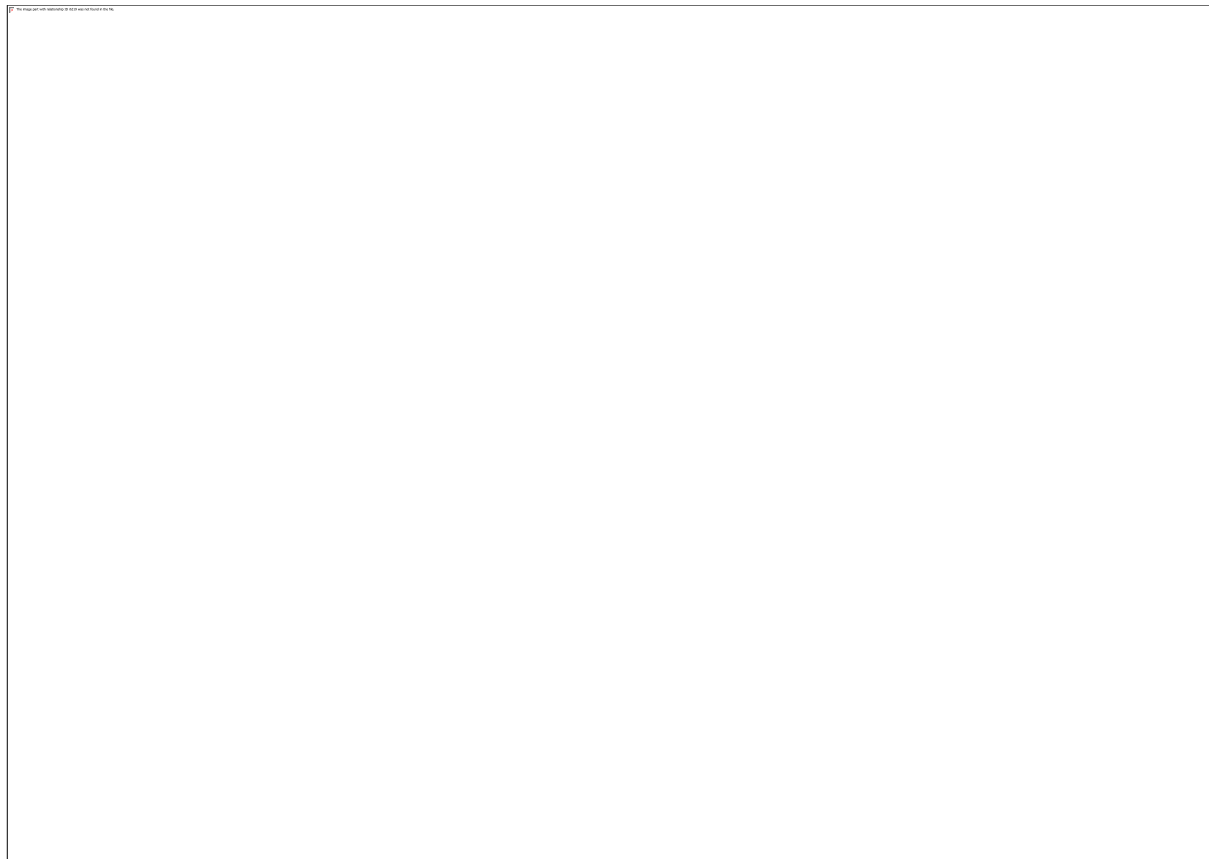


Figure 2: 6-month Seasonal Precipitation Index Map (Source: ARC-LNR 2020)

The 6-month SPI map ending in September, showed mild drought to mildly wet conditions over greater parts of the catchment, with small patches of moderate to severe drought.

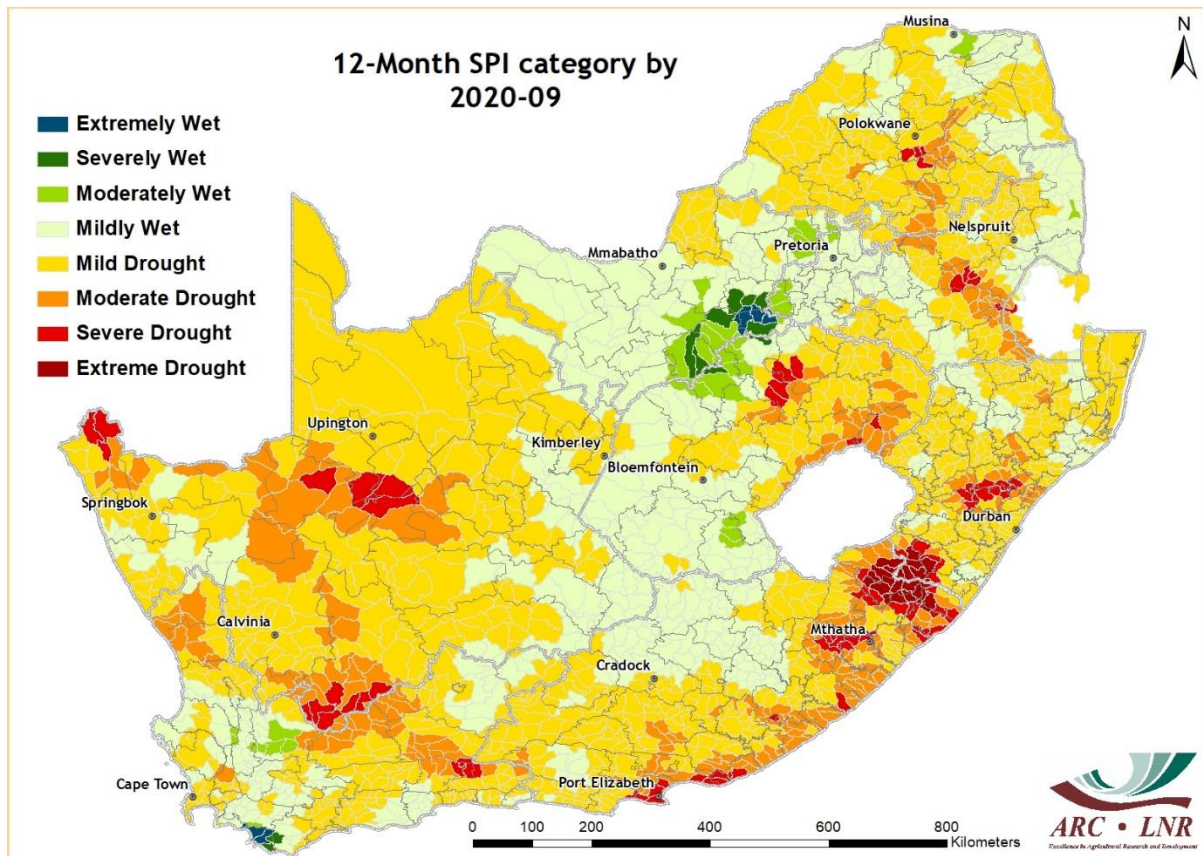


Figure 3: 12-Month Seasonal Precipitation Index Map (Source: ARC-LNR 2020)

The SPI maps revealing medium term (12-month SPI) ending in September 2020, shows mild to moderate drought with small patches of severe drought over the Breede-Gouritz WMA.

2.1 The economic geography of the Breede-Gouritz WMA

The Gross Geographic Product (GGP) of the Breede-Gouritz Water Management Area is estimated at around R22 billion per annum and makes up just less than 1% of South Africa's Gross Domestic Product (GDP). The economy of the WMA is dependent on export fruit and fruit products, PetroSA, uranium mining, renewable energy, ostrich farming and tourism. The region as a whole is quite significantly dependant on the agricultural economy which provides 58% of jobs to the rural poor. The economy of the Breede-Gouritz is closely dependent upon the availability and health of water resources in the water management area because of its heavy dependence on agriculture, petroleum production, inter-basin transfers of bulk water resources to Western Cape Water Supply System and tourism.

