

ANNUAL REPORT

2024/2025



**JOINT RIVER
BASIN AUTHORITIES**
PROJECT BOARD

<https://www.jointrbas.org>



Table of Contents

1.0 Who We Are	5
1.1 About the JRBA- PB/Background	5
1.2 Objectives of the JRBA-PB	5
1.3 Gazetted functions of the JRBA-PB	6
1.4 Vision, Mission & Values	7
2.0 Leadership Overview	8
Chairperson Remarks	8
Chief Executive Officers Remarks	9
3.0 Governance	10
3.1 Board of Directors	13
3.1.1 Board Sub-committees	18
4.0 Organizational Development	19
4.1 Institutional Positioning	19
4.2 Strategic Objectives	20
5.0 Human Resources	22
5.1 Technical Secretariat of the Board	22
5.2 JRBA-PB Executive Management	23
5.3 Senior Management	24
6.0 Human Resources	26
6.1 Staff Compliment	26
6.2 Recruitment	28
6.3 Vacant Positions	28
6.4 Capacity building and staff development	28

6.5 Culture Transformation	29
6.6 Policies & Procedures	29
7.0 Annual Performance	30
7.1 Core Activities and Fulfilling Mandate	30
7.2 Projects	39
8.0 Financial Performance	41
8.1 Procuring the Pastel Accounting System for the Finance Unit	41
8.2 Government of Eswatini Funding	41
8.3 Government of the Netherlands Grants	42
8.4 Administration Fees	42
8.5 Audited Financial Statements (The scanned statements)	44
9.0 Future Outlook & Strategic Direction	65
9.1 Plans for the Next Reporting Period	65
9.2 Key Goals & Targets for Sustainable Water Management	66
9.3 Call to Action for Stakeholders & Partners	66

1.0 Who We Are

1.1 About the JRBA- PB/Background

The Joint River Basin Authorities – Project Board (JRBA-PB) was established in 2020 under the Water Act of 2003 to support the development and management of water resources across Eswatini's river basins. The entity was formed to serve as the technical and administrative arm for the five River Basin Authorities (RBAs), which are Komati, Lomati, Mbuluzi, Usuthu, and Ngwavuma. The JRBA-PB operates under the Ministry of Natural Resources and Energy (MNRE) and works closely with the Department of Water Affairs (DWA) and the Natural Water Authority (NWA).

The JRBA-PB is tasked with supporting the RBAs in developing basin management plans, coordinating stakeholder engagement, monitoring water use, and strengthening compliance with national regulations. Its operations also align with the broader goals of sustainable and integrated water resources management in Eswatini.

The reporting year is defined as 2024/2025. The purpose of this Annual Report is to provide information to our stakeholders on the management, operational activities, and financial administration of JRBA-PB during the 2024/2025 financial year. The principal aim of JRBA-PB is to enable effective and sustainable water resource governance at the basin level in support of national development objectives.

1.2 Objectives of the JRBA-PB

The objectives of the JRBA-PB are:

- To provide technical support and secretariat services to all the River Basin Authorities.
- To assist the River Basin Authorities, conform to the provisions of the Water Resources Master Plan
- To advise the River Basin Authorities on basin issues in terms of section 33 (6) of the Water Act of 2003.

1.3 Gazetted functions of the JRBA-PB

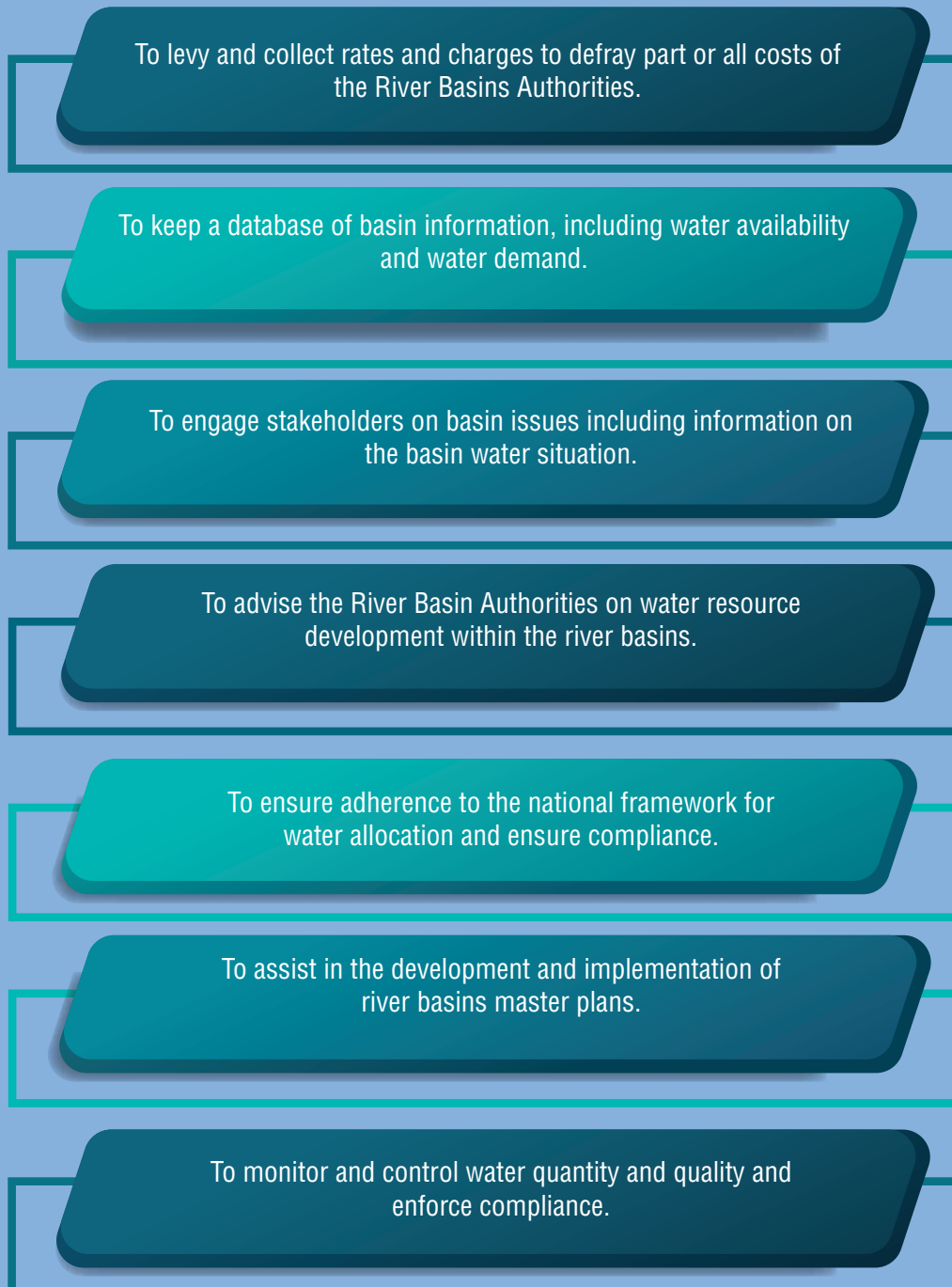


Figure 2 JRBA-PB Entity Operating Functions

1.4 Vision, Mission & Values



1.4.1 Vision

To be a leader in ensuring clean, safe, and sufficient water for empowered SMART users in a clean and healthy environment.



1.4.2 Mission

The JRBA-PB aims to take the lead in Water Resources Management; by ensuring the implementation of basin-level Integrated Water Resources Management in the Kingdom of Eswatini.

1.4.3 Values



1.4.3 Values

- Transparency
- Goal oriented
- Accountability and trustworthiness
- Accuracy & excellence
- Teamwork
- Diversity, impartiality & tolerance
- Respect, honest & ethical

Figure 3 JRBA-PB Values

2.0 Leadership Overview



Chairperson Remarks - Mr. Mthinini Dlamini

Reflecting on the past year, I am encouraged by the foundational steps taken to strengthen basin-level water management across Eswatini. Since assuming the role of Chairperson alongside the newly appointed Board, we have focused on building shared understanding, fostering collaboration with the five River Basin Authorities, and supporting the institutional groundwork necessary for long-term impact. Notably, the initiation of the Ngwavuma–Pongola Basin Management Plan marks an important milestone toward integrated and sustainable basin planning.

These early achievements reflect the collective commitment of our team, the dedication of the Board, and the valued support of the Ministry of Natural Resources and Energy, the Department of Water Affairs, and our Blue Deal partners. As we look ahead, I remain confident that this foundation will support deeper coordination, innovation, and resilience in our shared water governance efforts. The institution continues to strive for the stability to refine key systems, expand technical capacity, and strengthen our operational foundation. These partnerships have been critical in allowing JRBA-PB to focus on building effective structures and processes that will serve the river basin authorities and water users for years to come.

As we move forward, I am confident that JRBA-PB is well positioned for the future, with a dedicated board, a growing and capable secretariat, and an engaged network of stakeholders. I extend my sincere thanks to everyone who has contributed to this year's achievements, and I look forward to building on this momentum as we continue to deliver on our important mandate.



Chief Executive Officers Remarks, Sindie Mthimkhulu

Reflecting on our journey, I am filled with immense pride and gratitude for what we have accomplished together at the Joint River Basin Authorities - Project Board (JRBA-PB). From our inception in 2020, we embarked on a path to transform water resource management in Eswatini, starting from a foundational concept to the impactful organization we are today.

I have had the privilege of leading this institution since its beginning, a period marked by a collective drive to decentralize and enhance water governance. Our journey began with the establishment of the JRBA-PB itself, a critical step that filled a long-standing void in the coordinated function of the five River Basin Authorities. In our early days, we focused on creating a solid institutional and strategic foundation. This included developing our first operational guidelines and a corporate strategy for 2022-2024, which has been instrumental in guiding our growth and ensuring our efforts are aligned with national development objectives.

Over the years, our team has grown and so have our capabilities. We have successfully implemented key projects that have significantly improved our ability to monitor and manage Eswatini's precious water resources. A notable achievement includes the development of the SIRHA system, a comprehensive water resources management tool, and the installation of telemetric monitoring stations that provide crucial real-time data. The formulation of the first Ngwavuma-Pongola Basin Management Plan stands as a testament to our commitment to sustainable and integrated basin planning.

Our success would not have been possible without the dedication of our talented staff, the strategic guidance of our Board of Directors, and the invaluable support from the Ministry of Natural Resources and Energy, the Department of Water Affairs, and our international partners, including the Blue Deal program. These collaborations have been the bedrock of our progress, allowing us to build effective structures and processes that will serve our water users for years to come.

I am confident that the JRBA-PB is well-positioned for a future of continued growth and success. The commitment to our vision—to be a leader in ensuring clean, safe, and sufficient water for all—remains steadfast. I look forward to seeing the continued positive impact of the JRBA-PB on the sustainable management of water resources in Eswatini.



Sincerely,

3.0 Governance

The governance of the Joint River Basin Authorities – Project Board (JRBA-PB) is structured to ensure transparent, accountable, and inclusive leadership in the management of water resources. The governance framework aligns with the principles of the Water Act of 2003 and reflects the institution's mandate to implement integrated water resources management (IWRM) at the sub-national level.

At the core of JRBA-PB's governance structure is the Board of Directors, composed of elected representatives from the five River Basin Authorities—Komati, Lomati, Mbuluzi, Usuthu, and Ngwavuma—as well as the Department of Water Affairs (DWA), which serves in an ex-officio capacity. Board members are elected by water users within their respective basins and appointed in line with national legislation. The Board is responsible for providing strategic direction, approving institutional policies, and ensuring oversight of the entity's performance and compliance.

Operational execution is managed by the Technical Secretariat, which is headed by the Chief Executive Officer. The Secretariat is responsible for coordinating basin-level planning, supporting the implementation of national water policies, and delivering technical services to the River Basin Authorities. It functions as the administrative and technical arm of the Board.

To enhance its effectiveness, the Board operates through specialized sub-committees, including Finance and Human Resources. These committees provide focused oversight and facilitate decision-making in their respective areas of responsibility.

