

BREEDE-GOURITZ CATCHMENT MANAGEMENT AGENCY



ANNUAL PERFORMANCE PLAN (APP) FOR THE FISCAL YEAR 2023/2024



BREEDE-GOURITZ
CATCHMENT MANAGEMENT AGENCY

FOREWORD BY THE MINISTER OF WATER AND SANITATION



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 2023/24 financial year. The 2023/24 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 2023/24 APP also aims to support the South African Reconstruction and Economic Recovery Plan.

The BGCMA, as the operating arm of the Department of Water and Sanitation, will assist in addressing historical water sector imbalances in order to contribute to socio-economic development. Water resource planning, water use management, institutional and stakeholder relations, water allocation reform, water resource protection, management & governance, and strategic support (which includes finance, human resources, public relations/communication, and administration) are all listed as priority areas in the Strategic Plan. It is a comprehensive plan that incorporates all activities into the BGCMA's service delivery system. These strategic priority areas are evaluated against the DWS APP on a regular basis, and any strategic plan developed by DWS is considered. The strategic priority areas are also extended to help both provincial and local government because of the BGCMA's geographical location and areas of responsibility.

The Breede-Gouritz Catchment Management Agency (BGCMA) is a recommending authority in the processing of water use license applications, and thus plays an important role in the rapid processing of licensing applications to support the Economic Reconstruction and Recovery Plan. As a result, significant resources are allocated to this function, which is central to the BGCMA's operations. The BGCMA has established a good track record in the timeous processing of water use licenses and in the technical assistance to resource poor farmers.

Water resource management on a local level is enhanced when the public is aware of the various challenges in water resources management. Challenges such as pollution of water resources and the wasteful use of water are better addressed when the public is on board. Thank you to the community for standing by the BGCMA; the BGCMA will continue with various processes to raise the level of awareness among all the stakeholders in the BGCMA.

While the BGCMA strives for optimum performance and service delivery, it must guarantee that proper internal controls are in place and that they are maintained.

I am certain that the BGCMA will play an important role in the long-term management of water resources by implementing its strategic objectives. We can deliver on the promise of a brighter water future for South Africa and its people if we work together.

A handwritten signature in black ink, appearing to read 'S Mchunu', with a small date '21/6/18' written below it.

MR SENZO MCHUNU, MP

MINISTER OF WATER AND SANITATION

FOREWORD BY THE CHAIRPERSON OF THE GOVERNING BOARD

It gives me great pleasure to formally present the Annual Performance Plan (APP) for 2023/2024. The BGCMA's Strategic Plan guides the APP, which is consistent with and supportive of the Department of Water and Sanitation's (DWS) APP, the National Development Plan (NDP), the Economic Reconstruction and Recovery Plan (ERRP), local municipalities, and government objectives.

Water resources planning, water use management, institutional and stakeholder relations, water allocation reform, water resource protection, strategic support and management and governance are among the APP's strategic objectives.

In this performance year, the BGCMA has the chance to work with relevant stakeholders to engage in initiatives that will help catchments regain their critical function of providing water to water users and their environment. The constant focus on river rehabilitation through the removal of riparian invasive vegetation will continue in this regard. Collaboration efforts will bring a catchment-wide attention to the invasive vegetation concern.

Water is a finite and valuable resource that is essential to everything. In a changing environment, this is especially true. People and or water users must modify their attitudes and behaviours regarding water in order to ensure the long-term use of water resources. The first step in making these changes is raising awareness. The BGCMA is optimistic that some of the APP's effort will influence public perceptions on water use and the environment.

In the processing of water usage license applications, the BGCMA acts as a recommending authority. The licensing of water use is critical in promoting economic growth and allocating water to people who previously did not have access to it. The water usage license application process is highlighted in the APP to ensure that the BGCMA completes the relevant activities on time.

The BGCMA relies on money from water resource management charges to continue providing an effective water resource management service to the Breede-Gouritz Water Management Area's residents. The BGCMA must establish the required confidence with water users and provide an effective service that allows water users to pay the water management charges. The BGCMA will refocus in 2023/2024 on providing the type of service that stakeholders expect.



MR. BONGANI MNISI
CHAIRPERSON OF THE GOVERNING BOARD
DATE: 30 January 2023

OFFICIAL SIGN-OFF

It is hereby certified that this 2023/24 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 2023/2024



Ms S Mbombo
Planning & Performance Coordinator



Ms P Mahlaba
Senior Manager (Acting): Water Resources Management



Ms Z Mngoma
Chief Financial Officer



Mr J van Staden
Chief Executive Officer (Acting)



Mr BE Mnisi
Chairperson of the Governing Board

ABBREVIATIONS AND ACRONYMS

APP	Annual Performance Plan
BEE	Black Economic Empowerment
BBBEE	Broad-Based Black Economic Empowerment
BOPCMA	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
DWS	Department of Water and Sanitation
EDMS	Electronic Document Management Committee
EE	Employment Equity
ELU	Existing Lawful Use
ENE	Estimates of National Expenditure
ERRP	Economic Reconstruction and Recovery Plan
EXCO	Executive Committee of the Governing Board
FE	Financial Enterprise
GIS	Geographical Information System
GRAP	Generally Recognized Accounting Practice
HDI	Historically Disadvantaged Individual
HR	Human Resources
IB	Irrigation Board
IT	Information Technology
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEMA	National Environmental Management Act
NRF	National Research Foundation
NWA	National Water Act, 1998 (Act 36 of 1998 as amended)
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
SONA	State of the Nation Address
V&V	Validation and Verification
VAT	Value Added Tax
WMI	Water Management Institution
WUAAAC	Water Use Authorisation Assessment and Advisory Committee
WARMS	Water Authorisations and Registration Management System
WRM	Water Resource Management
WMS	Water Management System

WSA	Water Services Act, 1997 (Act 108 of 1997)
WSA	Water Services Authority
WSDPs	Water Services Development Plans
WUA	Water User Association

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PART A: MANDATE

1. LEGISLATIVE AND OTHER MANDATES

The Breede-Gouritz Catchment Management Agency (BGCMA) is a water management institution 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 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