Key spatial clusters of economic activity within the CMA are identified as:

- An intensive coastal urban economy in the far western portion of the CMA area (Gansbaai to Hermanus) and in the eastern portion (Mosselbaai to Plettenberg Bay). These areas have some of the largest urban populations in the catchment;
- An intensive irrigation agricultural and small town economy along the length of Breede River, including Swellendam and Robertson;
- An intensive irrigation agricultural and small town economy in the Grabouw/Theewaterskloof area;

- A widespread dry-land cultivation economy on the Agulhas Plains (from Napier in the west to George in the east) to the south of the Breede river valley, with occasional small coastal towns, such as Riversdale and Heidelberg;
- An extensive farming and small town economy in Groot and Klein Karoo, including Prince Albert, Beaufort West, Laingsburg and Oudtshoorn; and
- A tourism economy overlies the whole CMA area, associated with urban areas, protected areas and importantly, agriculture

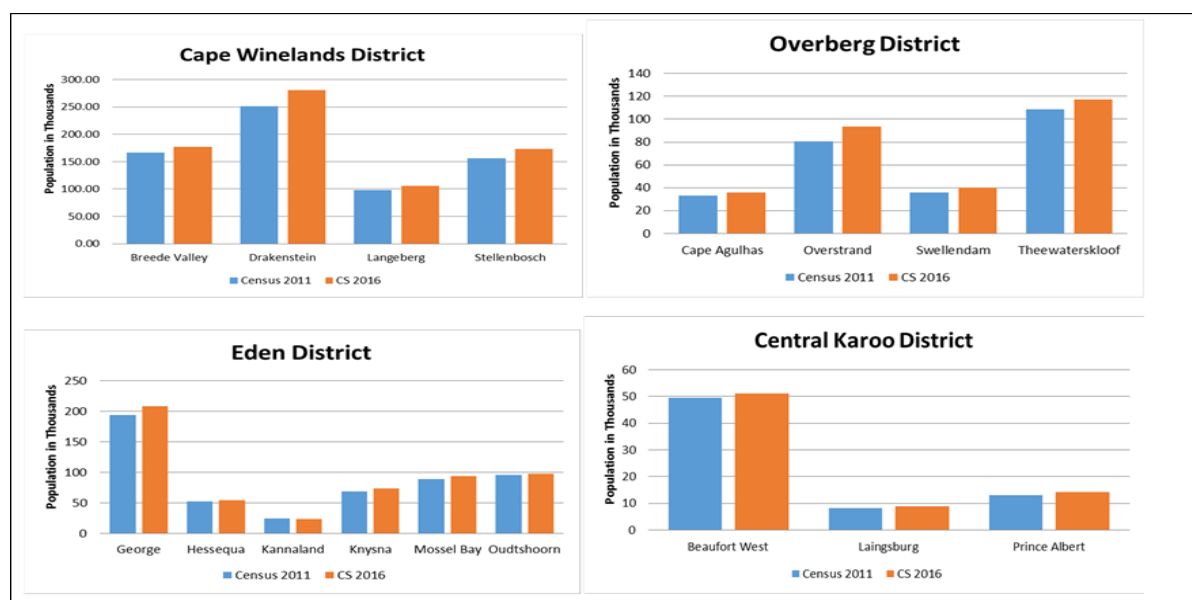
The implication of this for water, is that there is a strong alignment between water supply areas and water demand, which reflects the history of a farming economy where settlement occurred in farming areas with abundant water. However, as the urban population grows, particularly in the Garden Route and the Overberg region, demand is starting to exceed supply and water shortages are becoming increasingly common, with Hermanus and Knysna being cases in point. Similarly, Cape Town's demand exceeds local geographical supply, and inter-catchment transfers are necessary from the Breede catchment to meet this demand.

Note that the relatively huge Cape Town urban economy, although outside of the CMA, is dependent on water exports from the Breede-Gouritz WMA and a portion of this economy can therefore be associated with the WMA.

Social and equity demographics

Figure 4 presents the 2011 and 2016 census data on the population statistics on District level while Figure 5 shows the unemployment rate.

The Cape Winelands District has the largest population while the Eden and Central Karoo Districts have the biggest unemployment rate.



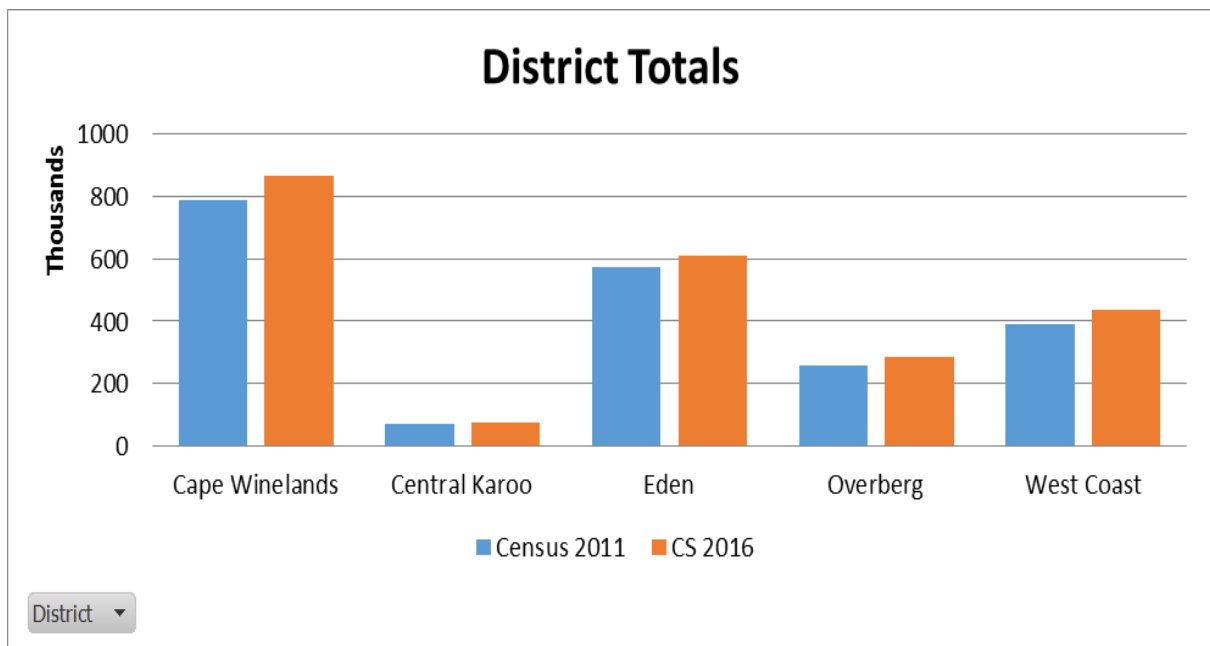


Figure 4: Population statistics of the Breede-Gouritz WMA on District level (2011 and 2016 census)



Figure 5: Unemployment statistics of the Breede-Gouritz WMA on District level (2001 and 2011 census)