The governance model promotes accountability and stakeholder participation, ensuring that water users and relevant institutions are meaningfully engaged in decision-making processes. Compliance with national regulations is reinforced through internal policies, regular audits, and the implementation of standard operating procedures.

This governance approach strengthens JRBA-PB's ability to fulfill its mandate and ensures that water resources in Eswatini are managed in a sustainable, equitable, and transparent manner.

JRBA-PB Governance Framework

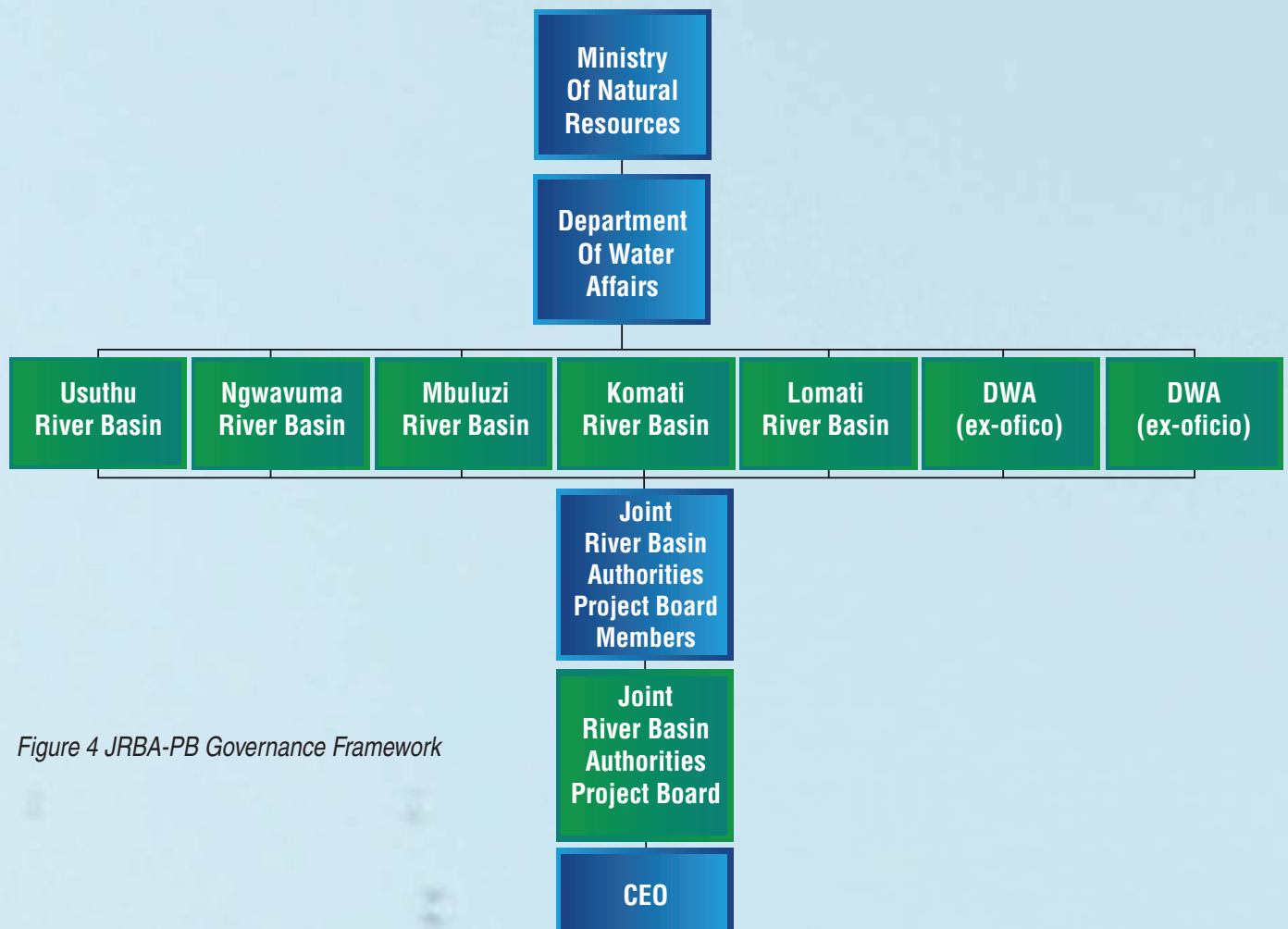


Figure 4 JRBA-PB Governance Framework





3.1 Board of Directors

The Board of Directors of the JRBA–Project Board (JRBA–PB) serves as the principal governance structure providing strategic oversight, policy guidance, and institutional accountability for the Authority’s operations. The Board are the directors of the institution, with representatives nominated by each of five (5) Eswatini River Basin Authorities (RBAs), alongside government representatives serving in an ex-officio capacity. This inclusive composition reflects the national commitment to collaborative decentralization of water resource management.

Endorsed by the Minister and the National Water Authority (NWA), the JRBA–PB Board was established to guide and unify basin-level actions under a shared secretariat, the JRBA- PB. Each board member brings contextual knowledge from their respective basin, while also aligning and contributing to national priorities and the coordinated implementation of water management activities. The Board, provides direction on policy and programme implementation, and ensuring that the Secretariat’s work is aligned with both basin-specific needs and national water governance objectives of water security. Furthermore, the Board articulates and maintains the needs of the end user.

During the 2024/25 reporting period, the newly appointed Board assumed office as the 2nd Board, marking an important transition in the governance of the JRBA–PB. While still in the early stages of its term, the Board has demonstrated a strong commitment to learning, collaboration, and strengthening efforts of optimising the IWRM chain. Following a formal orientation, the Board has embarked on processes of institutional familiarisation and initial priority setting.

As the JRBA–PB continues to evolve and respond to emerging challenges in integrated water resource management, the dedication and stewardship of the Board will be central to shaping effective, inclusive, and resilient water management. The Authority looks forward to working closely with the Board in the coming year to support its growth, deepen collaboration across basins, and strengthen climate change adaptation, whilst building a water secure Eswatini.

Below are the members of the JRBA–PB Board of Directors



Mthinini Dlamini – Chairperson

Mr. Dlamini serves as the Chairperson of the JRBA-PB Board, representing the small-scale farmers within the Usuthu RBA. He brings a wealth of experience from his previous service on other boards, including the Usuthu RBA Board and the Siphofaneni Irrigation District Board. Additionally, Mr. Dlamini has served on the JRBA-PB's Governance/HR Committee.



Elwyn Dlamini – Vice Chairperson

Mr. Elwyn Dlamini Serve as secretary of the JRBA-PB Board. Mr Dlamini is a member of the Mbuluzi RBA and has previously served as the Mbuluzi RBA Chairperson. Mr Dlamini represents the domestic sector in the Mbuluzi RBA Board.



Musa Masilela - Secretary

Mr. Masilela currently serves as the Secretary of the JRBA-PB Board. Mr Masilela represents the medium scale agricultural sector of the Usuthu River Basin Authority. Mr Masilela also holds the seat as the Chairperson of the Usuthu RBA.



Philemon Malandvula – Alternate Member

Mr. Malandvula serves as the alternate member of the JRBA- PB Board. He represents small-scale farmers in the Mbuluzi RBA Board. He also a member of the Mbuluzi RBA. Additionally, Mr Malandvula has served as member of the JRBA-PB Governance/HR committee on the previous Board. He holds membership on both the outgoing and incoming board of the Mbuluzi Basin.



Jozua Scheepers - Member

Mr. Scheepers serves a member on the JRBA-PB Board. Mr. Scheepers represents the large-scale scale agricultural sector in the Ngwavuma RBA. He holds membership on the outgoing and incoming board of the Ngwavuma RBA. He also served in the Finance committee of the previous JRBA-PB Board.



Patience Dlamini – Alternate Member

Mrs. Patience Dlamini serves as an alternate board member of the JRBA-PB and has also severed as a member of the Audit Committee for the previous JRBA-PB Board. She represents the forestry sector in the Ngwavuma RBA. She has previously served on the Ngwavuma RBA. It is worth mentioning that she was the first female member to sit on the JRBA-PB Board.



Ms Anne Kruger – Treasurer

Ms. Anne Kruger serves as the treasurer of the JRBA-PB Board. Ms Kruger also serves as a member of the Komati RBA and represents the environment and conservation sector in the Komati RBA.



Bonus Mahlalela – Alternate Member

Mr. Bonus Mahlalela serves as an alternate board member of the JRBA-PB. He is also a member of the Komati RBA and represents the small-scale agriculture sector in the RBA.



James Tsabedze – Member

Mr. James Tsabedze serves as a board member of the JRBA-PB. Mr Tsabedze is a member of the Lomati RBA and represents the domestic sector in the RBA.



Zodwa Dlamini - Alternate Member

Ms. Zodwa Dlamini serves as an alternate board member of the JRBA-PB. Ms Dlamini is a member of the Lomati RBA and represents the small-scale agriculture sector in the RBA.



Emelda Magagula - DWA (EX officio)

Ms. Emelda Magagula currently serves as the ex-officio in the JRBA-PB Board. Ms Magagula is also the Chief Water Engineer at the Department of Water Affairs (DWA).



Musawenkosi Mwelase – DWA (Ex officio)

Mr. Musawenkosi Mwelase serves as the ex-officio in the JRBA-PB Board. Mr Mwelase is also the Chief Water Services Engineer at the Department of Water Affairs (DWA)

3.1.1 Board Sub-committees

In addition to the Board of Directors, the JRBA-PB has established specialised Sub-committees to strengthen governance, enhance oversight, and support the effective execution of the institution mandate. These Sub-committees enable the Board to address key functional areas in greater depth, providing focused advice and guidance on financial, human resource, technical, and operational matters.

The following Sub-committees were active during the reporting period:

a. Finance, Audit and Risk Sub-committee

The role of this Sub-committee is to assist the Board in fulfilling its oversight responsibilities on internal financial and accounting reporting, financial performance, internal financial controls, tariffs, financial risk management, and advise on appropriate mitigation activities. The committee also oversees the external audit and monitors the implementation of recommended follow-up regarding internal improvement actions, and overall enterprise risk management and compliance with all financial and non-financial matters. Committee members include:

Chairperson	- Mr. Elywin Dlamini
Vice	- Mr. Musa Masilela
Secretary	- Ms. Anne Kruger
Member	- Mr. Mthinini Dlamini

b. Human Resources Sub-committee

The role of this Sub-committee is to assist the Board in fulfilling its oversight responsibilities on setting sound corporate governance, ethical and legal compliance, appropriate organizational structure, remuneration policies and strategies, succession planning, labour disputes and overall human resource development, related risks, and advise on appropriate mitigation actions.

The committee members are as follows

Chairperson	- Mrs. Patience Mamba
Vice	- Mr. Philemon Malandvule
Member	- Mrs. Mapule Magagula
Member	- Mrs. Zodwa Dlamini

c. Technical Sub-Committee

The role of this Sub-committee is to assist the Board in fulfilling its oversight responsibilities on operational matters, like technical, engineering, environmental, information technology, and social matters, related risks, and advise on appropriate mitigation actions.