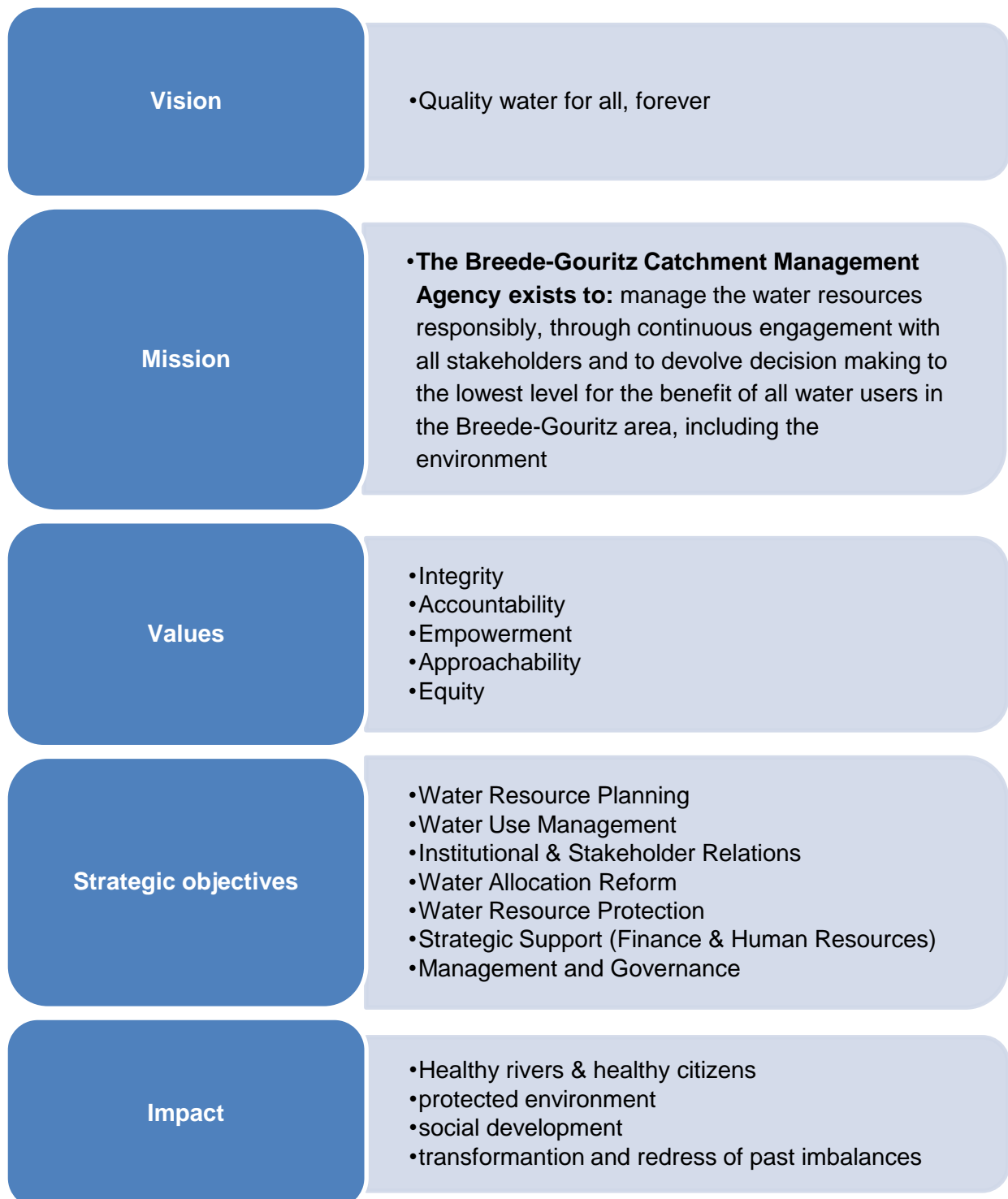
In terms of section 5 of the National Water Act 36 of 1998, the National Water Resource Strategy determines the water management areas to be managed by catchment management agencies. The National Water Resource Management Strategy third edition (NWRS-3) provides the framework for the protection, use, development, conservation, management and control of water resources for the country as a whole 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 be in 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 BGCMA can determine the charges payable to the agency, in line with the National Pricing Strategy.

PART B: STRATEGIC FOCUS

STRATEGIC MAP OF THE BGCMA



2. SITUATIONAL ANALYSIS

The Breede-Gouritz Catchment Management Agency (BGCMA) was established in 2014 (Government Gazette No. 37677, 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.

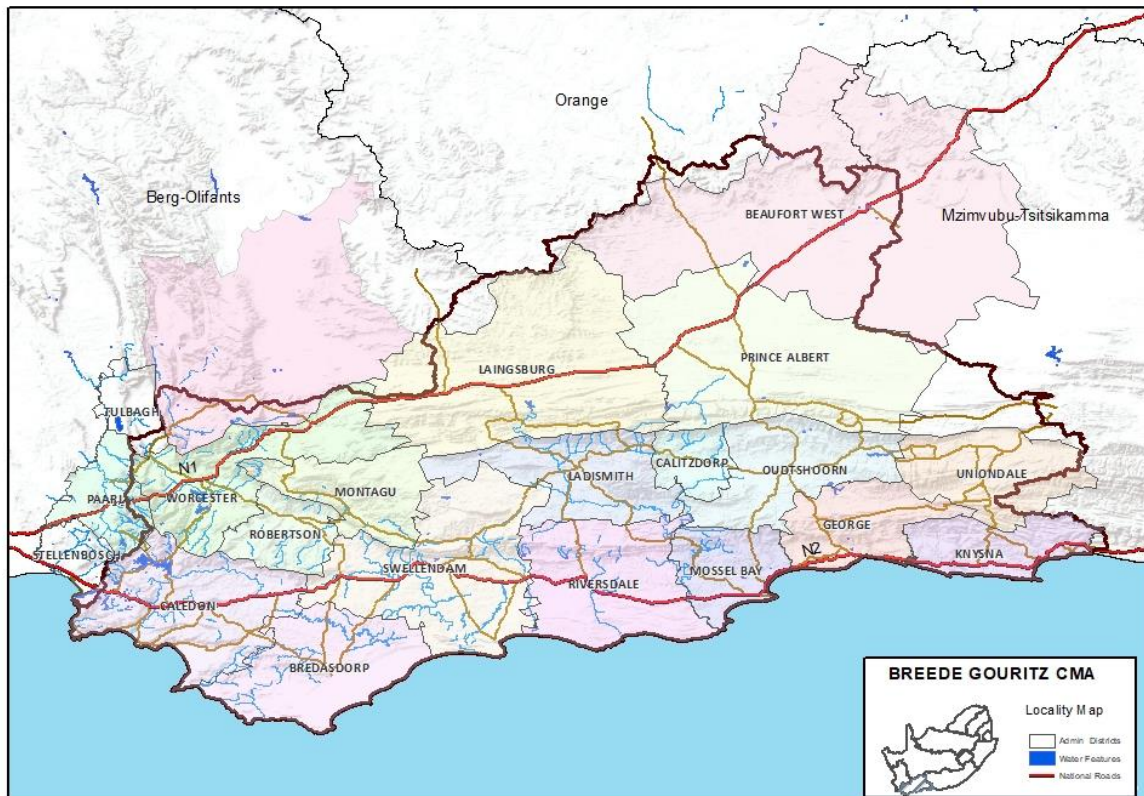


Figure 1: The Breede-Gouritz Catchment Management Area (Map)

The Breede-Gouritz Water Management Area has widely varying rainfall patterns. The Water Management Area could be zoned in 3 areas with different seasons and rainfall patterns.