SITUATIONAL ANALYSIS – INSTITUTIONAL ARRANGEMENTS

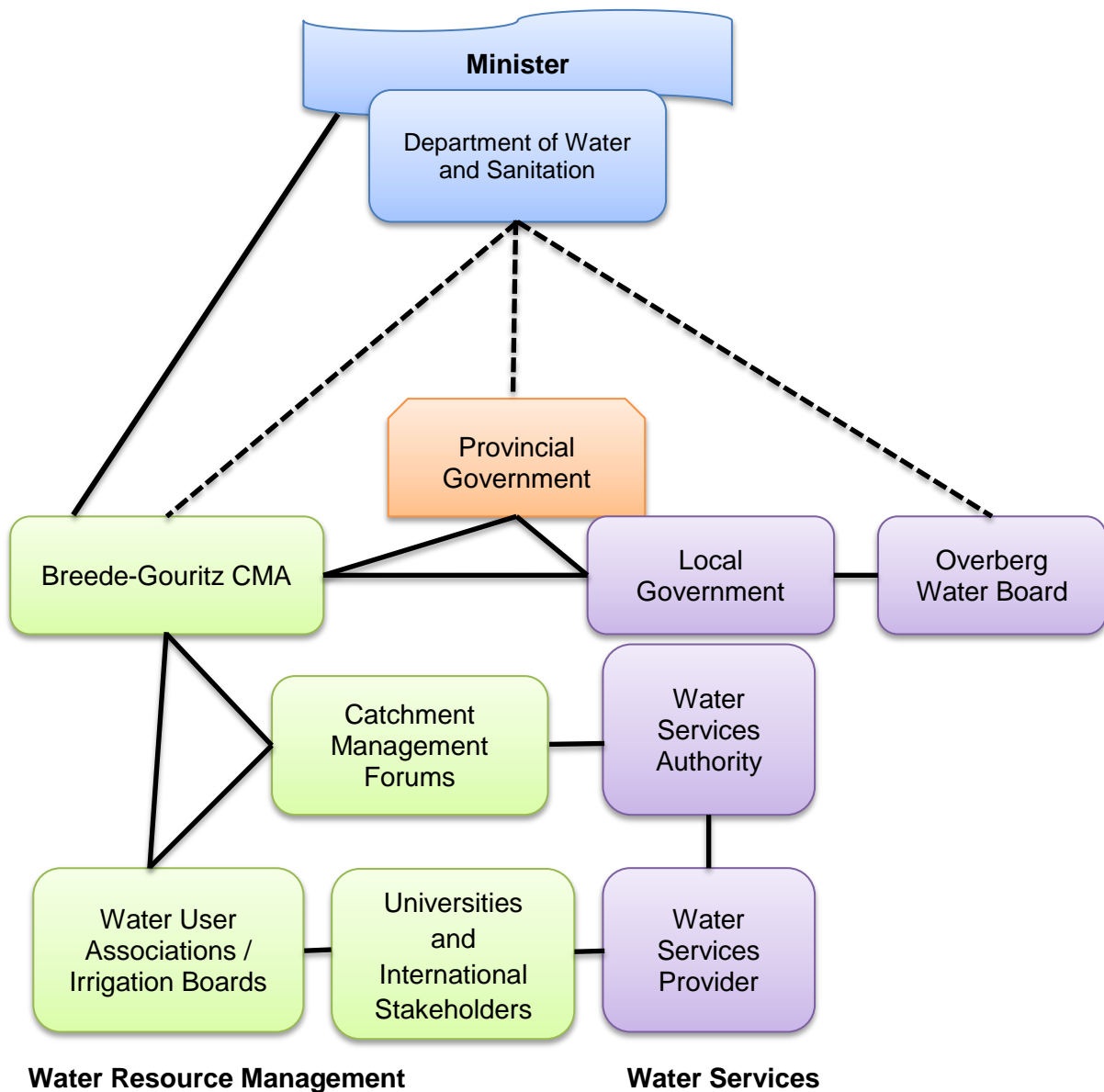


Figure 3: Institutional arrangements of the Breede-Gouritz Water Management Area

The CMA is accountable to the Minister of Human Settlements, Water and Sanitation. In order to play that coordinating and regulatory role the BGCMA has a close cooperative relationship with the DWS, largely with the DWS Provincial Office, but also with key line functions at the National Office. As the BGCMA develops its capacity, the DWS Provincial Office will increasingly play an oversight and regulatory role. As the central hub for water resource management in its water management area, the BGCMA accepts responsibility for performing all the initial functions, inherent functions and delegated functions. As the BGCMA develops capacity, the role of DWS shifts away from implementation towards one of oversight and regulation, the BGCMA will receive more delegations and possibly with the assignments.

The delegated functions support the broad functional areas of:

- Localised management activities related to local management, conservation, protection and monitoring activities.
- Registration and water use verification in support of improved water use authorisation processes and improved understanding of water resource availability.

The BGCMA has adopted a cooperative management approach, with National, Provincial and Local Government, as well as other organisations and institutions. This cooperative approach would permeate all stakeholder engagement and the way in which resource management decision-making is done in the BGWMA. This is a fundamental aspect of effective catchment management, because it is only through stakeholder buy-in that the individual actions required to protect and share water will be done.

2.2 Performance environment

One of the reasons for the existence of the BGCMA is to bring water resource management services closer to the public. This is achieved by having contact points to the public in Worcester and in George. With the public demanding an ever increasing water management services, the BGCMA will continue to strengthen its capabilities at the two contact points.

During drought periods, the true value of the BGCMA is coming to the fore to ensure that the available water is appropriately shared between the water users. This is achieved by the management of water restrictions and to act as a mediator between the competing water use interest groups. The farming income is reduced because of the drought and it may affect the ability of water users to pay water resource management charges. The budget of the BGCMA is taking into account the prevailing circumstances and the focus will be on efficiencies in all aspects.

Because the Breede-Gouritz Water Management Area is very water stressed the BGCMA will concentrate on efforts to increase the sustainability of the water resources through effective and well-considered water use licencing, encouragement of the construction of dams in the winter rainfall area, removal of alien invasive plant species, rehabilitation of riparian zones within rivers and the support of Community Gardens and water related projects. Water Allocation Reform remains a priority to the BGCMA and various avenues are explored at all times to reach this goal for example, participating in the Department of Rural Development and Land Reform steering committees, licencing conditions and promotion of partnerships.

2.3 Organisational environment

The information presented in the 2015/2016 – 2020/2021 Strategic plan has not had any significant changes and are therefore still relevant. The Breede-Gouritz Catchment Management Agency continues with the process of conducting recruitment and selection as a way of organisational development and capacitation of the Agency to meet the ever changing demands as enshrined in the founding legislation, the National Water Act, 1998. The intention is to ensure that the agency is adequately resourced to respond efficiently and effectively to the needs of the stakeholders and the public it serves.

Government Gazette Notice No. 37677 of 23 May 2014 established the Breede-Gouritz Catchment Management Agency (BGCMA) in terms of Section 78(4) of the National Water Act, 1998 (Act No. 36 of 1998). The BGCMA's area of jurisdiction and operation drastically increased from approximately 20000 square kilometres to approximately 72000 square kilometres. Given this organic growth and development, the current staff compliment cannot adequately address the service delivery imperatives within the Water Management Area.

Due to the organic growth and development of the entity, the organisation continues to expand its organisational structure in response to its extended mandate.

3. OVERVIEW OF THE 2021/2022 BUDGET AND MTEF ESTIMATES

3.1. Expenditure Estimates

OPERATIONAL ACTIVITIES	AUDITED OUTCOMES			CURRENT BUDGET	PROPOSED BUDGET	MEDIUM TERM EXPENDITURE ESTIMATES		
	2017/18	2018/19	2019/20			2022/2023	2023/2024	2024/2025
General Expenses	1 565 135	1 722 385	1 959 305	2 411 633	2 546 684	2 869 299	3 339 900	4 371 737
Advertising	94 221	200 292	0	341 336	560 451	380 636	401 952	724 461
Public Participation and Institutional	4 165 222	5 640 247	5 583 822	6 201 166	5 001 747	5 915 143	6 662 508	7 711 325
IT Equipment and Computer Expenses	487 703	487 703	489 139	503 209	892 324	742 294	1 995 063	1 050 786
Furniture and Office Equipment	637 194	191 622	1 993 009	769 996	813 116	558 650	1 906 735	957 512
Professional Fees	2 595 205	3 054 034	4 529 094	3 635 002	2 838 562	1 884 240	2 280 519	3 520 228
Water Resource Planning Projects (see breakdown below)	6 004 694	8 428 921	2 004 307	3 195 992	5 374 968	5 563 966	7 526 928	7 520 228
Salaries Allowances and Benefits	31 824 370	38 041 851	43 790 249	44 906 765	51 212 393	54 080 287	56 420 371	58 617 991
Board Costs	794 206	828 063	745 216	850 008	897 600	947 866	1 000 946	1 057 009
Travel and Accommodation	2 075 715	2 130 515	1 819 804	1 300 000	2 001 770	2 249 677	2 530 859	2 816 587
Hiring and Rentals	2 104 620	2 094 454	2 187 288	3 489 997	3 769 197	3 980 272	4 203 167	4 938 544
Motor Vehicle Expense	160 522	207 164	208 684	240 192	253 643	1 255 221	382 846	498 686
Repairs and Maintenance	8 605	36 350	188 603	53 232	56 220	59 369	62 685	66 195

OPERATIONAL ACTIVITIES	AUDITED OUTCOMES			CURRENT BUDGET	PROPOSED BUDGET	MEDIUM TERM EXPENDITURE ESTIMATES		
	2017/18	2018/19	2019/20			2022/2023	2023/2024	2024/2025
Bad Debt Written Off			6 612 406					
Training Fees	316 383	253 586	108 368	200 004	211 204	223 032	435 521	348 711
Depreciation	2 208 277	1 230 277	1 468 723					
Total Expenditure/Budget	55 042 072	64 547 464	73 688 017	68 098 532	76 429 879	80 709 952	89 150 000	94 200 000
Revenue	71 207 174	107 286 049	83 751 681	68 098 532	76 429 879	80 709 952	89 150 000	94 200 000
Other Income/Interest Received	5 262 928	8 561 646	10 787 380					
Less: Operating Expenses	-54 390 369	-64 330 088	-73 688 017					
Operating Surplus/ Deficit	22 079 733	51 517 607	20 851 044					
Current budget & Proposed Budget for the oncoming years			73 688 017	68 098 532	76 429 879	80 709 952	89 150 000	94 200 000

NOTES: BUDGET PREPARATION

- The preparation of budget is ZERO BASED.