The committee members are as follows:

Chairperson	- Mr. James Tsabedze
Vice	- Mr. Musa Mwelase
Member	- Mr. Jozua Scheepers
Member	- Mr. Bonus Mahlalela

4.0 Organizational Development

4.1 Institutional Positioning

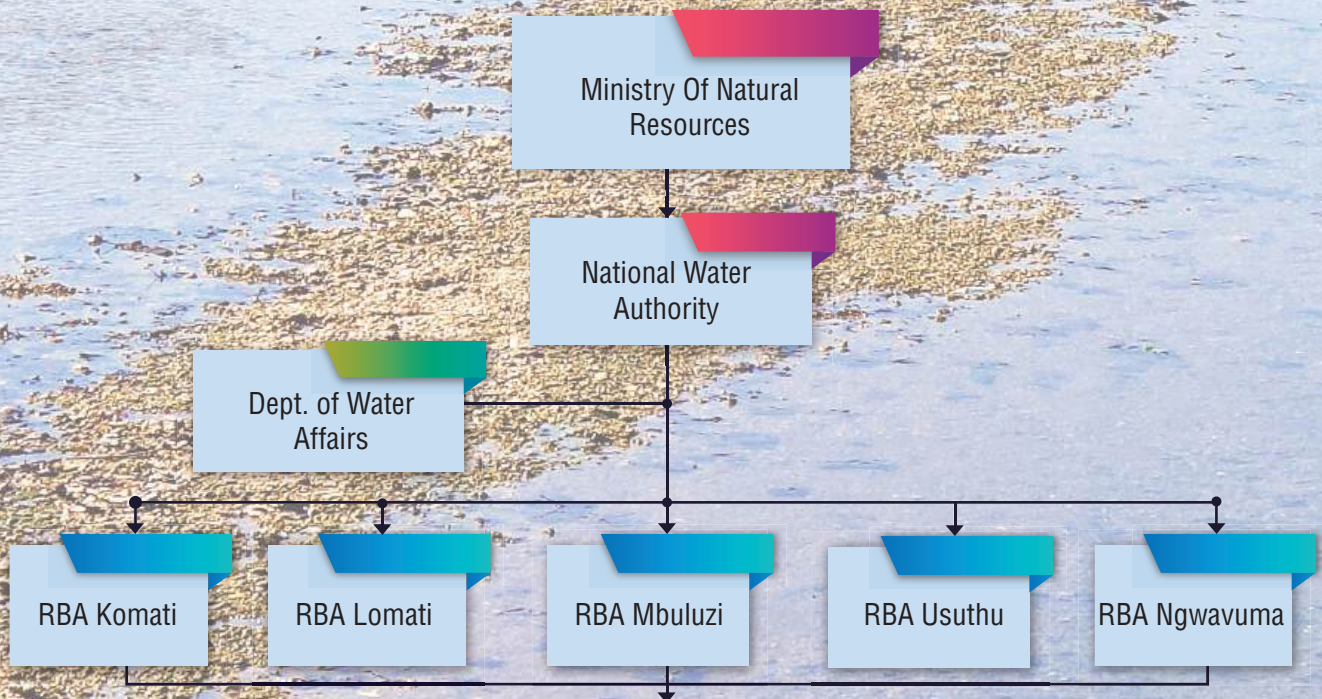


Figure 5 JRBA-PB Institutional Framework



4.2 Strategic Objectives

The JRBA-PB's 2022-2024 Corporate Strategy is anchored on six strategic drivers that reflect both its foundational role and its long-term vision as a leader in integrated water resource management (IWRM). These strategic pillars are aligned with the Balanced Scorecard (BSC) framework and support institutional growth, operational excellence, and stakeholder value creation:



Figure 6 JRBA-PB Strategic Objectives



5.0 Human Resources

5.1 Technical Secretariat of the Board

The office of the JRBA-PB functions as the technical secretariat for the Board and is responsible for overseeing the ground operations complement the functioning of River Basin Authorities in relation to decentralized water resources management. The Secretariat is headed and led by the Chief Executive Officer. Below is the organisational structure of the JRBA – PB.

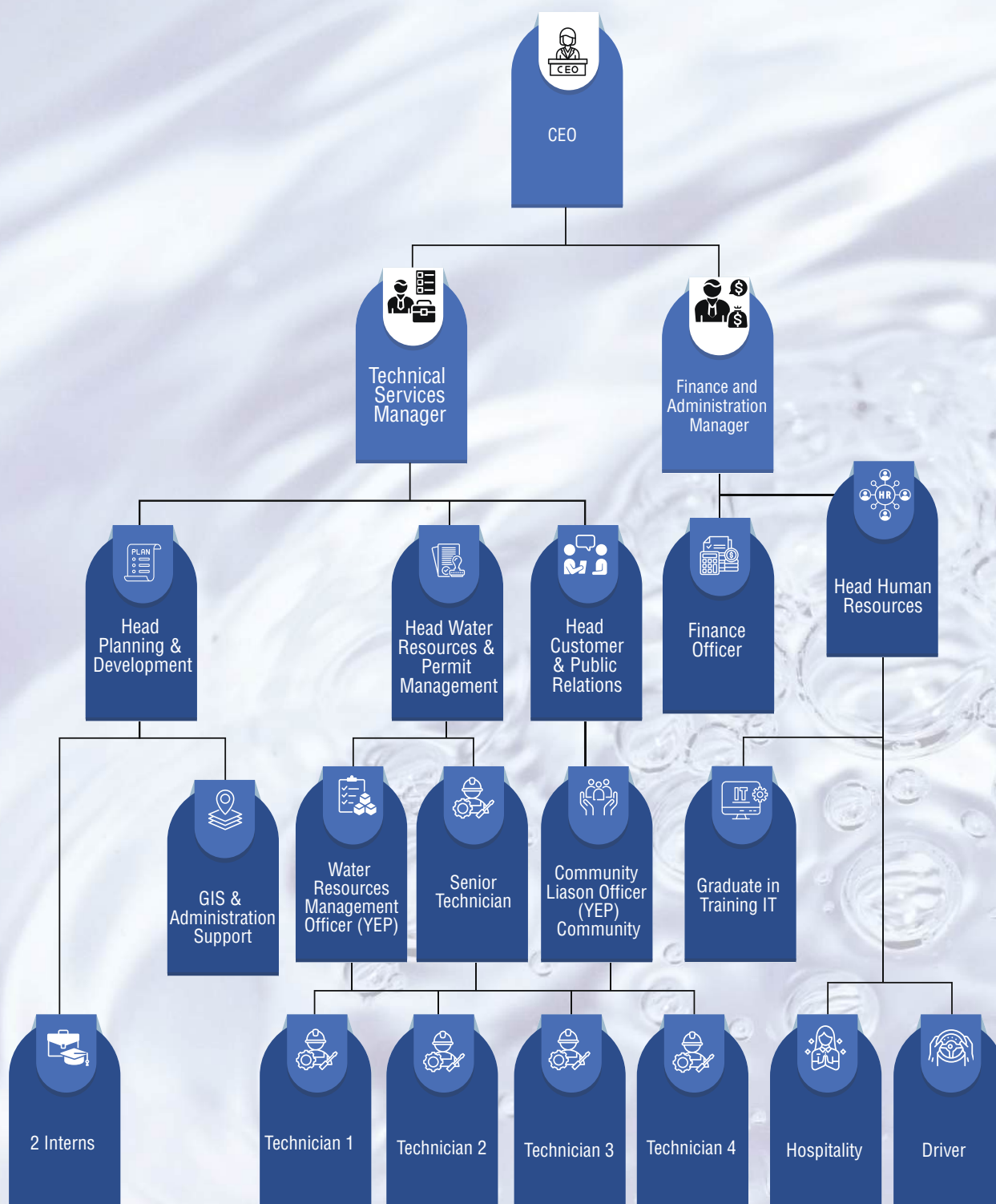


Figure 7 JRBA-PB Organisational Structure

5.2 JRBA – PB Executive Management

The JRBA-PB is led by the Chief Executive Officer, with management support from the Technical Services Manager.

5.2.1 Ms. Sindy Mthimkhulu - Chief Executive Officer

- MPhil Integrated Water Management, Water Governance - Monash University (SA)
- MSc Integrated Water Resources Management - University of Zimbabwe
- PG Diploma in Project Management - Damelin
- BSc in Biology, Geography, Environmental Science and Planning - UNESWA

Sindy Nkosis'phile Mthimkhulu is a seasoned water resources management professional with over 22 years of comprehensive experience in the sector. She is recognized for her expertise in water resources policy formulation, governance, and sustainable management practices. Sindy has a proven track record in leading multidisciplinary teams and projects aimed at improving water resource management and addressing the challenges of climate change. Her career is marked by significant contributions to agricultural development projects, water resource planning, environmental sustainability, and community engagement. Sindy excels in stakeholder engagement, having successfully navigated complex negotiations and collaborations with government entities, international partners, and local communities. She is adept at capacity building, advocacy, and raising awareness on critical water issues, demonstrating a strong commitment to empowering youth and nurturing future experts in the field.

Sindy holds advanced degrees in Integrated Water Resources Management and Water Governance, complemented by a diploma in Project Management. Her academic and professional pursuits are further supported by numerous specialized training courses in hydrological modelling, water sector integrity, and international water law, among others.

Throughout her career, Ms Mthimkhulu has held pivotal leadership roles, including her current position as the CEO of the Joint River Basins Authorities Project Board, where she spearheaded initiatives to decentralize water management in Eswatini. As a Senior Water Engineer at the Department of Water Affairs, Basin Manager at the Usuthu River Basin Authority and Coordinator of Eswatini Water Partnership, she has successfully mobilized resources, forged strategic partnerships, and developed and led the implementation of impactful projects.

Sindy's exceptional communication skills, strategic vision, and unwavering dedication to sustainable water management make her a respected leader in the field. Her work continues to influence water governance policies and practices, contributing to the sustainable development and environmental conservation efforts in Southern Africa and beyond.



5.2.2 Ms. Takhona Dlamini – Technical Services Manager

- MSc Integrated Water Resources Management – University of Zimbabwe
- BSc Agricultural and Biosystems Engineering – UNESWA
- Chairperson of the SADC Waternet Alumni

Ms. Takhona Lindelwa Dlamini is the Technical Operations Manager at the Joint River Basin Authorities Project Board. She holds a Bachelor of Science in Agricultural and Biosystems Engineering and an MSc in Integrated Water Resources Management. With extensive experience in agricultural production, value chain management, and project implementation, Ms. Dlamini oversees a team of fourteen staff members. Her leadership has been instrumental in the successful execution of key initiatives, including the Increased Insight Usuthu Basin Pilot Project and the Blue Deal Phase Two Project in Eswatini.



5.2.3 Mrs. Precious Simelane – Finance and Administration Manager

- B. Com Honours in Purchasing Management – Regent Business School, South Africa
- Bachelor of Commerce in Accounting and Economics – Regent Business School, South Africa
- Certified Accounting Technician (AAT Levels 1–4) – SCOT and WESCO College, Mbabane

Ms. Precious Phumaphi Simelane is the Head of Finance and Accounts at the Joint River Basin Authorities (JRBA-PB). She holds a Bachelor of Commerce in Accounting and Economics and a B. Com Honours in Purchasing Management, complemented by professional certifications in accounting and procurement. With over 20 years of experience in financial management, procurement, and donor-funded projects, Ms. Simelane provides strategic financial leadership, overseeing budget planning, audits, risk management, and policy execution for regional river basin initiatives. Her expertise spans public sector finance, having held key roles in Eswatini's Ministries of Finance, Natural Resources and Energy, and Education and Training, where she managed procurement, payroll, expenditure, and financial reporting. She has also led financial oversight for African Development Bank-funded projects. Ms. Simelane contributes to continental water governance as a member of the Technical Advisory Committee under the Africa Ministers' Council on Water (AMCOW), supporting accountability and audit processes. Recognized for her integrity and results-driven leadership, she serves her community as Vice Chairperson of the Liso Lemnotfo Cooperative and Secretary of the Church Welfare Committee. Her professional development includes specialized training in public procurement, internal controls, and risk management.



5.3 Senior Management

Zanele Lulane – Head Planning and Development (MSc. Advanced Water Management, BSc. Agriculture and Biosystems Engineering)

Ntombikayise Dhladhla – Head Water Resources and Permit Management (MSc. Integrated Water Resources Management, BSc. Hydrology and Geography,)

Gcinile Dlamini – Head Customer and Public Relations (Meng, Hydrology and Water Resources Engineering, BSc. Environmental Management and Water Resources)

Njabulo Mazibuko – Head Human Resources (BTech Degree in Human Resources Management)



6.0 Human Resources

This section of the report provides a comprehensive overview of the organization's staff profile; distribution of staff by gender; age and category; recruitment; and staff training and development.

6.1 Staff Compliment

6.1.1 Staff Engagement Terms

As of 31 March 2025, the JRBA-PB had a total of twenty-one (21) staff members of whom eight (8) are seconded from Government, ten (10) are under JRBA – PB and three (3) Graduate Trainees.



Table 1: JRBA-PB Staff Profile



6.1.2 Staff Distribution by Age and Gender

The JRBA-PB has eleven (11) male and ten (10) female staff members between the ages of 27 – 55 years. See detailed staff age and gender distribution below.