- **Atlantic Zone (Breede and Overberg area)** – Winter Rainfall– medium intensity and medium duration (peak May – Sep).
- **Southern Coastal Zone (Gouritz Area)** – Year round rainfall – low intensity and long duration – (peak Sep – Nov).
- **Central Zone (Greater and Klein Karoo)** – summer storm spates – high intensity and short duration – (peak Oct-Nov & Mar-April).

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.

The total rainfalls for period of April-July 2022 given as percentage of the long-term mean is depicted on the map in Figure 2 below. Figure 2 shows that the winter rainfall region has received around 50-75% of its normal rainfall for the period from April to July. This follows, with below-normal rainfall being recorded for the start of 2022 winter rainfall season in April and May. The region welcomed the onset of its rainy season towards the end of May and more intensely during the first half of June. This was mainly due to the passage of strong cold fronts over the south western parts of the country with some areas recording totals of >200 mm for the month of June. Moreover, this rainfall contributed to the above-normal conditions visible on the rainfall map for the last four months since July was also characterized by below-normal rainfall.

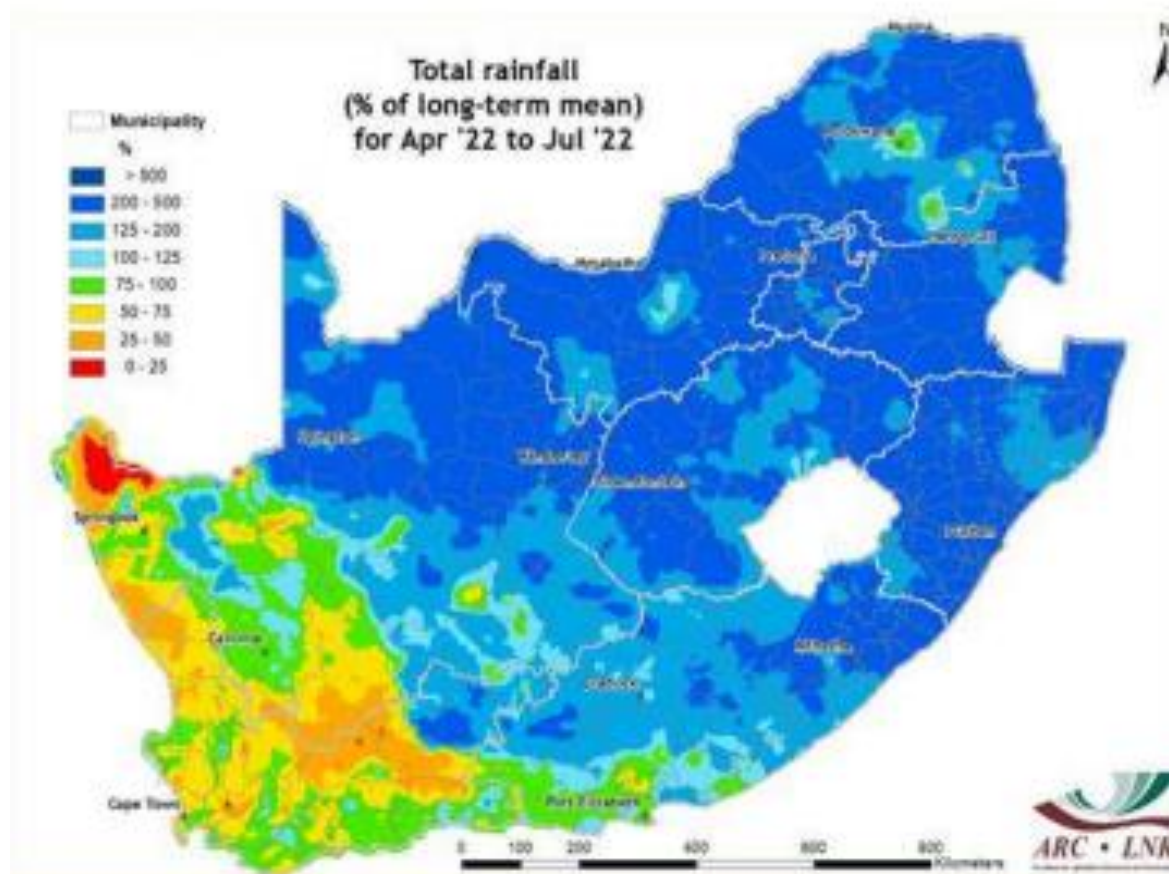


Figure 2: Total rainfall (% of long-term mean April 2022-August 2022) (Source: ARC-LNR 2022)

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. However, tourism like all other sectors of the economy is heavily impacted by the COVID-19

pandemic. 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;156+
- 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.