Water Resource Planning Projects is made out of:

- River Rehabilitation
- Rain Water Harvesting Tanks
- Social Upliftment

3.2 Source of funding for Breede-Gouritz Catchment Management Agency

BREEDE GOURITZ CATCHMENT MANAGEMENT AGENCY								
SOURCES OF FUNDING								
OPERATIONAL ACTIVITIES	AUDITED OUTCOMES			CURRENT BUDGET	PROPOSED BUDGET	MEDIUM TERM EXPENDITURE ESTIMATES		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
AUGMENTATION – GRANT	60 000 000	65 800 000	36 848 400	29 857 620	32 997 185	33 334 485	41 080 000	45 650 000
Water Resource Charges- BGCMA (WMA)	11 207 174	41 486 049	38 897 794	29 408 532	33 573 239	35 565 340	36 120 000	36 550 000
Augmentation - Water transferred to the Berg-Olifants Water Management Area.	0	-	8 000 000	8 832 380	9 859 455	11 810 127	11 950 000	12 000 000
Interest Received/charged on late payment	5 226 067	8 561 646	10 787 380	-	-	-	-	
Roll Over Funds (Committed funds)	1 077 789	8 842 072	3 397 826	-	-	-	-	
Total sources of funding	77 511 030	124 689 767	97 931 400	68 098 532	76 429 879	80 709 952	89 150 000	94 200 000

Revenue:

- Forty three point seventeen percent (43.17%) of the BGCMA budget will be funded through Augmentation from DWS.
- Twelve point ninety percent (12.90%) will be funded from the transfer of water to the Berg-Olifants, the Department is collecting the water charges on behalf of the Agency in agreement that the Department will transfer back the money to the Agency.
- Forty three point ninety three percent (43.93%) will be funded through direct billing and collections of Water Resource Charges.

3.3 Estimated Expenditure Pre-Economic Classification

	BREEDE GOURITZ CATCHMENT MANAGEMENT AGENCY								
ECONOMIC CLASSIFICATION	AUDITED OUTCOMES			CURRENT BUDGET	INCREASE	PROPOSED BUDGET	BUDGET	BUDGET	BUDGET
	2017/18	2018/19	2019/20	2020/21	%	2021/22	2022/23	2023/24	2024/25
EMPLOYEE RELATED COST	31 824 370	38 041 851	41 838 909	45 218 337	13.26	51 212 393	54 080 287	56 420 371	58 617 991
GOODS AND SERVICES	20 457 040	24 889 920	23 085 354	20 876 956	10.66	23 102 066	24 395 771	30 365 998	33 058 805
REPAIRS AND MAINTENANCE	8 605	36 350	43 084	53 239	5.6	56 220	59 369	62 685	66 195
CAPITAL OUTLAY	1 306 148	533 904	1 553 014	1 100 000	5.6	1 161 600	1 226 650	1 300 000	1 400 000
BOARD RELATED COSTS	794 206	828 063	979 639	850 000	5.6	897 600	947 875	1 000 946	1 057 009
TOTAL BUDGET	54 390 369	64 330 088	67 500 000	68 098 532	12.23	76 429 879	80 709 952	89 150 000	94 200 000

- All projects are included in the goods and services item.

PART C: KEY PERFORMANCE AREA PLANS

4. STRATEGIC PRIORITIES

4.1. Seven Programmes in support of the Strategic priorities

The BGCMA has seven (7) Programmes that support the Strategic outcomes of the BGCMA:

- Water Resources Planning
- Water Use Management
- Institutional and Stakeholder Relations
- Water Allocation Reform
- Water Resource Protection
- Strategic Support, which includes Finance and Human Resources
- Management & Governance

4.2. Alignment with Government

The BGCMA's mandate and functional responsibilities are aligned to achieve and support the Department Water and Sanitation (DWS) priorities that are aligned with the Outcomes of National Government. See table below.

Government outcomes	No.	DWS Strategic outcome oriented goals	No.	DWS Strategic objectives	No.	BGCMA Strategic objectives aligned with those of DWS
Outcome 12 (Public Service) Outcome 4 (Employment) Chapter 13 of NDP New Growth Path 2 (job creation)	4.	An efficient, effective and development oriented sector leader	4.4	Coordinated development of the skills pool across the sector	2.	Water Use Management
			4.3	Effective and efficient internal control environment	3.	Institutional and Stakeholder Relations
			3.4	Job opportunities created that expand economic opportunities for historically excluded and vulnerable groups	4.	Water Allocation Reform
Outcome 6 (Infrastructure) New Growth Path 2 Chapter 4 of the NDP	2.	Equitable access to reliable, sustainable and acceptable water resources and water and sanitation services	2.2	Targeted and aligned planning for adequate water availability and the enhanced provision of water supply and sanitation services	1.	Water Resource Planning
			2.5	Enhanced provision of sustainable and dignified basic sanitation	1.	Water Resource Planning
			3.1	Equitable water allocation and availability for socio-economic development	4.	Water Allocation Reform
			1.4	Enhanced water use efficiency and management of water	2.	Water Use Management

Government outcomes	No.	DWS Strategic outcome oriented goals	No.	DWS Strategic objectives	No.	BGCMA Strategic objectives aligned with those of DWS
				quantity		
Outcome 9 (Local Government) Outcome 10 (Environment) Chapter 5 of the NDP			1.1	Water resources protected through water supply and sanitation services regulation, compliance monitoring and enforcement	2.	Water Use Management
			1.3	The integrity of freshwater ecosystems protected	5.	Water Resource Protection
			1.2	Enhanced management of water and sanitation information	2.	Water Use Management

5. OUTPUCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

The following tables provide a detailed description of the Programmes that have been prioritized, the associated activities that will be engaged in as part of these Programmes and the Performance Indicators that will be used as a benchmark for measuring progress that is being made on these Programmes.

5.1. Water Resource Planning

Water resources planning includes the Catchment Management Strategy (CMS), which is a priority for the BGCMA, as well as conducting other assessments, engaging with DWS planning processes and advising DWS and other interested parties on the management of water resources in the Breede-Gouritz WMA.

Outcome	Outputs	Output Indicators	ANNUAL TARGETS							
			Actual Performance			Estimated performance	Medium-term Targets			
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
1.1 Legal water use maintained	1.1.1 Water Resources Planning Processes	Percentage of land use planning and rezoning applications commented on (letters sent)	92%	96%	95%	90%	90%	90%	90%	90%

WATER RESOURCE PLANNING OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2021/2022	Q1	Q2	Q3	Q4
Percentage of land use planning and rezoning applications commented on (letters sent)	90%	90%	90%	90%	90%

5.2. Water Use Management

Water Use Management includes activities such as Water Use Licensing, registration of water users, pollution control and ensuring water use compliance and enforcement for the 11 (eleven) prescribed water users, engaging consumptive water use, waste discharge and disposal and in stream activities. The BGCMA has highlighted the urgency of fast-tracking the registration and licensing process and ensuring the backlog is addressed, which will be achieved by engaging DWS and water users on the existing backlog, validating identified water users and improving turnaround times. The water quality management priority includes the registration of waste discharge together with effective resource protection and compliance.