6.2 Recruitment

The JRBA-PB is a growing organization with increasing recognition and responsibilities at national and sub-national levels. The institutional growth has necessitated supplementing the available human resources, and for this reporting period, the institution has recruited of Six (6) personnel as outlined below:

- a) One (1) Head Human Resource,
- b) One (1) graduate in training position and Two (2) interns through the Blue Deal “All Hands-on Deck Project” for positions as 1x Information Technology, 2x Water Resources Management.
- c) Two (2) Yepp’ers in positions Water Resources Management Officer and Community Liaison Officer through the Young Experts Programme.

6.3 Vacant Positions

1. Corporate Services Manager
2. ICT Manager
3. Executive Assistant Officer
4. Human Resources Officer
5. ICT System Management and Support
6. Billing, Collections and Procurement Officer
7. Project Development Officer
8. Water Quality Officer
9. Customer and Public Relations Officer
10. Administration Assistant

6.4 Capacity building and staff development

At JRBA, we recognize that our most valuable asset is our people. In alignment with our commitment to organizational excellence and sustainable growth, we placed a strong emphasis on capacity building and staff development throughout the year. Through targeted training programs, summits, and professional development initiatives, we aimed to enhance the skills, knowledge, and overall performance of our team.

1. Procurement Procedure Training (ESPPRA Guidelines)
2. CMAC Annual Labour Summit
3. Pay Space Essential Payroll Training
4. Violence & Harassment in the workplace Training (Business Eswatini)
5. Institute of Accounts Annual Summit
6. GIS Training
7. SIRHAs – Database Training
8. Annual Budgeting Training
9. SHEQ Training
10. Wet-Skills Training
11. YEP Training
12. WEAP Modell Training

These initiatives reflect JRBA’s ongoing commitment to cultivating a skilled, informed, and resilient workforce capable of driving the organization’s mission forward.

6.5 Culture Transformation

JRBA embarked on a strategic initiative to strengthen its organizational culture by aligning it with its core values and operational goals. The initiative was designed to enhance employee engagement, teamwork, and overall performance in support of JRBA's strategic objectives. As part of this process, an external consultant was engaged to facilitate a series of interventions, including staff coaching, team-building exercises, and one-on-one sessions with all employees. These activities aimed to foster a cohesive work environment, improve communication, and empower staff to contribute meaningfully to JRBA's mandate.

6.6 Policies & Procedures

The development of the Finance Policy has progressed significantly, marking a key milestone in strengthening JRBA's internal guiding and control framework. Final internal consultations are underway to ensure alignment with operational needs and relevant standards. Once finalized, the policy will be submitted to the Board for formal approval and will support improved financial oversight and governance within the organization.



7.0 Annual Performance

This section outlines the key activities, projects, and engagements undertaken by the JRBA-PB during the 2024/2025 reporting period. It provides a summary of the institution's efforts in fulfilling its mandate, managing water resources, engaging stakeholders, and supporting basin-level development across Eswatini.

7.1 Core Activities and Fulfilling Mandate

7.1.1. Keeping a Database of Updated Basin Information

The JRBA-PB completed the following activities by the institution's mandate or function.

A. Water Allocation Permit System

The JRBA-PB played a crucial role in facilitating the approval of 93 water abstraction permits by the River Basin Authorities (RBAs) in the 2024/25 fiscal year. Through rigorous reviews, water balance assessments, and ground-truthing, the process ensured responsible water allocation. The issuance of permits, particularly in the Usuthu River Basin, directly supported agricultural activities for small-scale farmers. Additionally, 28 renewable irrigation permits, and temporary construction permits were processed, contributing to both agricultural sustainability and infrastructure development.

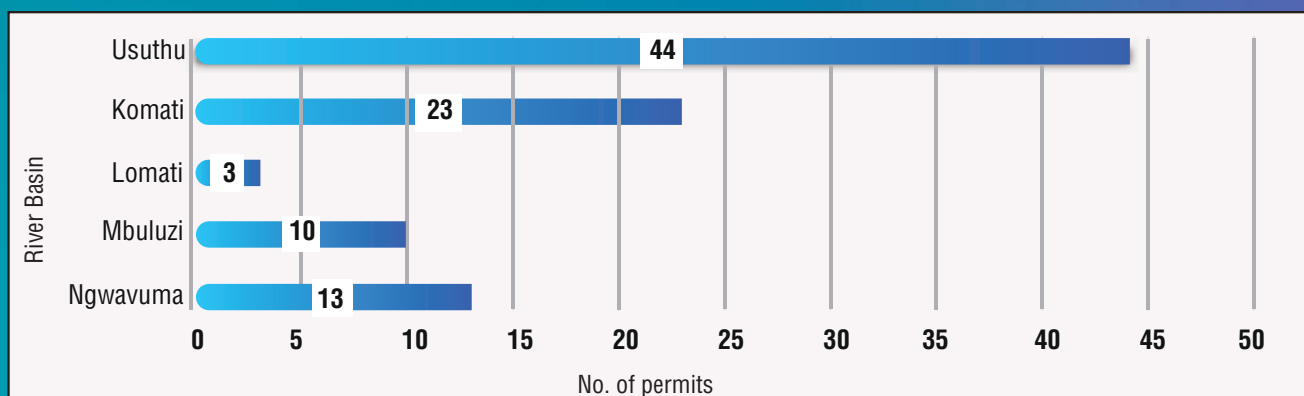


Figure 8 Water allocation permits per basin.

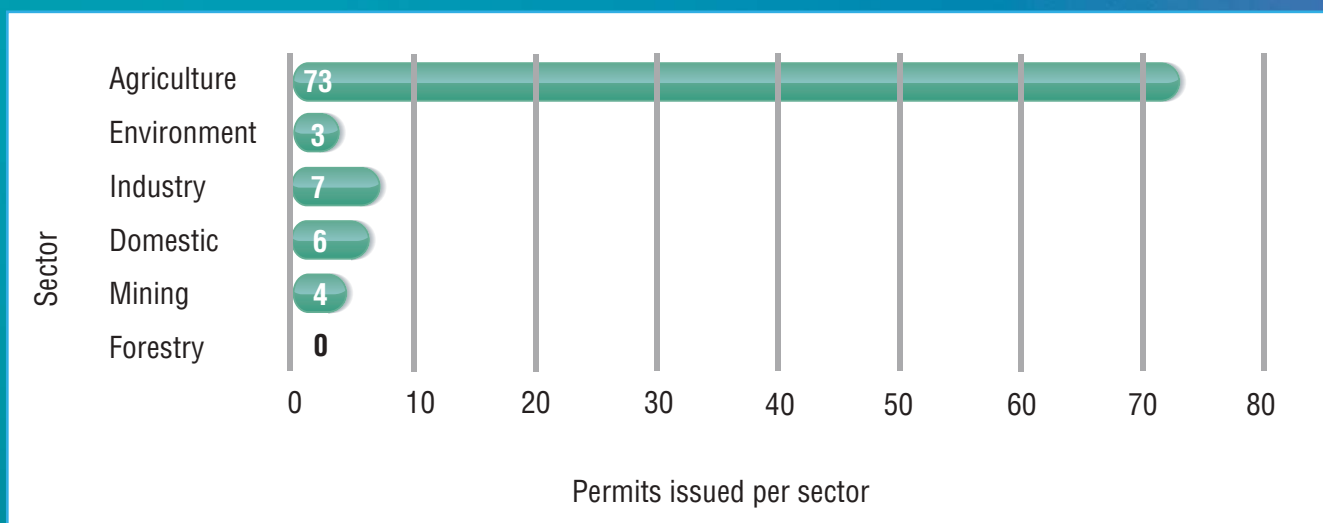


Figure 9 water allocation permits per sector.

B. Water Use Survey

A national water use survey is critical for understanding and quantifying water use in the country's river basins to facilitate informed water resources development decision making. In 2024, the JRBA-PB conducted a water use survey across the Lomati, Komati, Mbuluzi, and Ngwavuma River Basins. The survey gathered essential data on water use patterns, including irrigated areas, crop types, water sources, and withdrawal volumes. Stakeholder engagement, including community meetings and collaboration with local leaders, ensured holistic participation.

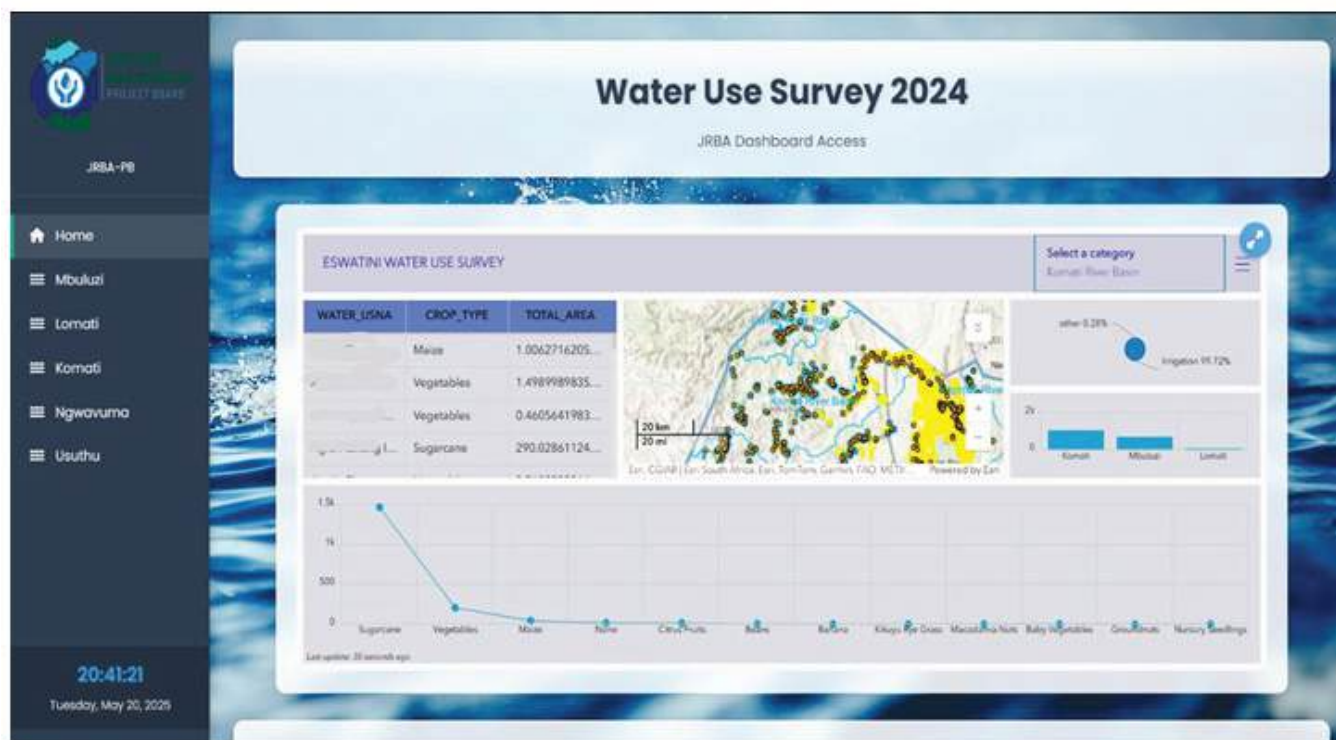


Figure 10: National Water Use Database Dashboard

Following the survey, the water use database for the four basins has been updated with an online dashboard created for visualizing the permit and water use status in the basins.

C. Water Resources Information Management: SIRHA System

Recognizing the need for modern, transparent, and accountable water resources management, Eswatini, through the JRBA-PB with support from the Blue Deal programme, has prioritized the establishment of a centralized digital system to streamline water user data and improve regulatory oversight. As part of this effort, JRBA-PB through the Blue Deal Programme engaged iCarto, a consulting firm based in Spain that previously developed a similar system in Mozambique, to lead the development of a customized platform for Eswatini. The result is SIRHA, a comprehensive water resources management system designed to enhance efficiency in managing water permits, user information, and spatial data.