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

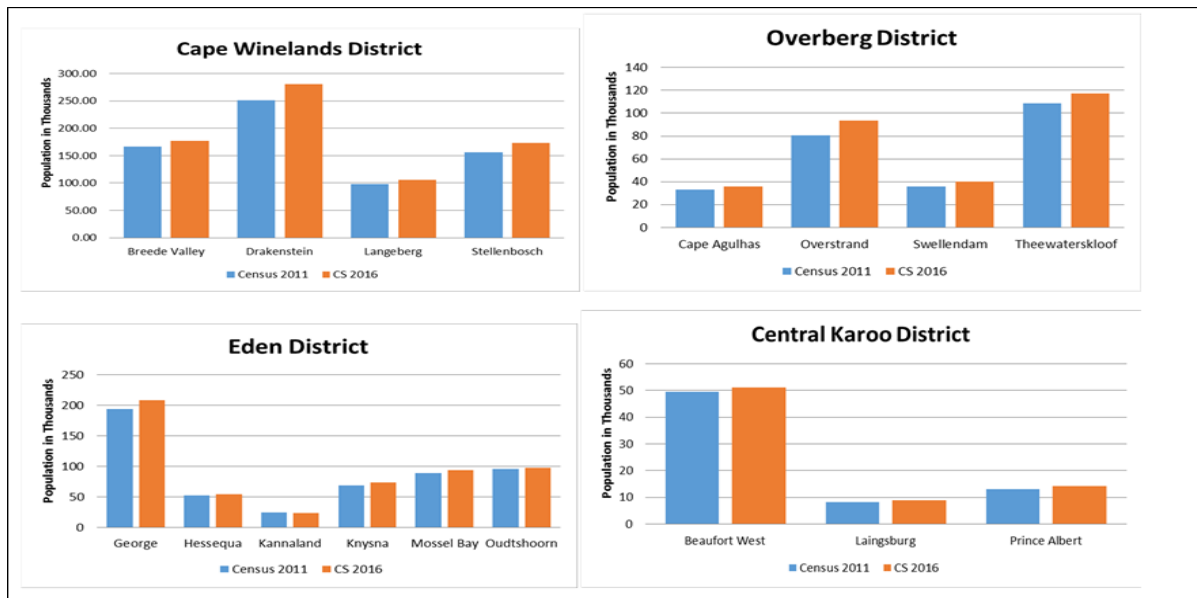
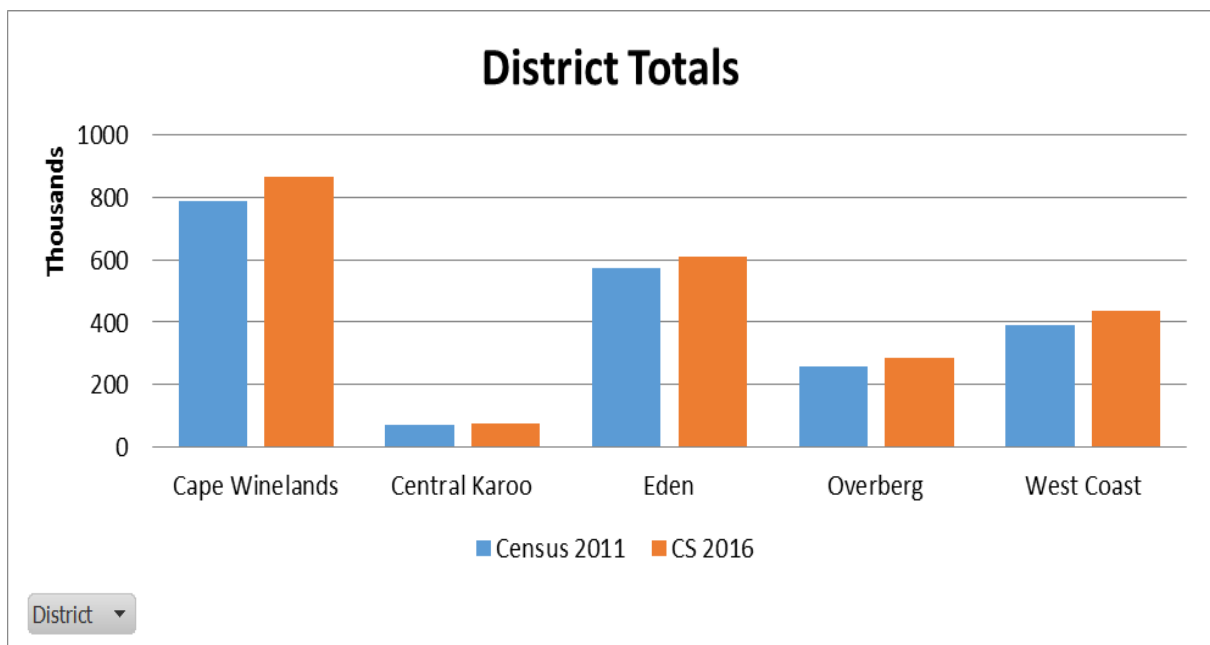


Figure 3: Population statistics of the Breede-Gouritz WMA on District level (2011 and 2016 census)



*Garden route known as Eden

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

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graph TD; Minister[Minister] --- DWS[Department of Water and Sanitation]; Minister --- BG_CMA[Breede-Gouritz CMA]; DWS -.- BG_CMA; DWS -.- LG[Local Government]; DWS -.- OWB[Overberg Water Board]; BG_CMA --- CMF[Catchment Management Forums]; BG_CMA --- WUA[Water User Associations / Irrigation Boards]; LG --- WSA[Water Services Authority]; OWB --- WSA; CMF --- WSA; WUA --- UIS[Universities and International Stakeholders]; WSA --- WSP[Water Services Provider];
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The diagram illustrates the organizational structure of the Department of Water and Sanitation. At the top is the Minister, who oversees the Department of Water and Sanitation and the Breede-Gouritz CMA. The Department of Water and Sanitation has a dashed line connection to the Breede-Gouritz CMA and solid line connections to the Local Government and the Overberg Water Board. The Breede-Gouritz CMA is connected to the Catchment Management Forums and the Water User Associations / Irrigation Boards. The Local Government and the Overberg Water Board are both connected to the Water Services Authority. The Catchment Management Forums are also connected to the Water Services Authority. The Water User Associations / Irrigation Boards are connected to the Universities and International Stakeholders. The Water Services Authority is connected to the Water Services Provider. The diagram is divided into two main sections: Water Resource Management (left) and Water Services (right).

The CMA is accountable to the people within the water management area and reports to the Minister of Water and Sanitation via the Department. 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.
- Collection of revenue.

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

The BGCMA exists 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 service, the BGCMA will continue to strengthen its capabilities at the two contact points.

During drought periods, the true value of the BGCMA comes to the fore to in ensuring that the available water is appropriately shared among 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 considering 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 Breede-Gouritz Catchment Management Agency continues to acquire human capital as a way of organisational development, capacitation and strengthening the Agency. This is to enable the Agency to meet the ever changing demands or needs as enshrined in the founding legislation, the National Water Act, 1998. The agency must adequately be resourced to respond efficiently and effectively to the needs of the stakeholders, the public it serves and to mitigate the issues of climate change.

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 operation is approximately 72000 square kilometres. Given this organic growth and development, the organisational design was

reviewed by the Governing Board to allow for the capacitation of the Agency to adequately address the service delivery imperatives within 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 2023/2024 BUDGET AND MTEF ESTIMATES