Outcome	Outputs	Output Indicators	ANNUAL TARGETS							
			Actual Performance			Estimated performance	Medium-term Targets			
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
2.1 Legal water use maintained	2.1.1 Registered Water Use	% of water registrations finalised (incoming requests logged)	85%	66%	73%	85%	85%	85%	85%	85%
		Number of signed and finalised Validation & Verification confirmation letters captured	0	0	0	700	750	750	750	750
		Number of Backlog on Properties and or water uses with revenue implications	0	0	0	350	400	400	400	400
		% of water use authorizations captured (licences & GAs)	0	92%	84.6%	100%	100%	100%	100%	100%
	2.2.1 Processed Water Use Applications	Percentage of licences recommended as per regulation	90%	93.75%	75.76%	85%	85%	85%	85%	85%

Outcome	Outputs	Output Indicators	ANNUAL TARGETS							
			Actual Performance			Estimated performance	Medium-term Targets			
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
		Percentage of General Authorisations confirmed	100%	100%	100%	100%	100%	100%	100%	100%
	2.3.1 Water use complied with Water Use License / General Authorisation	Number of audit reports completed for water use compliance	97	92	88	80	80	80	80	80
		Number of water quality compliance reports of Municipal waste water treatment works that discharges to water resources.	0	0	0	4	4	4	4	4
	2.4.1 Water Users Validated and verified in selected Catchments	Number of confirmation letters sent.	244	153	93	200	200	200	200	200

WATER USE MANAGEMENT OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2021/2022	Q1	Q2	Q3	Q4
% of water registrations finalised (incoming requests logged)	85%	85%	85%	85%	85%
Number of signed and finalised Validation & Verification confirmation letters captured	750	180	190	190	190
Number of Backlog on Properties and or water uses with revenue implications	400	100	100	100	100
% of water use authorizations captured (licences & GAs)	100%	100%	100%	100%	100%
Percentage of licences recommended as per regulation	85%	-	-	-	85%
Percentage of General Authorisations confirmed	100%	100%	100%	100%	100%
Number of audit reports completed for water use compliance	80	20	20	20	20
Number of water quality compliance reports of Municipal waste water treatment works that discharges to water resources.	4	1	1	1	1
Number of confirmation letters sent.	200	-	-	-	200

5.3. Institutional and Stakeholder Relations

The BGCMA needs to establish credibility within the water management area. This will be done through a marketing and communication strategy, engaging stakeholders through Catchment Management Forums and Water User Associations (which should be transformed from Irrigation Boards). The marketing and communication drive will form part of the development of the CMS. Ensuring effective mechanisms for cooperation with local, provincial, national and international partners is also an important aspect.

Outcome	Outputs	Output Indicators	ANNUAL TARGETS							
			Actual Performance			Estimated performance	Medium-term Targets			
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
3.1 Effective IWRM and empowered Stakeholders	3.1.1 Stakeholders capacitated and awareness created in Water Resource Management	Number of learners and stakeholders capacitated and awareness in Water Resource Management (WRM)	8009	7386	9793	5000	5000	5000	5000	5000
		Number of Intergovernmental Cooperation initiatives facilitated to enhance WRM	New indicator	New indicator	6	4	4	4	4	4
		Number of newsletter articles compiled	4	4	4	4	4	4	4	4
	3.2.1 Water related community projects financially supported with Grant funding	Percentage of approved water related community projects funded	100%	100%	100%	100%	100%	100%	100%	100%
	3.3.1 Forums supported in WRM	Number of Forums supported in WRM	18	37	30	40	40	40	40	40

INSTITUTIONAL AND STAKEHOLDER RELATIONS OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2021/2022	Q1	Q2	Q3	Q4
Number of learners and stakeholders capacitated and awareness in Water Resource Management (WRM)	5000	-	-	-	5000
Number of Intergovernmental Cooperation initiatives facilitated to enhance WRM	4	-	-	-	4
Number of newsletter articles compiled	4	1	1	1	1
Percentage of approved water related community projects funded	100%	-	-	-	100%
Number of Forums supported in WRM	40	10	10	10	10

5.4. Water Allocation Reform

National, provincial and local governments have listed the eradication of poverty and empowerment of previously disadvantaged individuals / marginalised groups as one of their key focus areas. A priority element of the CMA's Key Performance Areas is the promotion of water allocation (and equity arrangements) and assistance to resource-poor farmers, particularly in terms of the DWS subsidy and with license applications.

Outcome	Outputs	Output Indicators	ANNUAL TARGETS							
			Actual Performance			Estimated performance	Medium-term Targets			
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
4.1 Capacitated Resource Poor Farmers with water supply	4.1.1 HDIs and Resource Poor Farmers supported	% of HDIs and RPF technically supported on water use	100%	100%	100%	100%	100%	100%	100%	100%
		Number of workshops held to capacitate and empower Resource Poor Farmers in WRM	New indicator	New indicator	9	2	2	2	2	2
		Number of Rain Water Harvesting Tanks installed	375	330	400	285	400	400	400	400

WATER ALLOCATION REFORM OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2021/2022	Q1	Q2	Q3	Q4
% of HDIs and RPF technically supported on water use	100%	-	-	-	100%
Number of workshops held to capacitate and empower Resource Poor Farmers in WRM	2	-	-	-	2
Number of Rain Water Harvesting Tanks installed	400	-	-	-	400

5.5. Water Resource Protection

The focus of resource protection over the next 3 years will be on compliance; in order to achieve the Reserve determination and classification led by DWS. This involves on-going assessment of water resources and water use monitoring information in the WMA against objectives and standards/license conditions. Other elements of resource protection may be delegated at a later stage in the CMA development.

Outcome	Outputs	Output Indicators	ANNUAL TARGETS							
			Actual Performance			Estimated performance	Medium-term Targets			
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
5.1 Good Water quality and legal water use	5.1.1 Protected Resources	Number of BGCMA Water Resource points monitored.	92	111	146	80	80	80	80	80
		Number of River Rehabilitation Projects funded and technically supported.	4	5	5	3	3	3	3	3
		Percentage of reported non-compliant cases resolved (Administrative notices and criminal process).	100%	100%	100%	100%	100%	100%	100%	100%

WATER RESOURCE PROTECTION OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2021/2022	Q1	Q2	Q3	Q4
Number of BGCMA Water Resource points monitored.	80	-	-	-	80
Number of River Rehabilitation Projects funded and technically supported.	3	-	-	-	3
Percentage of reported non-compliant cases resolved (Administrative notices and criminal process).	100%	100%	100%	100%	100%

6. Strategic Support

The strategic support section of the BGCMA will be the backbone of financial management and administration for the organisation, with the priority of ensuring financial viability through water use charges and effective organisational development.

Outcome	Outputs	Output Indicators	ANNUAL TARGETS							
			Actual Performance			Estimated performance	Medium-term Targets			
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
6.1 Compliance with listed financial reporting prescripts	6.1.1 Finance Statutory reporting documents submitted	% of reports complying with listed financial reporting prescripts	100%	100%	100%	100%	100%	100%	100%	100%
	6.1.2 Annual Tariffs Proposal approved	Number of proposed tariff reports submitted to DWS complying with pricing strategy	1	1	1	1	1	1	1	1
	6.1.3 Effective risk management	Number of risk assessment reports developed	2	1	1	1	1	1	1	1
	6.1.4 Effective internal controls	Percentage of compliance to audit recommendation	100%	100%	100%	100%	100%	100%	100%	100%
	6.1.5 Increased BBBEE spending	Percentage of targeted procurement budget spent on BBBEE	148% (R15 416 216)	100%	163% (R15 006 533)	100%	100%	100%	100%	100%

Outcome	Outputs	Output Indicators	ANNUAL TARGETS								
			Actual Performance			Estimated performance	Medium-term Targets				
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	
	6.1.6	Effective Revenue Management	Percentage of WRM charges collected.	New indicator	62%	78%	70%	75%	77%	78%	80%
	6.1.7	Effective Organizational development	Percentage of approved and filled posts on the organogram	59.3%	76%	72%	75%	75%	75%	75%	75%

STRATEGIC SUPPORT OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2021/2022	Q1	Q2	Q3	Q4
% of reports complying with listed financial reporting prescripts	100%	100%	100%	100%	100%
Number of proposed tariff reports submitted to HSWS complying with pricing strategy	1	-	1	-	-
Number of risk assessment reports developed	1	-	-	1	-
Percentage of compliance to audit recommendation	100%	100%	100%	100%	100%
Percentage of targeted procurement budget spent on BBBEE	100%	100%	100%	100%	100%
Percentage of WRM charges collected.	75%	75%	75%	75%	75%
Percentage of approved and filled posts on the organogram	75%	-	-	-	75%

7.1 Management and Governance

This programme represents the executive and board management of the CMA, together with the aspects required for good corporate governance and relationships with the Minister as the executive authority (and DWS). The governance priority is to sign and mainstream the MoU with DWS RO and other relevant Chief Directorates into the operation of the CMA together with DWS.