SIRHA is built around three core modules: Inventory (tracking water resources and monitoring data), Water Users (managing permits, invoicing, and user details), and the Spatial/Web Map (visualizing allocations, abstractions, and infrastructure). Now in its final development phase, JRBA-PB and iCarto are refining the system by integrating a robust data validation process to address duplicate records, correct geolocation errors, and ensure the accuracy of permit statuses, operational conditions, and water usage records. The process also includes capturing population data for water supply systems, livestock numbers, and verifying hydrological datasets, all aimed at supporting informed decision making. The dedicated billing module is also being finalized. The full SIRHA system is expected to be operational in the second quarter of the next financial year, marking a major milestone in Eswatini's digital transformation in water resource governance.

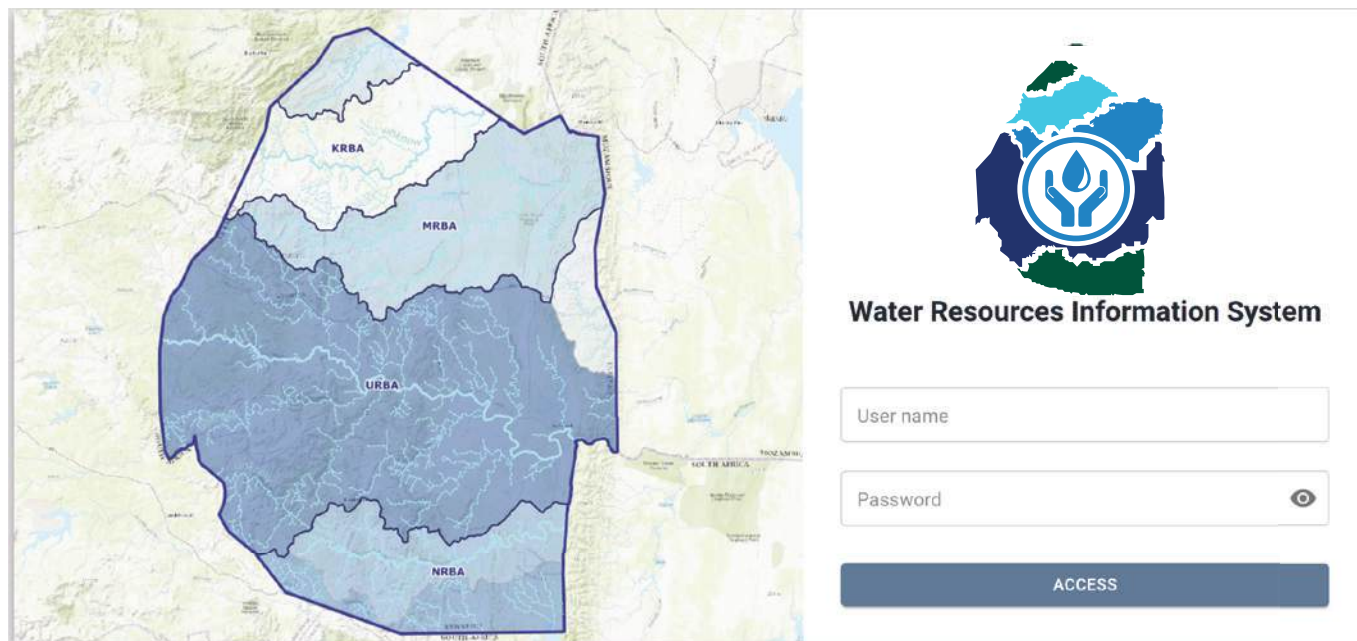


Figure 12: SIRHA System

7.1.2 Monitor and Control Water Quantity and Quality

JRBA has focused on managing and maintaining the 15 telemetric monitoring stations installed under the Increased Insight project. The institution is working towards the development of an ideal central database for water quantity data integration through a Memorandum of Understanding with the Department of Water Affairs, the Komati Basin Water Authority (KOBWA), and other relevant stakeholders. This initiative will combat persistent monitoring gaps and enhance the overall accuracy and accessibility of hydrological assessments. Strengthening this monitoring system aims to improve the tracking of river discharge, precipitation forecasts, and dam operations, providing critical insights for water allocation and planning.

In addition to station maintenance, JRBA-PB conducted remotely sensed evaluations to identify strategic locations for expanding the monitoring network. These assessments are intended to enhance Eswatini's water monitoring capacity by strategically expanding coverage in areas where data gaps persist. The findings from these evaluations have contributed to the ongoing development of the Monitoring Plan for Water systems in Eswatini, a key document outlining future strategies for increasing national water quantity monitoring. The plan focuses on establishing a sustainable monitoring infrastructure, improving data accessibility, and integrating hydrological models for enhanced forecasting. As JRBA-PB continues to refine this strategy, it aims to ensure that Eswatini's water resource management becomes more proactive, data-driven, and resilient in response to climate variability. Climate change is driving increasingly variable weather patterns, as evidenced by very low flows observed in December 2024, followed by the January 2025 river overflow. These abrupt shifts between dry periods and intense rainfall highlight the urgent need for climate resilient water monitoring systems. Properly anchored gauging stations, along with early warning indicators based on rainfall forecasts, are critical measures to protect infrastructure and support proactive water resource management plans that JRBA-PB should adopt under the changing climatic conditions.

a. Annual Water Quantity Analysis

Hydrological data collected from TeleControlNet (TCN) between May 2024 and April 2025 revealed significant variation in river flows across 12 of the 15 monitored stations at the Usuthu Basin. The data, as presented in Figure 13, highlights marked variability in discharge levels, influenced by both natural hydrological regimes and human interventions. It is noted that the rivers exhibited low flows from August to December, and high flow surges observed from the January 2025 rainfall. GS7 (Mkhondvo), emerged as the dominant high-flow station, maintaining an annual mean flow above 25 m³/s and peaking near 150 m³/s, driven by regulated releases from upstream South African dams. GS21 (Ngwempisi), demonstrated notable seasonal peaks nearing 100 m³/s, pointing to episodic upstream input and rainfall induced flash floods. Moderate flows were observed at GS23 (Mpuluzi), GS31 (Usuthu), and GS15 (Lusushwana), with monthly discharges generally ranging between 5–30 m³/s. Canal linked stations UGS7 (Crookes), UGS9 (Sivunga), and UGS2 (Malkerns) showed relatively stable flows, typically between 1.5 – 15 m³/s, reflecting operational control within irrigation infrastructure. These canals are abstraction flows. Conversely, GS19 and GS12 on the Mhlathuzane River, along with GS5 (Ngwempisi), consistently recorded the lowest flows (0 – 4 m³/s), suggesting potential upstream abstraction pressures, limited baseflow recharge, or emerging hydrological stress in those sub-catchments.

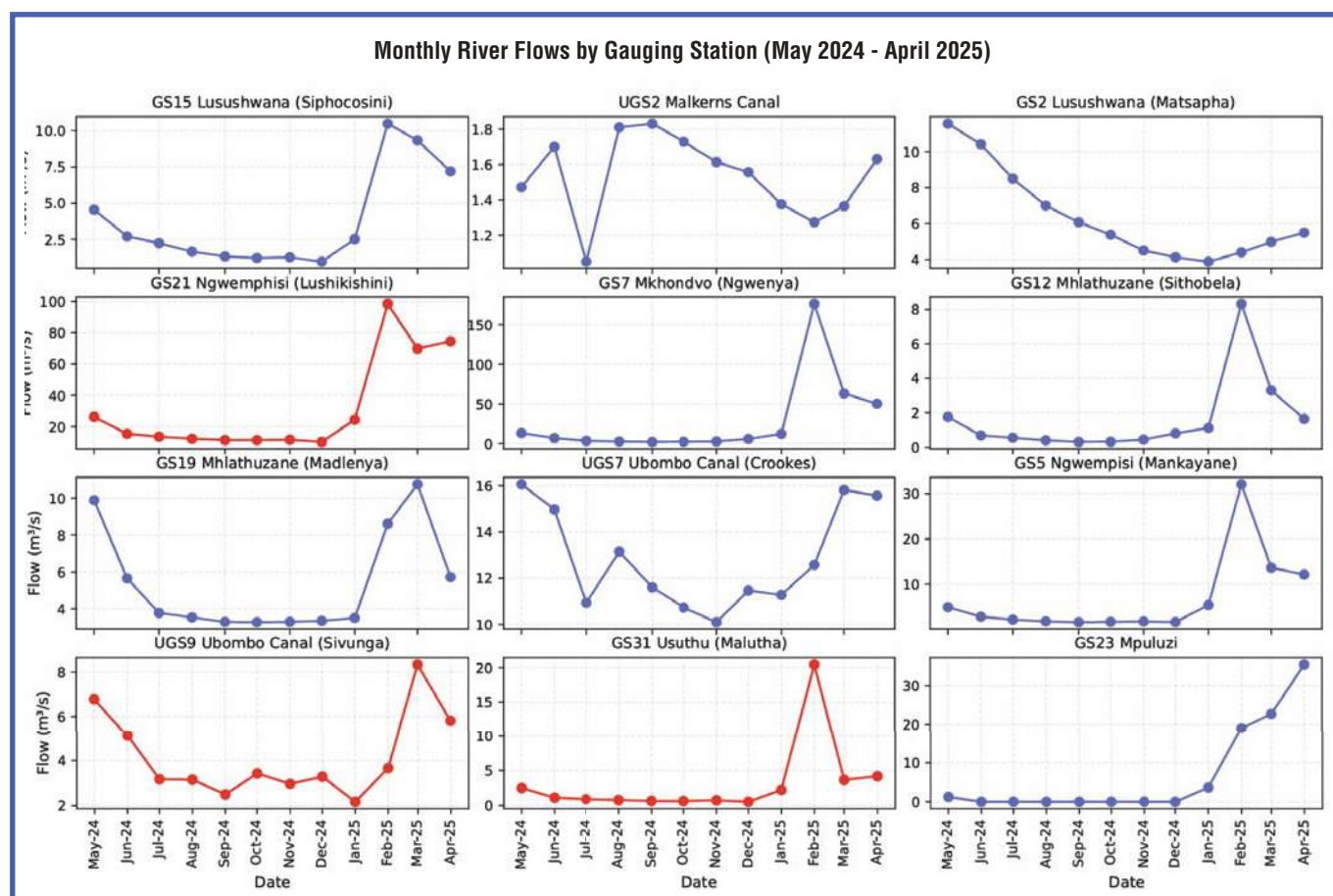


Figure 13: Showing the Monthly Mean Flows from the JRBA-PB Monitored Stations at the Usuthu Basin.

Performance analysis during the reporting year was constrained by several key limitations. Firstly, most of the Increased Insight monitoring stations lack long-term baseline flow data, which is critical for detecting hydrological trends and assessing seasonal variability. Secondly, there are no established normal or reference flow values for some these stations, which hinders the ability to evaluate whether observed flows fall within expected ranges. As a result, benchmarking current flow conditions against historical norms was not possible, limiting the accuracy of performance assessments and the reliability of water management decisions. To address this, a dedicated project to establish and regularly update flow baselines will be a priority in the coming years, forming a foundation for improved hydrological analysis and more informed decision making across the basin. However, having established these stations brings an opportunity to record and store the data that will be essential to benchmark our long-term flow trends for future reference.

Several stations, including GS31, GS21, and UGS9, highlighted in red flow curves in Figure 13 exhibited data discrepancies that require technical attention and recalibration. UGS1 (Mbabane River) was completely washed off during the January 2025 floods, underscoring the vulnerability of monitoring infrastructure to extreme weather events. Despite these challenges, the monitoring system continued to generate valuable data that supported water allocation decisions and hydrological reporting. The ongoing development of the Monitoring Plan for Water Systems in Eswatini, will guide future efforts to strengthen flow analysis, enhance data coverage, and improve water resources management in priority areas across the basin.

b. Water Quality

This year, the JRBA-PB focused on monitoring water quality variations at gauging stations using Conductivity and Temperature (CTD) data. This effort was aimed at ensuring the stability of water quality conditions across the country by continuously tracking key indicators.