3.1. Expenditure Estimates

OPERATIONAL ACTIVITIES	AUDITED OUTCOMES		AUDIT IN PROGRESS	CURRENT BUDGET	PROPOSED BUDGET	MEDIUM TERM EXPENDITURE ESTIMATES		
	2019/20	2020/21	2021/22	2022/23	2023/2024	2024/2025	2025/2026	2026/2027
General Expenses	1 959 305	2 286 644	2 176 788	3 012 568	3 231 163	3 381 455	3 501 133	3 640 740
Advertising	62 875	428 542	104 877	196 164	210 398	220 184	227 977	237 068
Public Participation and Institutional	5 583 822	2 781 014	4 955 174	5 249 652	5 630 572	5 892 469	6 101 018	6 344 294
IT Equipment and Computer Expenses	489 139	979 713	1 066 790	1 717 440	1 842 059	1 927 740	1 995 967	2 075 556
Furniture and Office Equipment	1 993 009	610 160	968 707	1 541 574	1 653 432	1 730 339	1 791 579	1 863 018
Professional Fees	4 529 094	2 498 935	2 893 393	4 706 988	5 048 532	5 283 356	5 470 347	5 688 475
Water Resource Planning Projects (see breakdown below)	2 004 307	2 781 014	4 327 176	2 393 256	2 566 913	2 686 309	2 781 384	2 892 291
Salaries Allowances and Benefits	43 886 211	44 827 915	50 499 734	55 023 302	59 015 846	61 760 878	63 946 740	66 496 600
Board Costs	745 216	752 873	858 539	1 214 944	1 303 102	1 363 713	1 411 978	1 468 281
Travel and Accommodation	1 819 804	278 799	848 490	2 172 168	2 329 783	2 438 149	2 524 441	2 625 102
Hiring and Rentals	2 028 451	2 802 232	3 190 341	3 374 124	3 618 954	3 787 284	3 921 325	4 077 686
Motor Vehicle Expense	208 684	93 571	209 435	847 756	909 270	951 563	985 241	1 024 528

OPERATIONAL ACTIVITIES	AUDITED OUTCOMES		AUDIT IN PROGRESS	CURRENT BUDGET	PROPOSED BUDGET	MEDIUM TERM EXPENDITURE ESTIMATES		
	2019/20	2020/21				2024/2025	2025/2026	2026/2027
Repairs and Maintenance	188 603	123 530	233 814	345 108	387 366	387 366	401 076	417 069
Bad Debt Written Off	6 612 406	8 009 788	5 903 289	-	-	-	-	-
Training Fees	108 368	66 952	192 403	204 956	230 053	238 195	238 053	247 693
Depreciation	1 468 723	2 124 839	1 427 402					
Total Expenditure/Budget	73 688 017	71 446 522	79 856 163	82 000 000	87 950 000	92 040 000	95 298 400	99 098 400
Revenue	83 751 681	83 732 563	89 727 401	73 173 000	87 950 000	92 040 860	95 298 400	99 098 400
Other Income/Interest Received	10 787 380	8 620 159	10 053 311	8 827 000	-	-	-	-
Less: Operating Expenses	-73 688 017	-71 446 522	-79 865 163	-82 000 000	-	-	-	-
Operating Surplus/ Deficit	20 851 044	20 906 200	19 924 549	-	-	-	-	-
Current budget & Proposed Budget for the oncoming years		68 098 532	75 106 640	82 000 000	87 950 000	92 040 860	95 298 400	99 098 400

NOTES: BUDGET PREPARATION

- The preparation of budget is ZERO BASED.

Water Resource Planning Projects is made of:

- River Rehabilitation
- Rainwater 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		AUDIT IN PROGRESS	CURRENT BUDGET	PROPOSED BUDGET	MEDIUM TERM EXPENDITURE ESTIMATES		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
AUGMENTATION – GRANT	44 848 400	38 690 000	40 625 000	40 173 000	45 070 000	48 520 000	51 108 400	53 146 335
Water Resource Charges-BGCMA (WMA)	38 879 794	45 032 554	49 102 401	33 000 000	33 880 000	34 320 000	35 200 000	36 603 591
Interest Received/charged on late payment	10 787 380	8 630 168	10 053 311	8 827 000	9 000 000	9 200 860	8 990 000	9 348 474
Other income	-	-	-	-	-	-	-	-
Roll Over Funds (Committed funds)	3 397 826	-	-	-	-	-	-	-
Total sources of funding	97 567 400	92 352 722	99 780 712	82 000 000	87 950 000	92 040 860	95 298 400	99 098 400

Revenue:

- 51,25% of the BGCMA budget will be funded through Augmentation from DWS. This amount includes 12,97% which is for the amount of water that BGCMA is transferring 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.
- 38,52%) will be funded through direct billing and collections of Water Resource Charges.
- Interest received from the bank balance and late payments is estimated at 10,23%

3.3 Estimated Expenditure Pre-Economic Classification

BREEDE GOURITZ CATCHMENT MANAGEMENT AGENCY										
ECONOMIC CLASSIFICATION	AUDITED OUTCOMES		AUDIT IN PROGRESS	CURRENT BUDGET	% BUDGET INCREASE	PROPOSED BUDGET	% PER ITEM	BUDGET	BUDGET	BUDGET
	2019/20	2020/21	2021/22	2022/23		2023/24		2024/25	2025/26	2026/27
EMPLOYEE RELATED COSTS	43 886 211	44 827 915	50 499 734	55 023 302	7.25%	59 015 846	67.1%	61 760 878	63 946 740	66 496 600
GOODS AND SERVICES	20 262 572	17 122 255	21 392 260	23 875 072	7.25%	25 607 470	29.1%	26 798 563	27 747 026	28 853 432
REPAIRS AND MAINTENANCE	188 603	123 530	233 814	345 108	7.25%	370 149	0.42%	387 366	401 076	417 069
CAPITAL OUTLAY	1 993 009	610 160	968 707	1 541 574	7.25%	1 653 432	1.88%	1 730 339	1 791 579	1 863 018
BAD DEBT	6 612 406	8 009 788	5 903 289	-	-	-	-	-	-	-
BOARD RELATED COSTS	745 216	752 873	858 539	1 214 944	7.25%	1 303 102	1.48%	1 363 713	1 411 978	1 468 281

BREEDE GOURITZ CATCHMENT MANAGEMENT AGENCY										
ECONOMIC CLASSIFICATION	AUDITED OUTCOMES		AUDIT IN PROGRESS	CURRENT BUDGET	% BUDGET INCREASE	PROPOSED BUDGET	% PER ITEM	BUDGET	BUDGET	BUDGET
	2019/20	2020/21	2021/22	2022/23		2023/24		2024/25	2025/26	2026/27
TOTAL BUDGET	73 688 017	71 446 522	79 856 163	82 000 000	7.25%	87 950 000	100%	92 040 860	95 298 400	99 098 400

- All projects are included in the goods and services item.
- Employee related costs include all the allowances and training for staff.

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 of Water and Sanitation (DWS) priorities that are aligned with the Outcomes of National Government. See table below.