Outcome	Outputs	Output Indicators	ANNUAL TARGETS							
			Actual Performance			Estimated performance	Medium-term Targets			
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
7.1 Compliance with corporate governance regulatory prescripts	7.1.1 Strategic Management & Governance provided	Percentage of Corporate Compliance reports and non-financial reporting scripts produced	100%	100%	100%	100%	100%	100%	100%	100%
	7.1.2 Shareholder Compact developed and implemented	Number of Shareholder compacts signed	1	1	1	1	1	1	1	1
Inter-Governmental Relation Initiatives maintained	7.1.3 Inter-Governmental relation initiatives	Number of agreements signed	2	2	1	1	1	1	1	1

MANAGEMENT AND GOVERNANCE OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2021/2022	Q1	Q2	Q3	Q4
Percentage of Corporate Compliance reports and non-financial reporting scripts produced	100%	-	-	-	100%
Number of Shareholder compacts signed	1	-	-	-	1
Number of agreements signed	1	-	-	-	1

ANNEXURE

- A. Technical indicator description tables
- B. Key risks and mitigation

Annexure A: Technical indicator descriptions (TIDs)

PROGRAMME 1: WATER RESOURCES PLANNING

1.1 Water Resources Planning Processes

Percentage of land use planning and rezoning applications commented on (letters sent)

Indicator Title	Percentage of land use planning and rezoning applications commented on (letters sent)
Definition	The BGCMA is delegated to advise, manage and control the management of water resources in the Breede-Gouritz WMA
Source of data	Applications received from various sources (Environmental Impact Assessments, Basic Assessment Reports, Rezoning, Consolidations etc.)
Method of calculation or assessment	Number of finalised letters within the required timeframe divided by the number of applications *100
Means of verification	Comment letter sent on land use planning and rezoning
Assumptions	Adequate information to make an informative input on an application. Sufficient applications received and reply on comments.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Monthly; quarterly and annual
Desired performance	Lower is undesirable
Indicator responsibility	Senior Manager: Water Resource Management (Acting)

PROGRAMME 2: WATER USE MANAGEMENT

2.1 Registered Water Use

Percentage of water registrations finalised

Indicator Title	Percentage of water registrations finalised
Definition	Registration application documents are captured on the WARMS system.
Source of data	Registration forms.
Method of calculation or assessment	Number of water use requests registered divided by the number of registration certificates printed* 100
Means of verification	Registration certificates
Assumptions	Sufficient information received from the applicants
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Data Manager

Number of signed and finalised Validation & Verification Confirmation Letters Captured

Indicator Title	Number of signed and finalised Validation & Verification Confirmation Letters Captured
Definition	Signed and Finalised Section 35(4) confirmation letters are captured on the WARMS system.
Source of data	Section 35(4) Confirmation Letter, Signed Letter by Property and/or Water User
Method of calculation or assessment	Number of Section 35(4) Signed Confirmation Letters (Numerical form)
Means of verification	Registration Certificate
Assumptions	Adequate information received from the applicants, signed letters, properties registered in the DEEDS office and no properties on the appeals process.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Data Manager

Backlog Water Uses with Revenue Implications

Indicator Title	Backlog Water Uses with Revenue Implications
Definition	Amendments to be captured on WARMS
Source of data	Registration forms, Technical Recommendation Letters, Section 35(4) letters, General Authorisations, Confirmed Licence Letter
Method of calculation	Number of water use requests
Means of verification	Registration Certificate
Assumptions	Sufficient information received from the applicants
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Data Manager.

Percentage of water use licences captured

Indicator Title	Percentage of water use licences captured
Definition	Licence documents are captured on the WARMS system
Source of data	Licence documents received from the HSWS. Registration certificates.
Method of calculation or assessment	Number of licence registered/number of licence received *100
Means of verification	Registration Certificate
Assumptions	All necessary documents received (e.g Water Use Licence Forms, Signed Record of Recommendation, Approved copy of the licence, etc.)
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Quarterly
Desired performance	Lower is undesirable
Indicator responsibility	Data Manager

2.2 Processed Water Use Applications

Percentage of licences recommended as per regulation

Indicator Title	Percentage of licences recommended as per regulation
Definition	Document with recommendation to the Committee on Water Use Licence Authorisation applicants
Source of data	Water Use Applications with relevant supporting documents.
Method of calculation or assessment	Number of WULAs finalised divided by the number complete WULAs applications received x 100. In terms of the directives the timeframe for the CMA to finalise an application is 90 days. Only the application that falls within this time period is counted.
Means of verification	Signed ROR
Assumptions	Sufficient information received from the applicants. Regular WUAAAC meetings. Sufficient information received from the DWS head office. Groundwater Reserve. Reliable documents and electronic system provided by DWS.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Senior Manager: Water Resource Management (Acting)

Percentage of General Authorisations confirmed

Indicator Title	Percentage of General Authorisations confirmed.
Definition	General Authorisations are confirmed for different water uses
Source of data	Water Use Applications with relevant supporting documents.
Method of calculation or assessment	Number of General Authorisation requests confirmed divided by the number of General Authorisation requests received *100.
Means of verification	Confirmation letters/ confirmation memo
Assumptions	Sufficient information received from the applicants
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable

Calculation type	Cumulative (year-to year)
Reporting cycle	Monthly
Desired performance	Lower is undesirable.
Indicator responsibility	Senior Manager: Water Resource Management (Acting)

2.3 Water use complied with Water Use License / General Authorisations

Number of Audit reports completed for water use compliance

Indicator Title	Number of Audit reports completed for water use compliance.
Definition	Checks are done against authorisation conditions
Source of data	Conditions of authorisations. File notes and audit notes.
Method of calculation or assessment	Adding completed audit reports.
Means of verification	Water Use Audit Reports
Assumptions	Complete audit documents, adequate correspondence from applicants following inspection positively impact on quality of reports
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Compliance, Monitoring and Enforcement Manager.

Number of water quality compliance reports of Municipal waste water treatment works that discharges to water resources

Indicator Title	Number of water quality compliance reports of Municipal waste water treatment works that discharges to water resources.
Definition	Checks are done against required quality standards of the final effluent.
Source of data	Laboratory results (BGCMA data or Municipal data)
Method of calculation	Adding completed quarterly reports.
Means of verification	Water Quality Compliance Report
Assumptions	Complete data on the quality of final effluent.
Disaggregation of	

beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Quarterly.
Desired performance	Lower is undesirable.
Indicator responsibility	Senior Manager: Water Resource Management (Acting)

2.4 Water users Validated and Verified in selected Catchments

Number of confirmation letters sent

Indicator Title	Number of confirmation letters sent
Short definition	Letters send to water users as part of finalisation of the Validation and Verification processes.
Source of data	Validation and verification guidelines. Documents, letters, WARMS.
Method of calculation or assessment	Adding of letters sent to water users to apply for verification.
Means of verification	Section 35(4) letters
Assumptions	Adequate participation from water users. Complete or available information from water users to support decision making on applications
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Senior Manager: Water Resource Management (Acting)

PROGRAMME 3: INSTITUTIONAL AND STAKEHOLDER RELATIONS

3.1 Communication with Stakeholders

Number of learners and stakeholders capacitated and awareness created in Water Resource Management