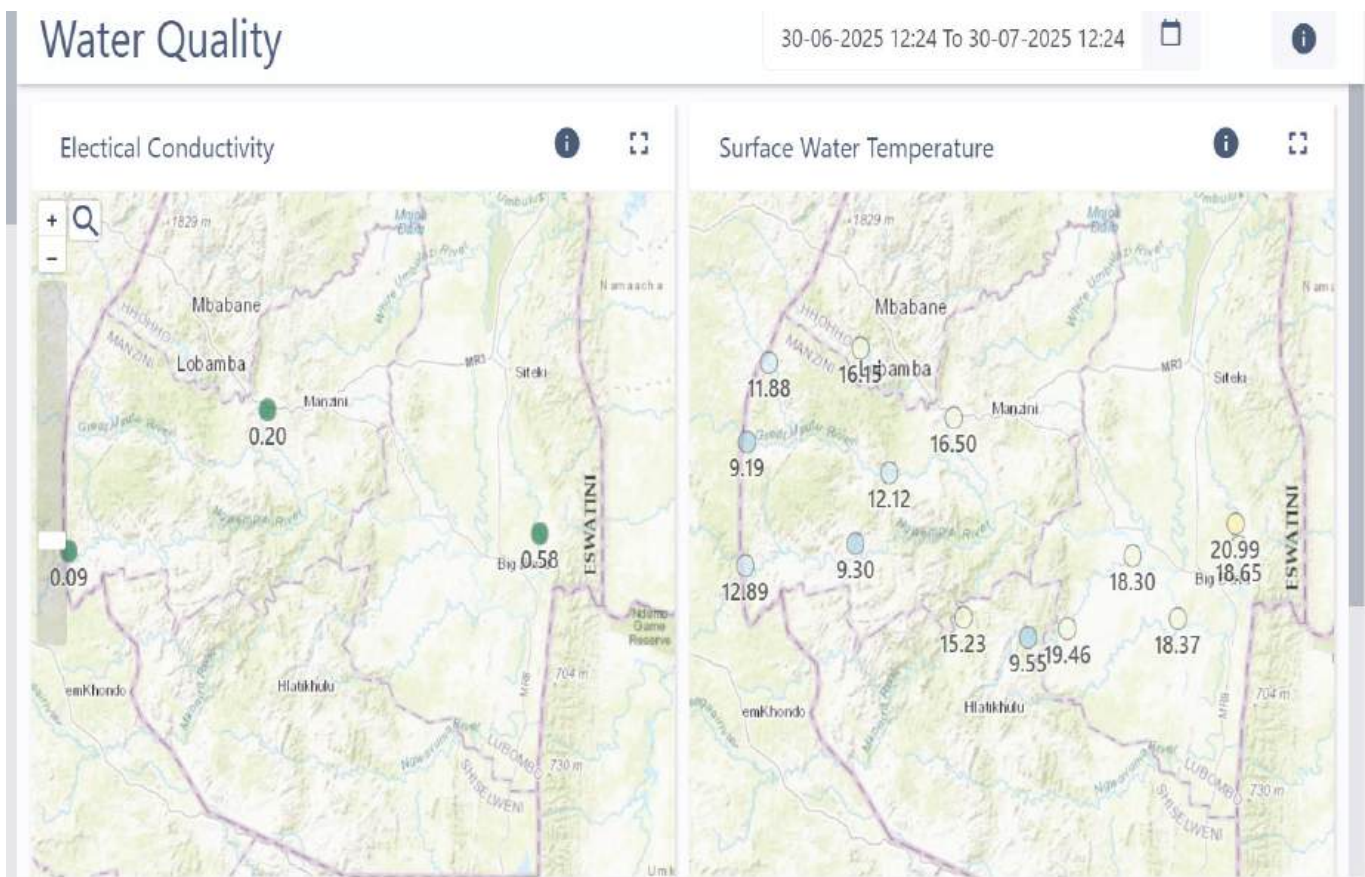


Figure 14: Water Quality Monitoring Dashboard displaying Electrical Conductivity and Surface Water Temperature in the Usuthu River Basin

The JRBA-PB also participated in exercises alongside other water resources management stakeholders. These exercises employed the SASS5 (South African Scoring System) method, which evaluates river health by assessing the presence and diversity of macroinvertebrates and fish populations. The Mkhondvo River served as the primary focus of these assessments, marking a significant step toward comprehensive water quality evaluation and ecological monitoring in Eswatini.

7.1.3 Assist in Developing River Basin Master Plans

As the secretariat of River Basin Authorities, the JRBA-PB carries the mandate to support RBAs with developing river basin management plans as strategic tools for planning the utilization of water resources in the basins while aligning with the principles of IWRM. As a strategic approach, the JRBA-PB started with the Ngwavuma Basin Management Planning, owing to ongoing water related developments in the Basin. The first two phases of the Ngwavuma Basin plan, situation analysis and strategic issues identification and prioritization, have been completed with the remaining activities to be completed in the 2025/26 financial year. This process has been researched intensively and stakeholder informed to ensure that identified strategic issues are factual and a reflection of the experienced realities in the basin.

a. Ngwavuma Basin Management Plan Stakeholder Engagement

In line with its mandate to promote sustainable water resources management, the Joint River Basin Authorities – Project Board (JRBA-PB) facilitated stakeholder consultations for the ongoing development of the Ngwavuma–Pongola Basin Management Plan during the 2023/2024 reporting period. This marked a significant milestone, as the Plan is set to become Eswatini's first River Basin Management Plan. The consultations aimed to ensure that basin-specific challenges, opportunities, and development priorities are captured through an inclusive and participatory process.

Key activities during the engagement included the introduction of the Basin Management Planning process to stakeholders, presentation of the Situation Analysis outlining the current status of water resources, validation and prioritisation of strategic issues affecting the basin, and the collection of information on planned development initiatives. Stakeholders from multiple sectors actively contributed, offering insights and feedback that are proving essential in shaping a responsive and context-specific management plan.

The engagement process underscored the importance of integrating local knowledge into strategic water governance. The input received will directly inform the next stages of the Ngwavuma–Pongola Basin Management Plan, contributing to a framework that is both grounded in reality and forward-looking in addressing water management needs.

Although the plan is still under development, its progression has already highlighted the value of coordinated, inclusive, and evidence-based planning in enhancing basin-level water governance. Building on this momentum, there is now a timely opportunity to institutionalise a consistent planning framework across all basins—one that accommodates the unique challenges and aspirations of each catchment. Continued advancement will depend on shared commitment, strategic coherence, and active engagement by basin-level institutions. With the appropriate support systems in place, JRBA-PB remains ready to facilitate, support, and strengthen planning processes that are technically sound, locally relevant, and capable of driving sustainable water management in Eswatini.



7.1.4 Continuous Stakeholder Engagement on Basin Issues

a. Eswatini International Trade Fair

The JRBA-PB successfully participated in the 2024 Eswatini International Trade Fair (EITF), held over a ten-day period at the Mavuso Trade and Exhibition Centre in Manzini. The event, held under the theme “Accelerating Business Growth Through Digital Transformation,” attracted over 35,000 visitors. As part of this broader audience, the JRBA-PB engaged with a diverse range of attendees and stakeholders, using the platform to raise awareness of its mandate and showcase digital innovations in water resource management.

During the event, the JRBA-PB showcased key digital tools and platforms such as HydroNET and GIS, both of which are instrumental in enhancing the efficiency and transparency of water monitoring, permitting, and decision-making processes. The institution launched a custom-designed educational basin board game, which attracted significant interest and effectively communicated core principles of collaborative water governance to audiences of all ages.

The trade fair also provided a platform for engaging directly with water users about permitting and licensing issues. The JRBA-PB’s participation highlighted its increasing influence within Eswatini’s water and development sector. The institution earned third place and received a certificate of recognition in the Government Departments category, showcasing its professionalism, innovation, and effective stakeholder outreach. The feedback gathered during the event, such as the suggestion to explore radio programming for public engagement, will help shape future communication and outreach strategies.

b. Development of the JRBA-PB Stakeholder Engagement Plan (SEP)

The institution is currently in the process of developing a Stakeholder Engagement Plan (SEP), which is presently under review. This plan will serve as a guiding framework for how the JRBA-PB systematically engages with key stakeholders. These stakeholders include communities, water users (classified as permitted, non-permitted, and potential users), water management institutions, potential partners, and other relevant organisations.

The SEP aims to promote coordinated dialogue, foster mutual understanding of the JRBA-PB’s mandate, and encourage shared accountability. It is designed to ensure that stakeholder perspectives are meaningfully integrated into water resource planning and decision-making processes, directly supporting the JRBA-PB’s objectives. The plan will further outline the specific engagement approach for each activity, detailing: the identified stakeholders, methods of engagement and tools to be used. This will help ensure that all engagement efforts are context-specific, inclusive, and impactful. The SEP ultimately provides a structured, adaptive, and transparent approach to stakeholder engagement, which is essential for achieving sustainable water resource management and ensuring water security within the Basin.

c. Collaborations with other Institutions

The JRBA-PB actively collaborated with key institutions to promote stakeholder engagement and awareness on integrated water resources management across Eswatini. These joint efforts enhanced outreach and reinforced partnerships in the water and environmental sectors:

i. National Stakeholder Conference on Groundwater (23–24 October 2024)

Organised by the Department of Water Affairs (DWA), this national platform convened experts and practitioners to explore groundwater governance, pollution control, climate resilience, and data-driven policy approaches. JRBA-PB contributed to these discussions, sharing insights on sustainable groundwater management in transboundary basins.

ii. 2025 Eswatini National Science Week

Hosted by the Ministry of Information, Communication and Technology (ICT), this national event fostered scientific curiosity and innovation. Through exhibitions and interactive engagement, JRBA-PB promoted sustainable water management practices and raised awareness among students, educators, and the public on the importance of water science.

iii. World Water Day Commemoration (22 March 2025)

Led by the Department of Water Affairs in collaboration with various water institutions, the event focused on equitable access to water and responsible usage. JRBA-PB used the occasion to raise awareness on water permitting and supported the launch of a rural water supply scheme in Magubheleni.

iv. Mbuluzi Ecosystem Restoration Project – SLED Workshop

Facilitated by the Eswatini National Trust Commission (ENTC), this workshop supported the Sustainable Livelihoods and Ecosystem Development (SLED) approach. JRBA-PB participated by engaging with local communities on river basin management and showcasing its role in integrated catchment planning.