National Development Plan (NDP)	MTSF / Government priorities	DWS Strategic outcomes	BGCMA Strategic objectives
Chapter 3: Economy and employment	Economic transformation and job creation	Efficient, effective and development-oriented department	Water Use Management
			Water Resource Protection
			Institutional and Stakeholder Relations
			Strategic Support

National Development Plan (NDP)	MTSF / Government priorities	DWS Strategic outcomes	BGCMA Strategic objectives
			Management and governance
			Water Allocation Reform
Chapter 9: Improving education, innovation, and training	Education, skills, and health	Ecological infrastructure protected and restored	Water Use Management
			Water Resource Protection
			Institutional and Stakeholder Relations
Chapter 4: Economic infrastructure	Consolidating the social wage through reliable and quality basic services	Water demand reduced and water supply increased	Water Use Management
			Water allocation reform
			Water Resource Planning
	Spatial integration, human settlements, and local government	Enhanced regulation of the water and sanitation sector	Water Use Management
			Water Resource Planning
			Institutional and Stakeholder Relations
			Water Resource Protection
Chapter 5: Environmental Sustainability & resilience	Social cohesion and safe communities	Water and sanitation services managed effectively	Water Resource Protection
			Water Use Management
			Water Resource Planning
			Institutional and Stakeholder Relations

National Development Plan (NDP)	MTSF / Government priorities	DWS Strategic outcomes	BGCMA Strategic objectives
	A capable, ethical, and developmental state	Efficient, effective and development-oriented department	Strategic Support
			Water Use Management
			Water Resource Planning
Chapter 7: Positioning South Africa in the Region & the world	A better Africa and World	Water redistributed for transformation	Water Use Management
			Institutional and Stakeholder Relations
			Water Allocation Reform
			Management and Governance
			Water Resource Planning
			Water Resource Protection

5. OUTCOMES, 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						
						Audited / Actual performance			Estimated performance	MTEF Period		
						2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
1.	Legal water use maintained	1.1	Water Resources Planning Processes	1.1.1	Percentage of land use planning and rezoning applications commented on (letters sent)	95%	90%	97%	90%	90%	90%	90%

WATER RESOURCE PLANNING OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2023/2024	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.

						ANNUAL TARGETS						
Outcome		Outputs		Output indicators		Audited / Actual performance			Estimated performance	MTEF Period		
						2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
2.	Legal water use maintained	2.1	Registered Water Use	2.1.1	% of water registrations finalised (incoming requests logged)	73%	92.3%	85%	85%	85%	85%	85%
				2.1.2	Number of signed and finalised Validation & Verification confirmation letters captured.	New target	85	260	200	200	200	200
				2.1.3	% of water use authorisations captured on the WARMS	100 %	100%	98%	100%	100%	100%	100%
		2.2	Processed Water Use Applications	2.2.1	Percentage of Water Use Licence Applications recommended	75.76%	90%	89%	85%	85%	85%	85%
				2.2.2	Percentage of General Authorisations processed.	100%	100%	100%	100%	100%	100%	100%

						ANNUAL TARGETS						
Outcome		Outputs		Output indicators		Audited / Actual performance			Estimated performance	MTEF Period		
						2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
		2.3	Water use complied with Water Use License / General Authorisation	2.3.1	Number of audit reports completed for water use compliance	88	80	96	80	80	80	80
				2.3.2	Number of water quality compliance reports of Municipal waste-water treatment works that discharges to water resources.	New target	9	4	4	4	4	4
		2.4	Water Users Validated & verified in selected Catchments	2.4.1	Number of properties verified for water use	93	85	120	200	200	200	200

WATER USE MANAGEMENT OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2023/2024	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.	200	-	-	-	200
% of water use authorizations captured on WARMS	100%	100%	100%	100%	100%
% of Water Use Licence Applications recommended	85%	-	-	-	85%
% of General Authorisations processed	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 properties verified.	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.

						ANNUAL TARGETS						
Outcome		Outputs		Output indicators		Audited / Actual performance			Estimated performance	MTEF Period		
						2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
3.	Effective IWRM and empowered Stakeholders	3.1	Stakeholders capacitated and awareness created in Water Resource Management	3.1.1	Number of learners and stakeholders capacitated and awareness in Water Resource Management (WRM).	9793	6030	5574	5000	5000	5000	5000
				3.1.2	Number of Intergovernmental Cooperation initiatives facilitated to enhance WRM.	6	4	4	4	4	4	4
				3.1.3	Number of newsletter articles compiled and printed.	4	4	4	4	4	4	4

						ANNUAL TARGETS						
Outcome		Outputs		Output indicators		Audited / Actual performance			Estimated performance	MTEF Period		
						2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
		3.2	Water related community projects financially supported with Grant funding	3.2.1	Percentage of approved water related community projects funded.	100%	100%	100%	100%	100%	100%	100%
		3.3	Number of Forums supported in WRM	3.3.1	Number of Forums supported in WRM	46	31	37	40	40	40	40

INSTITUTIONAL AND STAKEHOLDER RELATIONS OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2023/2024	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	-	-	-	40

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.

				ANNUAL TARGETS								
Outcome		Outputs		Output indicators		Audited / Actual performance			Estimated performance	MTEF Period		
						2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
4.	Capacitated Resource Poor Farmers with water supply	4.1	HDIs and Resource Poor Farmers supported	4.1.1	% of HDIs and RPFs technically supported on water use	100%	100%	100%	100%	100%	100%	100%
				4.1.2	Number of workshops held to capacitate and empower Resource Poor Farmers in WRM	9	0	2	2	2	2	2
				4.1.3	Number of Rainwater Harvesting Tanks installed	400	285	400	400	400	400	400

WATER ALLOCATION REFORM OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2023/2024	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 Rainwater 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						
						Audited / Actual performance			Estimated performance	MTEF Period		
						2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
5.	Good Water quality and legal water use	5.1	Protected Resources	5.1.1	Water Resource points monitored.	146	116	110	80	80	80	80
				5.1.2	Number of River Rehabilitation Projects funded and technically supported.	5	6	3	3	3	3	3
				5.1.3	Percentage of reported non-compliant cases investigated (Investigation reports, file notes)	100%	65%	78%	100%	100%	100%	100%
				5.1.4	Percentage of resolved cases (Directive, Criminal process, Civil process and closing letter)	New target	-	-	80%	80%	80%	80%

WATER RESOURCE PROTECTION OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2023/2024	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 investigated (Investigation reports, file notes)	100%	100%	100%	100%	100%
Percentage of resolved cases (Directive, Civil-, Criminal process and closing letter)	80%	80%	80%	80%	80%

6. Strategic Support

The strategic support section of the BGCMA is 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.