Indicator Title	Number of learners and stakeholders capacitated and awareness created in Water Resource Management (i.e. Water week. Land Care Camps, Mandela River Clean-up days, etc.)
Definition	Children are actively participating during water campaigns. Practical material (posters, puzzles, games) is developed and used as tools to ensure interactive learning. The tools used are developed and presented at the level of primary school children. Stakeholders are reached through river clean-up sessions, women's day events, etc.
Source of data	Schools, Learners and stakeholders participating in the activities
Method of calculation or assessment	Adding the number of children and other stakeholders reached through projects
Means of verification	Records showing the attendance of meetings such as: Agenda, Attendance register and Minutes
Assumptions	School willing to participate and tools ready in time.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Institutional and Stakeholder Relations Manager

Number of Intergovernmental Cooperation initiatives facilitated to enhance WRM

Indicator Title	Number of Intergovernmental Cooperation initiatives facilitated to enhance WRM
Definition	Cooperation with different departments and municipalities to ensure optimal service delivery to stakeholders. Coordination of projects and funding ensures sustainable projects
Source of data	Department of Rural Development and Land Reform, Department of Agriculture, relevant local and district municipalities, stakeholders, projects, Department of Environmental Affairs and Development planning; Department of Environmental Affairs (Western Cape Government)
Method of calculation or assessment	Adding the number of Intergovernmental Cooperation Initiatives facilitated
Means of verification	Records showing the attendance of meetings such as: Agenda, Minute, and Attendance Register

Assumptions	Departments and municipalities responding to efforts of cooperation.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Institutional and Stakeholder Relations Manager

Number of newsletters compiled and printed

Indicator Title	Number of newsletters compiled and printed
Definition	News of BGCMA activities and important information on WRM are written in the newsletter to create awareness and to inform stakeholders
Source of data	Events, pamphlets, relevant informative material.
Method of calculation or assessment	Number of newsletters developed
Means of verification	Printed Newsletter
Assumptions	Adequate events, sufficient information
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Lower is undesirable.
Indicator responsibility	Public Relations and Marketing Officer

3.2 Grant projects financially supported

Percentage of approved water related community projects financially supported with grant funding

Indicator Title	Percentage of approved water related community projects financially supported with grant funding
Definition	Support HDI community projects financially through the BGCMA grant policy. Proposals received are evaluated against set criteria. Successful projects are supported financially.
Source of data	Applications received.
Method of calculation or assessment	Number of applications funded divided by the number of applications approved *100.
Means of verification	Signed agreement
Assumptions	Sufficient proposals, complete proposals and sufficient funds to support projects. Relevant proposals
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Institutional and Stakeholder Relations Manager

3.3 Forums established and maintained

Number of Forums supported in WRM

Indicator Title	Number of Forums supported in WRM.
Definition	Support forums by keeping them informed of the BGCMA activities, give feedback on important issues, and give technical advice where applicable.
Source of data	Water User Associations, Irrigation Boards, Estuary Forums, Community Forums, Women Water Forums, River Health Forums, Wetland Forums, Intergovernmental Forums, International Forums, etc.
Method of calculation or assessment	Number of Forums supported
Means of verification	Record of Attendance Register and Minutes
Assumptions	Meetings taking place, relevant people attending forum meetings
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation	Not applicable

(where applicable)	
Calculation type	Cumulative (year-to-year)
Reporting cycle	Quarterly
Desired performance	Lower is undesirable.
Indicator responsibility	Institutional and Stakeholder Relations Manager

PROGRAMME 4: WATER ALLOCATION REFORM

4.1 Resource Poor Farmers (RPF) supported

Percentage of RPF technically supported on water use

Indicator Title	Percentage of RPF technically supported on water use
Definition	Document with recommendation to the WUAAAC in relation to a Water Use License Application.
Source of data	Water Use Applications with relevant supporting documents
Method of calculation or assessment	Number of RORs presented at WUAAAC divided by number of applications received from RPFs *100.
Means of verification	Recommended RoRs for Water Use Licence Applications by RPF
Assumptions	Sufficient information received from the applicants. Regular WUAAAC meetings.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Senior Manager: Water Resource Management (Acting)

Number of workshops held to capacitate and empower Resource Poor Farmers in WRM

Indicator Title	Number of workshops held to capacitate and empower Resource Poor Farmers in WRM
Definition	RPFs capacitated and empowered through provision of information during workshops.
Source of data	Workshops held, questions plotted and feedback given to RPFs
Method of calculation or assessment	Number of workshops held
Means of verification	Record of agenda, attendance register and minutes
Assumptions	Sufficient funding to host workshops, sufficient information
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Institutional and Stakeholder Relations Manager

Number of Rain Water Harvesting Tanks Installed

Indicator Title	Number of Rain Water Harvesting Tanks Installed
Definition	Support household, school and community gardening projects by supplying RWHTs for subsistence gardening. Application forms are completed and applications evaluated in conjunction with relevant departments
Source of data	Application forms received on site visits completed to verify validity of applications in accordance with the set criteria.
Method of calculation or assessment	Number of RWHTs installed
Means of verification	Signed-off letter confirming number of tanks installed
Assumptions	Complete forms. Sufficient funds.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)

Reporting cycle	Annually
Desired performance	Lower is undesirable
Indicator responsibility	Institutional and Stakeholder Relations Manager

PROGRAMME 5: WATER RESOURCE PROTECTION

5.1 Protected Resources

Number of BGCMA Water Resource points monitored

Indicator Title	Number of BGCMA Water Resource points monitored.
Definition	On-going assessment of water resources and water use monitoring information, measured against objectives and standards/license conditions could aid in improved water quality of the resource. These sampling points are located across the entire Breede-Gouritz area and concentrate especially on the pollution hotspots.
Source of data	Monitoring programmes rolled out; GIS data on monitoring points, water quality analysis.
Method of calculation or assessment	Adding of number of sampling points.
Means of verification	Water Quality Analysis Report
Assumptions	Good weather conditions. Quick delivery of sampling bottles and sampling equipment. Agreement with accredited laboratories in place.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Annually
Desired performance	Monitoring projects conducted promptly
Indicator responsibility	Senior Manager: Water Resource Management (Acting)

Number of River Rehabilitation Projects funded and technically supported

Indicator Title	Number of River Rehabilitation Projects funded and technically supported
Definition	The rehabilitation of river banks by means of the removal of alien trees.
Source of data	Signed MoAs between the BGCMA and implementation agents
Method of calculation or assessment	MoA will be added together

Means of verification	Signed MOAs
Assumptions	Lack of implementing agents and signed MOAs; Lack of Funding from BGCMA budget.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Annually
Desired performance	Lower is undesirable
Indicator responsibility	Senior Manager: Water Resource Management (Acting)

Percentage of reported non-compliant cases resolved

Indicator Title	Percentage of reported non-compliant cases resolved
Definition	Complaints are received regarding non-compliance of water use.
Source of data	Letters and emails
Method of calculation or assessment	Number of correspondence by the BGCMA divided by the number of letters
Means of verification	Evidence showing that cases were reported, letters of correspondence and non-compliance investigation reports
Assumptions	Reliable records of cases reported and investigated
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Annually
Desired performance	Lower undesirable
Indicator responsibility	Compliance, Monitoring and Enforcement Manager

PROGRAMME 6: STRATEGIC SUPPORT

6.1 Finance statutory reporting documents

Percentage of complying with listed financial reporting prescripts

Indicator Title	Percentage of complying with listed financial reporting prescripts.
Definition	Finance prescripts include: 4 Quarterly reports, 2 Half yearly reports, 1 Audited Annual Financial Statement, 1 MTEF/ENE report, 1 Internal Audit report.
Source of data	SAP, Absa cash focus (EFT system), National Treasury reporting templates, and any other relevant financial systems.
Method of calculation or assessment	Number of reports produced.
Means of verification	Monthly, quarterly, half yearly and yearly reports
Assumptions	Reliable relevant financial systems
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Annually, Half yearly, Quarterly and Monthly where applicable
Desired performance	Lower is undesirable.
Indicator responsibility	Chief Financial Officer

6.2 Annual Tariffs proposals

Number of proposed tariffs reports submitted to HSWS complying with pricing strategy