LINKEDIN STAKEHOLDER ENGAGEMENT

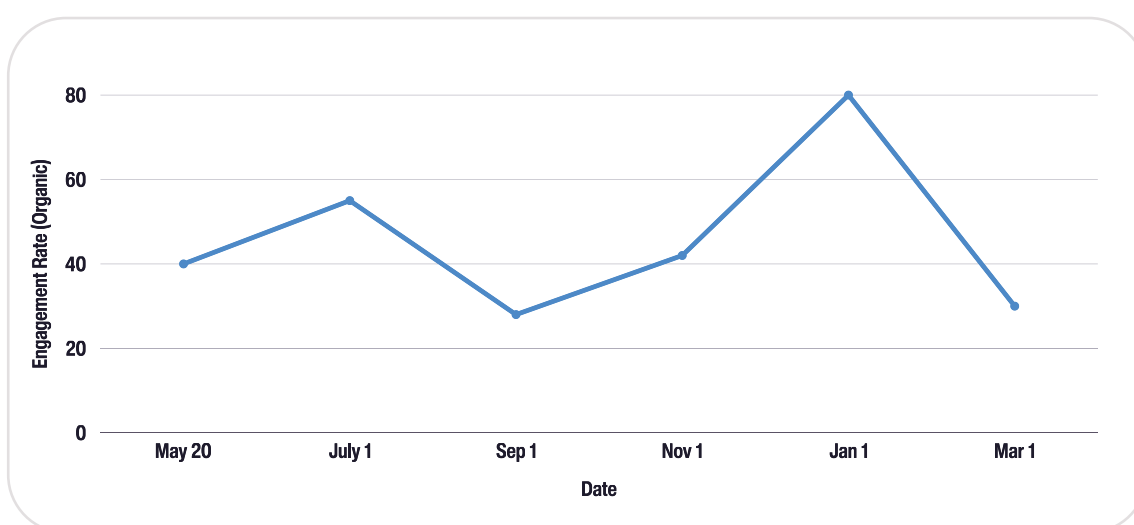


Table 2: Impressions

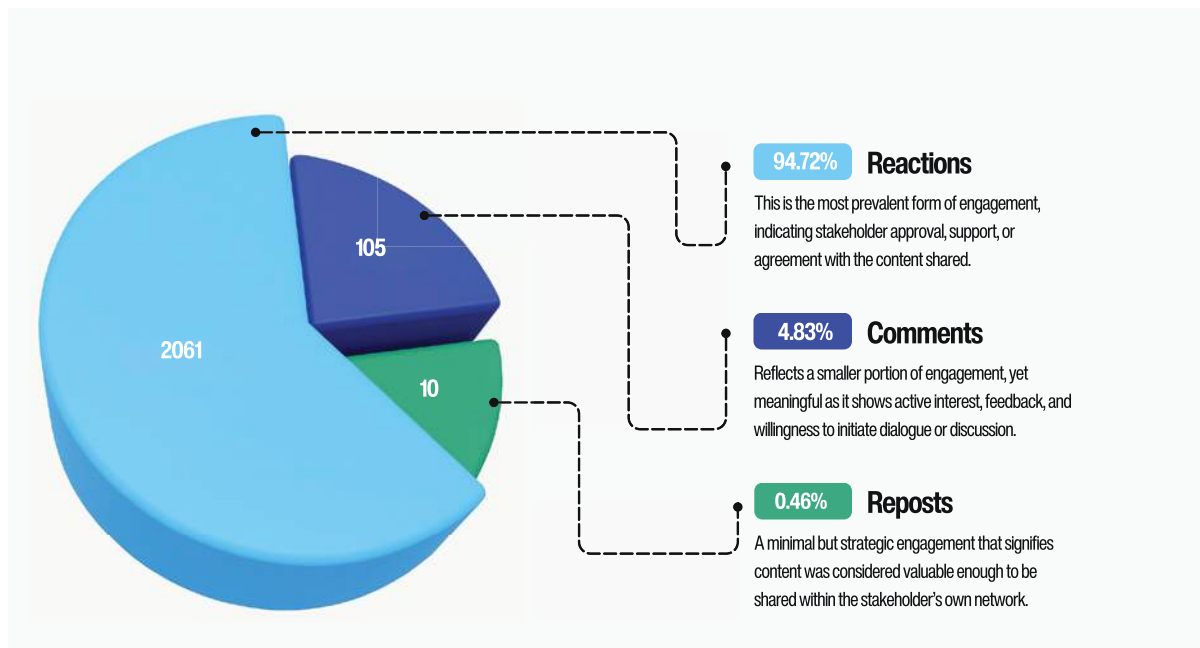


Table 3: Engagement Metrics

The institutions in the financial year experienced an increase growth and reach of its LinkedIn page with 615 new followers, reflecting a steady upward trend in audience interest. Monthly follower metrics demonstrate consistent growth, with notable spikes in engagement following key project updates and awareness posts. 75,025 impressions were recorded, indicating the broad visibility of our content. This reach was driven by 74 active posts, achieving our goal to maintain regular communication with stakeholders. The JRBA-PB engagement metrics also showed 2,061 reactions and 105 comments which illustrate robust audience interaction. These metrics emphasize the relevance of our content, particularly posts detailing project milestones, collaborative initiatives, and participation on cross-sectoral workshops and events.

Period	Organic Followers (Estimated)
May–Jun	50
Jul–Aug	130
Sep–Oct	110
Nov–Dec	40
Jan–Feb	80
Mar–Apr	120
May (1–15)	89
Total	619

Figure 15 2024/2025 JRBA-PB LinkedIn follower metrics.

7.2 Projects

The JRBA-PB continues to actively engage in the implementation and coordination of key national and regional projects that align with its institutional mandate and strategic objectives. These projects not only advance sustainable water resources management but also contribute to capacity development, climate resilience, and youth inclusion within the water sector. Through collaborative partnerships and structured programmes, the JRBA-PB has made notable progress in supporting project delivery, facilitating knowledge generation, and strengthening institutional frameworks during the reporting period.

a. Blue Deal

The Blue Deal “All Hands-on Deck” Project remains the JRBA-PB’s main project, with numerous project activities contributing towards core activities and fulfilling institutional mandates. These include the water use survey, IMS, communication strategy. Further to that, the project facilitates institutional capacity development through structured training on key activities, and a community of practise with other Blue Deal partners.

The financial year 2024/25 marked the second year into the Phase II of the Blue Deal “All Hands-on Deck” Project Agreement of 2023. At this halfway point, the JRBA-PB is on track to achieve all planned project activities.

b. SADC GMI

The Joint River Basin Authorities – Project Board (JRBA-PB) served as the sub-grantee for the SADC-GMI Phase 2 Basic Grant Project, implemented over the period January 2024 to June 2025. The project, titled “Improving Knowledge on Groundwater Availability through the Assessment of Groundwater Resources, Capacity Development, and Innovative Groundwater Information Management,” was executed under the leadership of the Ministry of Natural Resources and Energy (MNRE), with oversight from the Department of Water Affairs (DWA).

As implementing partner, the JRBA-PB was responsible for a range of contractual, administrative, and coordination activities, including procurement processes, consultant management, financial oversight, and reporting. Final outputs include an updated Hydrogeological Map and national groundwater resources Handbook, Groundwater Information System, National Groundwater Monitoring Strategy, and Strengthened internal technical expertise.

c. CWP/GWP Projects

As the secretariat of the country water partnership, hence Global Water Partnership Eswatini, the JRBA-PB plays a critical role in supporting and coordination the implementation of GWP projects and activities in the country. In the year ending this has included supporting the following projects:

(i) Eswatini GCF Project

Eswatini Green Climate Fund (GCF) Readiness Project: Strengthening the NDA’s institutional and technical capacity to mobilise gender-responsive climate finance for Eswatini.

The JRBA-PB hosted the Eswatini GWP and supported the implementation of the GCF readiness project between the June 2022 till July 2024 when the project was completed. The projects’ main deliverables were knowledge products that will serve as a source of baseline information and direction for future GCF projects. The generated knowledge products included:

- Private Sector Engagement Roadmap
- Gender Analysis for Water Security Sectors
- Gender Action Framework
- Technology Needs Assessment for Water Technologies
- Financing Strategy and for Water Related Technologies
- Gender and Climate Change Brief
- Financing Strategy for Water Technologies Brief

In addition to the knowledge products above, the project supported the development of three (3) GCF concept notes which are to be utilized for financial resources mobilization.

d. AIP Readiness Project

The JRBA-PB supports the implementation of the Eswatini AU-AIP project which is part of a continental program aimed at strengthening national capacities for climate-resilient water investment planning and project preparation. The overarching goal of the AIP is to contribute towards closing the investment gap for water in Africa. For the country and the JRBA-PB, this is a strategic opportunity to transform the water sector, strengthen climate resilience, and unlock substantial international climate financing to support sustainable development. Furthermore, it is an opportunity able to strengthen institutional capacities within the water sector, enhance its policy frameworks to be aligned with the current global policy standards and develop a climate resilient water investment programme. This a 1.5-year project, initiated in December 2024, to be completed in June 2026.

The JRBA-PB takes pride in supporting the implementation of such projects of national and regional importance while building its capacity in handling and coordinating GCF financed projects.

e. Eswatini Youth in Water Initiative

In advancing youth inclusion in national and basin water resources management, the JRBA-PB established EYIW as a community of practice for young people in the sector. The JRBA-PB continues to support youth involvement and creating opportunities for youth capacity building through institutional initiatives and collaborations with key partners. In 2024/25, through a collaboration with MTEA and GWP Eswatini, EYIW representatives participated in National Youth and Climate Change Conference and took leadership role in planning and hosting the first Local Conference of Youth (LCOY) in the country.

With Support for IUCN and the Blue Deal Project youth representatives attended the Valuing Water Initiative (VWI) workshop in the Netherlands and Wetskills training in Durban South Africa. Further to that, the core working group, comprised of youth from the COP has been developed to lead the initiative and ensure its growth and sustainability.



8.0 Financial Performance

The financial performance for the 2024/2025 reporting year presents an overview of the resources secured and managed to support JRBA-PB's operational activities and project delivery. The year included the procurement of modern financial management tools, allocation of national and international funding, and the collection of administration fees. These financial resources enabled the organization to maintain its activities, improve financial systems, and support planned initiatives across its focus areas. The following section outlines key financial developments, funding sources, and revenue streams for the period under review.

8.1 Procuring the Pastel Accounting System for the Finance Unit

Pastel Accounting System offers a transformative solution that enhances financial operations through advanced automation, real-time insights, and comprehensive financial management tools.

- a) Enhanced Financial Accuracy & Compliance
- b) Streamlined Transaction Management
- c) Real-Time Decision-Making with Comprehensive Insights
- d) Improved Inventory & Cost Control
- e) Operational Efficiency & Resource Optimization

Investing in the Pastel Accounting System is a strategic decision that equips the finance unit with cutting-edge tools for financial accuracy, efficiency, and compliance. By adopting this system, the organization secures a competitive advantage, optimizes financial operations, and enhances decision-making processes, driving long-term sustainability and growth.

8.2 Government of Eswatini Funding

During the financial year 2024/2025, the organization was allocated a total budget of E4,656,097.16 to support its operations and strategic initiatives. A substantial portion of this budget, amounting to E3,500,000.00, was designated as the net amount payable to JRBA-PB, ensuring the successful execution of key projects and services. The remaining funds were allocated primarily to salaries for deployment staff, reflecting the organization's commitment to maintaining a skilled and dedicated workforce.

8.3 Government of the Netherlands Grants



In the financial year 2024/2025, the Dutch Government has allocated a grant of **€3,256,880.39** in support of JRBA-PB projects. This funding aims to enhance the organization's capacity to implement key initiatives aligned with its objectives.

After taking foreign exchange rates into account, the net amount payable to JRBA-PB is **€2,932,601.28**. This financial support will contribute to the successful execution of planned programs, enabling JRBA-PB to further its mission and make a meaningful impact within its areas of operation.

The Dutch Government through Blue Deal Programme commitment to do development through this generous grant, which will enable JRBA-PB to continue its efforts in advancing sustainable and impactful projects.

8.4 Administration Fees

The administration fees collected by the JRBA-PB are payments made by various large-scale basin water users and partners for services rendered by the JRBA-PB. These fees contribute to supporting the administrative and operational activities associated with the management of river basin and water-related functions. The administration fees collected during the reporting period, including the contributing companies, payment dates, and amounts received. The total administrative fees received this year fiscal year amounts to **€2,947,812.00**.



**KOBLA QUASHIE
AND ASSOCIATES**

2024-2025

FINANCIAL PERFORMANCE

 <http://www.koblaquashie.com>

 Mallya House, Lot 137, Esser Street,
Manzini,
M200
Eswatini

Joint River Basin Authorities- Project Board
Financial statements
for the year ended 31 March 2025



Kobla Quashie and Associates

CHARTERED ACCOUNTANTS (ES)

Mallya House, Lot 137, Esser Street
P.O. Box 710, Manzini M200, Eswatini
Tel: (+268) 2505-4974 Fax: (+268) 2505-4540
E-mail: info@koblaquashie.co.sz
Website: www.koblaquashie.com



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

General Information

Nature of business and principal activities

Joint River Basins Authorities Project Board was established to provide technical support and secretarial services to all the River Basin Authorities and to ensure coordinated and efficient utilisation and management of water resources in order to maximise economic, social and environmental benefits.

Directors

Chairperson: Mr. Mthinini
Dlamini
Vice Chairman: Mr Elwyn
Dlamini
Member: Mr. James Tsabedze
Member: Ms Anne Kruger
Member: Mr. Jozua Scheepers
Ex-Officio Member: Ms Emelda
Magagula
CEO : Sindy Mthimkhulu

Business address

Lubovane Dampsite Office
Siphofaneni, Eswatini

Postal address

P. O. Box 381, Siphofaneni

Bankers

First National Bank Eswatini

Auditors

Kobla Quashie and Associates
Chartered Accountants (Eswatini)
Manzini



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Contents

The reports and statements set out below comprise the financial statements presented to the board of directors:

	Page
Directors' Responsibilities and Approval	3
Independent Auditors' Report	4 - 5
Directors' Report	6
Statement of Financial Position	7
Statement of Comprehensive Income	8
Statement of Changes in Funds	9
Statement of Cash Flows	10
Summary of Significant Accounting Policies	11 - 14
Notes to the Financial Statements	15 - 18
Detailed Statement of Financial Performance	19
Supplementary Information	20



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Directors' Responsibilities and Approval

The directors are required in terms of the International Financial Reporting Standards for Small Medium Entities (IFRS for SMEs) to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is their responsibility to ensure that the financial statements fairly present the state of affairs of the organisation as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards for Small Medium Entities (IFRS for SMEs). The external auditors are engaged to express an independent opinion on the financial statements.