						ANNUAL TARGETS						
Outcome		Outputs		Output indicators		Audited / Actual performance			Estimated performance	MTEF Period		
						2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
1.	Sustainable, compliant organisation.	6.1	Finance statutory reporting documents submitted.	6.1.1	% of reports complying with listed financial reporting prescripts	100%	100%	100%	100%	10	10	10
		6.2	Annual Tariffs Proposal approved	6.2.1	Number of proposed tariff reports submitted to DWS complying with pricing strategy	1	1	1	1	1	1	1
		6.3	Risk assessment reports developed	6.3.1	Number of risk assessment reports developed	1	1	1	1	1	1	1
		6.4	Effective internal controls	6.4.1	Percentage of compliance to audit recommendation	100%	100%	100%	100%	100%	100%	100%

						ANNUAL TARGETS						
Outcome		Outputs		Output indicators		Audited / Actual performance			Estimated performance	MTEF Period		
						2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
		6.5	Specific goals for preferential spending in terms of BBBEE	6.5.1	50% targeted procurement budget spent on or more than 51% black owned enterprises. 50% targeted procurement budget spent on, or more than 51% black women owned enterprises	163%	141%	84%	100%	100%	100%	100%
		6.6	Effective Revenue Management	6.6.1	Percentage of WRM charges collected.	78%	106%	84%	75%	77%	78%	80%
		6.7	Effective Organizational development	6.7.1	Percentage of funded posts filled on the organogram.	72%	70%	79%	75%	90%	90%	90%

STRATEGIC SUPPORT OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2023/2024	Q1	Q2	Q3	Q4
Number of reports complying with listed financial reporting prescripts	10	1	3	3	3
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%
50% targeted procurement budget spent on or more than 51% black owned enterprises. 50% targeted procurement budget spent on, or more than 51% black women owned enterprises.	100%	100%	100%	100%	100%
Percentage of WRM charges collected.	77%	77%	77%	77%	77%
Percentage of funded posts filled on the approved organogram.	75%	-	-	-	75%

7. Management and Governance

This programme represents the management and Board 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.

						ANNUAL TARGETS						
Outcome		Outputs		Output indicators		Audited / Actual performance			Estimated performance	MTEF Period		
						2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
1.	Compliance with corporate governance regulatory prescripts	7.1	Strategic Management & Governance provided	7.1.1	Percentage of Corporate Compliance reports and non-financial reporting scripts produced.	100%	100%	100%	100%	100%	100%	100%
			Shareholder Compact developed and implemented	7.1.2	Number of Shareholder compacts signed.	1	1	1	1	1	1	1
2.	Inter-Governmental Relation Initiatives maintained.	7.2	Inter-Governmental relation initiatives	7.2.1	Number of agreements signed	1	2	2	1	1	1	1

MANAGEMENT AND GOVERNANCE OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS					
Output indicators	Annual targets 2023/2024	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

8. 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

Objectives	Key risks	Risk mitigation
		<ul style="list-style-type: none"> - Funding of approved water related community projects - Facilitation of Intergovernmental Cooperation initiatives - Communicate pertinent information via the BGCMA website
Water Allocation Reform	Inadequate assistance to HDIs & RPFs	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Performance evaluation system - Training and development plans - Implementation of the Human Resource Development Plan - Attractive leave policy

Objectives	Key risks	Risk mitigation
		<ul style="list-style-type: none"> - Provision in the HR policy for contract 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

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

PROGRAMME 1: WATER RESOURCES PLANNING

1.1 Water Resources Planning Processes

1.1.1 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, EMPR, 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	Non-Cumulative
Reporting cycle	Monthly; quarterly and annual
Desired performance	Performance higher than expectations is desired
Indicator responsibility	Senior Manager: Water Resource Management

PROGRAMME 2: WATER USE MANAGEMENT

2.1 Registered Water Use

2.1.1 Percentage of water registrations finalised

Indicator Title	Percentage of water registrations finalised (incoming requests logged)
Definition	Registration application documents are captured on the WARMS system.
Source of data	Registration forms, email requests, written registered letters, technical recommendation
Method of calculation or assessment	Number registrations finalised divided by the number of registration requests received * 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	Target to be achieved
Indicator responsibility	Data Manager

2.1.2 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 Owner and/or Water User
Method of calculation or assessment	Adding the number of Section 35(4) Signed Confirmation Letters Captured (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	Target to be achieved
Indicator responsibility	Data Manager

2.1.3 Percentage of water use authorizations captured on WARMS

Indicator Title	Percentage of water use authorizations captured on WARMS
Definition	GA memos and licenses are captured on the WARMS system
Source of data	GA memos, licensing documents and relevant supporting documents
Method of calculation or assessment	Number of GAs and licenses registered /number GA memos + licenses*100
Means of verification	Registration Certificate
Assumptions	All necessary documents forms & supporting documents received to be signed. Signed GA Memo
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Quarterly
Desired performance	Target to be achieved
Indicator responsibility	Data Manager

2.2 Processed Water Use Applications

2.2.1 Percentage of Water Use Licence applications recommended

Indicator Title	Percentage of Water Use Licence applications recommended
Definition	Record of Recommendation to the Delegated Authority
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 *100
Means of verification	Signed ROR by the Delegated Authority in the CMA
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	Non-Cumulative
Reporting cycle	Annually
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Senior Manager: Water Resource Management

2.2.2 Percentage of General Authorisations processed

Indicator Title	Percentage of General Authorisations processed
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 actioned divided by the number of General Authorisation requests received *100.
Means of verification	Confirmation memos or rejection letters
Assumptions	Sufficient information received from the applicants
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non- Cumulative
Reporting cycle	Annually
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Senior Manager: Water Resource Management

2.3 Water use complied with Water Use License / General Authorisations

2.3.1 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	Performance higher than expectations is desirable
Indicator responsibility	Compliance, Monitoring and Enforcement Manager.

2.3.2 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	Water Use Authorization Laboratory results (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	Performance higher than expectations is desirable
Indicator responsibility	Senior Manager: Water Resource Management

2.4 Water users Validated and Verified in selected Catchments

2.4.1 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 confirm the ELU
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	Performance higher that expectations is desirable
Indicator responsibility	Senior Manager: Water Resource Management

PROGRAMME 3: INSTITUTIONAL AND STAKEHOLDER RELATIONS

3.1 Communication with Stakeholders

3.1.1 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
Definition	Learners and Stakeholders are reached and capacitated through WRM awareness campaigns, workshops, capacity building initiatives, skills transfer etc.
Source of data	Learners and stakeholders participating in the WRM activities
Method of calculation or assessment	Adding the number of learners and stakeholders reached through WRM activities.
Means of verification	Records showing the attendance of activities which can include attendance registers, agendas & minutes of meetings/workshops, activity reports, confirmation e-mails etc.