Indicator Title	Number of proposed tariffs reports submitted to DWS complying with pricing strategy.
Definition	1 Proposed tariffs report – Tariffs for Water Use charges
Source of data	Relevant financial systems
Method of calculation or assessment	Number of reports
Means of verification	Proposed tariffs report submitted to the department.
Assumptions	Successful relevant financial systems
Disaggregation of beneficiaries (where applicable)	Not applicable

applicable)	
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Chief Financial Officer

6.3 Effective risk management

Number of risk assessment reports

Indicator Title	Number of risk assessment reports.
Definition	Risk assessment report.
Source of data	Annual Performance Plan, Risk Register, Excel and relevant financial systems
Method of calculation or assessment	Number of reports
Means of verification	Risks Assessment report
Assumptions	Adequate Performance Information, comply with Risk Register, successful relevant financial systems
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Lower is undesirable.
Indicator responsibility	Chief Executive Officer

6.4 Effective internal controls

Percentage of compliance to audit recommendations

Indicator Title	Percentage of compliance to audit recommendations
Definition	Compliance to audit recommendations. (Resolved Audit findings)
Source of data	Audit report, Excel and relevant financial systems
Method of calculation or assessment	Number of reports
Means of verification	Resolved Audit Findings

Assumptions	Successful relevant financial systems
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Lower is undesirable.
Indicator responsibility	Chief Financial Officer

6.5 Increase BBBEE Spending

Percentage of targeted procurement budget spent on BBBEE

Indicator Title	Percentage of targeted procurement budget spent on BBBEE.
Definition	To enforce use of BBBEE.
Source of data	Excel and relevant financial systems
Method of calculation or assessment	The actual spent on BBBEE divided by the targeted amount (9.2million, which is 30% of the procurement budget)*100
Means of verification	Actual amount spent on BBBEE
Assumptions	Successful relevant financial systems
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disability • Black owned Businesses
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Lower is undesirable.
Indicator responsibility	Chief Financial Officer

6.6 Effective Revenue Management

Percentage of WRM charges collected

Indicator Title	Percentage of WRM charges collected
Definition	Revenue collected from Water Users
Source of data	SAP system and the bank account
Method of calculation	Revenue collected divided by total value for invoices sent out

or assessment	*100
Means of verification	Revenue collected from water users – Actuals collections versus Billing
Assumptions	Reliable relevant financial systems
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Lower is undesirable.
Indicator responsibility	Chief Financial Officer

6.7 Effective Organisational Development

Percentage of occupancy rate approved and funded posts

Indicator Title	Percentage of occupancy rate approved and funded posts
Definition	Approved organogram positions must have an occupancy rating of not less than 75%
Source of data	Employment register; approved organogram, board and sub-committee minutes; Recruitment policy
Method of calculation or assessment	Number of people divided by number of approved and funded posts on the organogram *100.
Means of verification	Letters of appointment
Assumptions	Receiving applications from suitable candidates, good retention strategy and candidates accepting job offers.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	HR Manager

PROGRAMME 7: MANAGEMENT AND GOVERNANCE

7.1 Strategic Management & Governance provided

Percentage of corporate compliance and non-financial reports produced

Indicator Title	Percentage of corporate compliance and non-financial reports produced.
Definition	Reports to be submitted by the Board related for corporate and non-financial matters.
Source of data	Strategic Plan, Annual Performance Plan, Shareholder Compact, audit reports, quarterly reports and annual reports
Method of calculation or assessment	Number of produced reports divided by number of required reports *100
Means of verification	Records showing non-financial reports
Assumptions	Timeous reporting, sufficient information, correct information
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Chief Executive Officer (Acting)

3.4 Shareholder Compact developed and implemented

Number of Shareholder Compacts signed

Indicator Title	Number of Shareholder Compacts signed
Definition	Shareholder Compact an agreement signed between the BGCMA Board and the Minister.
Source of data	National Water Act, No. 36 of 1998
Method of calculation or assessment	Number of produced reports divided by number of required reports *100
Means of verification	Signed Shareholder Compact
Assumption	Legislation

Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Chief Executive Officer (Acting)

7.3 Inter-Governmental Relation initiatives

Number of agreements signed

Indicator Title	Number of agreements signed
Definition	National and International Partnerships are established with other departments as well as similar international entities for skills transfer and capacity building to the benefit of staff and stakeholders
Source of data	Partnerships established.
Method of calculation or assessment	Number of MoUs signed and partnerships maintained.
Means of verification	Singed MoU
Assumptions	No red tape, sufficient funds
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	Lower is undesirable.
Indicator responsibility	Chief Executive Officer (Acting)

Annexure B: Key risks and mitigation

Objectives	Key risks	Risk mitigation
Water Resource Planning	Inadequate response to the non-availability and shortage of water	<ul style="list-style-type: none"> - Support the implementation of water conservation and demand management strategies through water restrictions and water monitoring mechanisms - Reconciliation of current and future demand with available water - Awareness on protection and correct use of water resources - Alien clearing and riparian habitat restoration projects - Educate on relevant technologies to mitigate climate change impacts - Integration with other government departments - Encouraging applicants towards desalination - Steering towards the improvements of existing infrastructure - Implementation of the BGCMA Strategy - Faster processing time of license applications
Water Resource Planning	Ineffective Water Resource Planning Processes	<ul style="list-style-type: none"> - Catchment Management Strategy - Performance planning and monitoring - Land use planning and rezoning applications process - Document management system - Capacitation through skilled staff
Water Use Management	Authorised water users may not be adequately monitored	<ul style="list-style-type: none"> - Prioritise validation and verification of existing lawful use. - Water users registered for waste discharge - MoAs with key stakeholders - Water use audits - Capacitation through skilled staff - Specific salary structures for staff - Provision in the HR policy for contract workers when required
Institutional & Stakeholder Relations	Inadequate communication and awareness	<ul style="list-style-type: none"> - Public Participation Strategy - WRM awareness campaign - Circulation of newsletters - WRM Forums - Implementation of communication policy and awareness plan - Funding of approved water related

Objectives	Key risks	Risk mitigation
		community projects - Facilitation of Intergovernmental Cooperation initiatives - Communicate pertinent information via the BGCMA website
Water Allocation Reform	Inadequate assistance to HDIs & RPFs	- Cooperative governance with the Department of Rural Development and Department of Agriculture - Increase skills of staff of the WRM Unit through training and development initiatives - Workshops held to capacitate and empower RPFs - Assistance to RPFs to complete financial applications
Water Resource Protection	Inadequate monitoring of water quality standards	- Sampling of DWS Water Quality Monitoring projects - Monitoring of Water Resource points - Funding and technical support of river rehabilitation projects - Follow up reported non-compliant cases - Implement water quality management programmes
Strategic Support (Finance)	Non-compliant practices and reporting	- Continuous communication with stakeholders - Audit and Assurance functions - Oversight committees - Monitoring of implementation of the compliance register
Strategic Support (Finance)	Inadequate financial planning and monitoring	- Implementation of Debt Management policy - Monitoring debtors age analysis and follow up on highest values - Interaction with DWS - Validation and verification of water use - Performance monitoring (KRA) - Quarterly reporting to the Minister - Continuous communication with debtors to make payment - Implementation of revenue process flow for the processing and review of billing
Strategic Support (Human Resources)	Lack of adequate and skilled resources	- Performance evaluation system - Training and development plans - Implementation of the Human Resource Development Plan - Attractive leave policy - Provision in the HR policy for contract

Objectives	Key risks	Risk mitigation
		workers when required
Management & Governance	Inadequate management of the institution and external stakeholders	<ul style="list-style-type: none"> - Implementation of MOUs - Implementation and monitoring of the Board and committee charters - Training and awareness of Board members - Monitoring compliance with legislative requirements - Corporate planning for management - Implementation of delegations of authority - Effectiveness of the Business Continuity plan is reported to the Board and oversight committees
All objectives	Increased cyber risk	<ul style="list-style-type: none"> - Monitoring penetration attempts and suspicious activity - VPN connections are authenticated via username & password - Software cannot be replicated to another device and requires active directory authentication - Anti-virus updates are monitored - Staff are trained on cyber security