Assumptions	Adequate WRM activities/events and participation by learners and stakeholders
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Institutional and Stakeholder Relations Manager

3.1.2 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 (Western Cape), Local and District Municipalities, Universities, Departmental Projects: Department of Environmental Affairs and Development planning; (Western Cape Government), Department of Water and Sanitation
Method of calculation or assessment	Adding the number of Intergovernmental Cooperation Initiatives facilitated
Means of verification	Records showing the attendance of meetings such as: Agendas, Minutes, and Attendance Registers; Project Reports
Assumptions	Departments, Universities 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	Performance higher than expectations is desirable
Indicator responsibility	Institutional and Stakeholder Relations Manager

3.1.3 Number of newsletters compiled and printed

Indicator Title	Number of newsletters compiled and printed
Definition	Activities and important information within the BGCMA are written in the newsletter to create/increase awareness and to inform/update stakeholders
Source of data	Events, pamphlets, relevant informative material, internal stakeholders
Method of calculation or assessment	Number of newsletters printed
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	Planned target achieved
Indicator responsibility	Public Relations and Marketing Officer

3.2 Grant projects financially supported

3.2.1 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 community projects financially through the BGCMA's 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, relevant, complete proposals. Sufficient funds available to support projects.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Annually

Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Institutional and Stakeholder Relations Manager

3.3 Forums established and maintained

3.3.1 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 (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Annually
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Institutional and Stakeholder Relations Manager

PROGRAMME 4: WATER ALLOCATION REFORM

4.1 Resource Poor Farmers (RPF) supported

4.1.1 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	Performance higher than expectations is desirable
Indicator responsibility	Senior Manager: Water Resource Management

4.1.2 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 (RPFs) in WRM
Definition	RPFs capacitated and empowered through provision of information during workshops.
Source of data	Workshops held, questions recorded 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, need for workshops
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Institutional and Stakeholder Relations Manager

4.1.3 Number of Rainwater Harvesting Tanks Installed

Indicator Title	Number of Rainwater Harvesting Tanks Installed
Definition	Support households, schools 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	Completed 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	Performance higher than expectations is desirable
Indicator responsibility	Institutional and Stakeholder Relations Manager

PROGRAMME 5: WATER RESOURCE PROTECTION

5.1 Protected Resources

5.1.1 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

5.1.2 Number of River Rehabilitation Projects funded and technically supported

Indicator Title	Number of River Rehabilitation Projects funded and technically supported
Definition	The rehabilitation of riverbanks 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	Performance higher than expectations is desirable
Indicator responsibility	Senior Manager: Water Resource Management

5.1.3 Percentage of reported non-compliant cases investigated (Investigation reports, or File Notes)

Indicator Title	Percentage of reported non-compliant cases investigated (Investigation reports, or File Notes)
Definition	Complaints are received regarding non-compliance of water use.
Source of data	Letters, emails and complain forms
Method of calculation or assessment	Number of cases investigated divided by the number of cases registered*100
Means of verification	Investigation Reports; File Notes
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	Quarterly
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Compliance, Monitoring and Enforcement Manager

5.1.4 Percentage of resolved cases (Directive, Criminal process, Civil process and closing letter)

Indicator Title	Percentage of resolved cases (Directive, Criminal process, Civil process and closing letter)
Definition	Complaints are received regarding non-compliance of water use.
Source of data	Investigation Reports, notices, representations and, response letters
Method of calculation or assessment	The Number of resolved cases divide by Number of Investigated due for administrative process, Civil or Criminal process*100
Means of verification	Issued Directive, closing letters and signed Affidavit, attendance register for a meeting with Investigating Officer / Prosecutor
Assumptions	Reliable records of cases investigated and resolved
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-year)
Reporting cycle	Annually
Desired performance	Achieved APP target
Indicator responsibility	Compliance, Monitoring and Enforcement Manager

PROGRAMME 6: STRATEGIC SUPPORT

6.1 Finance statutory reporting documents

6.1.1 Percentage of reports complying with listed financial reporting prescripts

Indicator Title	Percentage of reports 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, 2 Internal Audit report
Source of data	SAP, Absa cash focus (EFT system), Shareholders compact, Board reports, Internal audit report, Audited AFS, 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	Performance higher that expectations is desirable
Indicator responsibility	Chief Financial Officer

6.2 Annual Tariffs proposals

6.2.1 Number of proposed tariffs reports submitted to DWS 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
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Chief Financial Officer

6.3 Effective risk management

6.3.1 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	Annually
desired performance	Performance higher than expectations is desirable
Indicator responsibility	Chief Executive Officer

6.4 Effective internal controls

6.4.1 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 finding report,
Method of calculation or assessment	Number of audit findings resolved divided by total audit findings*100

Means of verification	Resolved Audit Findings, post audit action register
Assumptions	Successful relevant financial systems
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	Chief Financial Officer

6.5 Specific goals for preferential spending in terms of BBBEE

6.5.1 Percentage of targeted procurement budget spent on BBBEE (black owned and black women owned enterprises)

Indicator Title	Percentage of targeted procurement budget spent on BBBEE (black owned and black women owned enterprises)
Definition	To enforce use of BBBEE.
Source of data	CSD and relevant financial systems
Method of calculation or assessment	The actual spent on BBBEE divided by the targeted BBBEE procurement amount of R10 706 625 million.
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	Performance higher than expectations is desirable
Indicator responsibility	Chief Financial Officer

6.6 Effective Revenue Management

6.6.1 Percentage of WRM charges collected

Indicator Title	Percentage of WRM charges collected
Definition	Revenue collected from Water Users
Source of data	Total invoices issued and cash received from water users (bank statements)
Method of calculation or assessment	Cash collected divided by billing amount (total value for invoices sent) out *100
Means of verification	Cash collected and detailed invoices issued
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	Performance higher than expectations is desirable
Indicator responsibility	Chief Financial Officer

6.7 Effective Organisational Development

6.7.1 Percentage of funded posts filled on the organogram

Indicator Title	Percentage of funded posts filled on the organogram
Definition	Funded posts on the organogram
Source of data	Organogram indicating funded post and payroll
Method of calculation or assessment	Number of posts filled divided by number of funded posts on the organogram *100.
Means of verification	Funded organogram and payroll
Assumptions	Availability of skills in the labour market and candidates accepting job offers
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non- Cumulative
Reporting cycle	Annually
Desired performance	Performance higher than expectations is desirable
Indicator responsibility	HR Manager

PROGRAMME 7: MANAGEMENT AND GOVERNANCE

7.1 Strategic Management & Governance provided

7.1.1 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	Performance higher than expectations is desirable
Indicator responsibility	Chief Executive Officer

7.1.2 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	Performance higher than expectations is desirable
Indicator responsibility	Chief Executive Officer

7.2 Inter-Governmental Relation initiatives

7.2.1 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	Signed 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	Performance higher than expectations is desirable
Indicator responsibility	Chief Executive Officer