The financial statements are prepared in accordance with International Financial Reporting Standards for Small Medium Entities (IFRS for SMEs) and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the organisation and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board of directors sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the organisation and all employees are required to maintain the highest ethical standards in ensuring the organisation's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the organisation is on identifying, assessing, managing and monitoring all known forms of risk across the organisation. While operating risk cannot be fully eliminated, the organisation endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

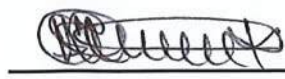
The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the organisation's cash flow forecast for the year to 31 March 2026 and, in the light of this review and the current financial position, they are satisfied that the organisation has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently reviewing and reporting on the organisation's financial statements. The financial statements have been examined by the organisation's external auditors and their report is presented on pages 4 to 5.

The financial statements set out on pages 8 to 20, which have been prepared on the going concern basis, were approved by the board on 10 July 2025 and were signed on its behalf by:


Chairperson: Mr. Mthini Dlamini


CEO : Sindy Mthimkhulu



Independent Auditors' Report

To the Board of Directors of the Joint River Basin Authorities – Project Board

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Joint River Basin Authorities – Project Board ("the Organisation") set out on pages 7 to 20, which comprise the statement of financial position as at 31 March 2025, the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Joint River Basin Authority - Project Board as at 31 March 2025, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards for Small and Medium sized Entities (IFRS for SMEs) and in the manner required by the Companies Act, 2009.

Responsibilities of the Directors and Those Charged with Governance for the Financial Statements

The Directors are responsible for the preparation and fair presentation of the financial statements in accordance with IFRS for SMEs, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

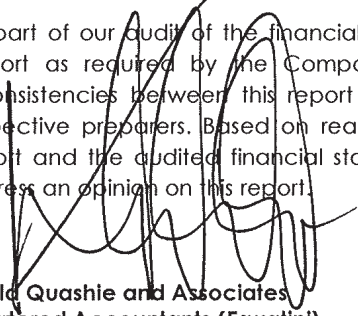
Partners: Kobla Quashie (Chairman), Daniel Bediako (Managing), Farai Machakata

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Other Reports Required by the Companies Act

As part of our audit of the financial statements for the year ended 31 March 2025, we have read the Directors' Report as required by the Companies Act, 2009 for the purpose of identifying whether there are material inconsistencies between this report and the audited financial statements. This report is the responsibility of the respective preparers. Based on reading this report we have not identified material inconsistencies between this report and the audited financial statements. However, we have not audited this report and accordingly do not express an opinion on this report.


Kobla Quashie and Associates
Chartered Accountants (Eswatini)
Manzini
Registered Auditor: Daniel Bediako

10 July 2025



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Directors' Report

The directors submit their report for the year ended 31 March 2025.

1. Review of activities

Main business and operations

Background

The organisation was established on the 8th of May 2020, to perform the following duties amongst others:

1. To monitor and control water quantity & quality and to enforce compliance monitoring of standards and regulations on water;
2. to advise the River Basin Authorities on the need of water resources development within the river basins and
3. to assist in the development and implementation of the river basins master plan.

Funding of the Joint River Basin Authorities -Project Board

The organization is funded by the Government of Eswatini, it is also supported by Dutch Water Authorities (Waterschap Vechstroom) through the Blue Deal Eswatini Project and other donors.

The operating results and state of affairs of the organisation are fully set out in the attached financial statements and do not in our opinion require any further comment.

2. Going concern

The financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The ability of the organisation to continue as a going concern is dependent on a number of factors. The most significant of these are; the Eswatini Government continuance to provide subvention to the organization and that the Directors continue to procure funding for the ongoing operations for the organisation .

3. Events after the reporting period

The directors are not aware of any matters or circumstances arising since the end of the financial year.

4. Directors

The Directors of the organisation during the year and to the date of this report are as follows:

Name	Alternate
Chairperson: Mr. Mthinini Dlamini	Ms Patience Mamba-Dlamini
Vice Chairman: Mr Elwyn Dlamini	Ms Zodwa Dlamini
Member: Mr. James Tsabedze	Mr.Bonus Mahlalela
Member: Ms Anne Kruger	Mr. Philemon Malandvula
Member: Mr. Jozua Scheepers	Mr. Musa Masilela
Ex-Officio Member: Ms Emelda Magagula	
CEO : Sindy Mthimkhulu	Mr. Musawenkosi Mwelase

5. Auditors

Kobla Quashie and Associates Chartered Accountants.



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Statement of Financial Position

Figures in Emalangeni	Note(s)	2025	2024
Assets			
Non-Current Assets			
Property, plant and equipment	2	1 947 943	2 065 896
Loan to related party	3	400 000	400 000
		2 347 943	2 465 896
Current Assets			
Trade and other receivables	4	56 691	61 191
Cash and cash equivalents	5	7 472 935	5 314 418
		7 529 626	5 375 609
Total Assets		9 877 569	7 841 505
Reserves and Liabilities			
Reserves			
Accumulated funds		9 538 064	7 169 694
Liabilities			
Current Liabilities			
Trade and other payables	6	339 505	671 811
Total Equity and Liabilities		9 877 569	7 841 505



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Statement of Comprehensive Income

Figures in Emalangeni	Note(s)	2025	2024
Grant Income	7	6 214 264	5 604 650
Other income		3 404 765	1 766 738
Operating expenses		(7 250 659)	(6 971 622)
		2 368 370	399 766
Surplus for the year		2 368 370	399 766
Other comprehensive income		-	-
Total comprehensive income		2 368 370	399 766
Surplus for the year		2 368 370	399 766



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Statement of Changes in Funds

Figures in Emalangeni	Accumulated funds	Total equity
Balance at 01 April 2023	6 769 928	6 769 928
Changes in equity		
Total comprehensive income for the year	399 766	399 766
Total changes	399 766	399 766
Balance at 01 April 2024	7 169 694	7 169 694
Changes in equity		
Total comprehensive income for the year	2 368 370	2 368 370
Total changes	2 368 370	2 368 370
Balance at 31 March 2025	9 538 064	9 538 064



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Statement of Cash Flows

Figures in Emalangeni	Note(s)	2025	2024
Cash flows from operating activities			
Cash generated from operations	8	2 456 444	1 181 345
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(297 927)	(907 485)
Cash flows from financing activities			
Total cash movement for the year		2 158 517	273 860
Cash at the beginning of the year		5 314 418	5 040 558
Total cash at end of the year	5	7 472 935	5 314 418



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Summary of Significant Accounting Policies

1. Presentation of Annual Financial Statements

Joint River Basin Authorities - Project Board is a public entity. It is a corporate body with perpetual succession capable of suing and being sued, subject to the provisions of the Act.

The address of the office and principal place of business is disclosed in the introduction of the annual report on page 1.

Preparation

Basis of preparation

Statement of compliance

The financial statements of Joint River Basin Authorities - Project Board (JRBA - PB) are prepared in accordance with the International Financial Reporting Standards for Small and Medium Entities (IFRS for SMEs).

Basis of measurement

The financial statements have been prepared on the historical cost convention except for the following material itemising the statement of financial position: financial instruments at fair value through profit and loss are measured at fair value, and incorporate the principal accounting policies set out below.

The functional and presentation currency

The financial statements are presented in Emalangeni (SZL).

Significant judgements and estimates

The preparation of the financial statements in conformity with IFRS for SMEs requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Rounding off

All amounts shown in the financial statements are expressed to the nearest Lilangeni.

Taxation

JRBA - PB is considered to be exempt from normal income tax, in accordance with the provisions of section 12 (1) (a) 9 viii) of the Income Tax Order 1975, as amended.

1.1 Property, plant and equipment

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits associated with the item will flow to JRBA - PB ; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Summary of Significant Accounting Policies

1.1 Property, plant and equipment (continued)

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount.

Property, plant and equipment are depreciated on the reducing balance method over their expected useful lives to their estimated residual value.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Average useful life
Furniture and fixtures	10%
Motor vehicles	20%
Office equipment	10%
Computer Equipment	33.33%

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting period. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

The depreciation charge for each period is recognised in profit or loss unless it is included in the carrying amount of another asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

1.2 Financial instruments

Classification

JRBA -PB classifies financial assets and financial liabilities into the following categories:

- Loans and receivables

Classification depends on the purpose for which the financial instruments were obtained / incurred and takes place at initial recognition. Classification is re-assessed on an annual basis, except for derivatives and financial assets designated as at fair value through profit or loss, which shall not be classified out of the fair value through profit or loss category.

Subsequent measurement

Loans and receivables are subsequently measured at amortised cost, using the effective interest method, less accumulated impairment losses.

Derecognition

Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and JRBA - PB has transferred substantially all risks and rewards of ownership.



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Summary of Significant Accounting Policies

1.2 Financial instruments (continued)

Loans to (from) group companies

These include loans to and from related parties, fellow subsidiaries, subsidiaries, joint ventures and associates and are recognised initially at fair value plus direct transaction costs.

Loans to group companies are classified as loans and receivables.

Loans from group companies are classified as financial liabilities measured at amortised cost.

JRBA -PB loaned Usuthu River Basin Authority (Usuthu RBA) an amount of E400,000 to settle outstanding payments which needed to be cleared. This was approved in an extra ordinary virtual meeting held on the 9th February 2022.

The loan is interest free.

Trade and other receivables

Trade receivables are measured in initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in profit or loss when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired. The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in profit or loss within operating expenses. When a trade receivable is uncollectable, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in profit or loss.

Trade and other receivables are classified as loans and receivables.

Trade and other payables

Trade payables are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

1.3 Impairment of assets

JRBA - PB assesses at each end of the reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the Authority estimates the recoverable amount of the asset.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Summary of Significant Accounting Policies

1.3 Impairment of assets (continued)

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

Any impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in profit or loss. Any impairment loss of a revalued asset is treated as a revaluation decrease.

1.4 Income recognition

Government grants

Grants from Government are recognized at their fair value when there is a reasonable assurance that they will be received, and the organization will comply with the conditions applying to the grants. The balance of grants received but not shown as income is classified as deferred income.

Waterschap Vechstroman

The JRBA - PB received funding from the above organisation through the Blue Deal Eswatini to cover certain activities, this was received in three stages as reimbursements.

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the end of the reporting period. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to JRBA - PB;
- the stage of completion of the transaction at the end of the reporting period can be measured reliably;
- and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue shall be recognised only to the extent of the expenses recognised that are recoverable.

1.5 Related parties

The major related party to JRBA - PB apart from its Directors is the Government of Eswatini who exercises a significant influence over its financial and operating decisions as it provides funding for its annual budget. The Authority received subvention of E3,500,000 for the year under review. Other related parties are the River Basin Authorities as follows:

- a) Lomati River Basin Authorities
- b) Komati River Basin Authorities
- c) Usuthu River Basin Authorities
- d) Ngwavuma River Basin Authorities
- e) Mbuluzi River Basin Authorities

1.6 Equity

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Notes to the Financial Statements

Figures in Emalangeni	2025	2024
-----------------------	------	------

2. Property, plant and equipment

	2025			2024		
	Cost / Valuation	Accumulated depreciation	Carrying value	Cost / Valuation	Accumulated depreciation	Carrying value
Furniture and fixtures	366 278	(70 431)	295 847	270 630	(41 988)	228 642
Motor vehicles	2 006 531	(871 661)	1 134 870	2 006 531	(587 943)	1 418 588
Office equipment	326 757	(58 603)	268 154	291 049	(32 114)	258 935
Computer equipment	419 699	(170 627)	249 072	253 128	(93 397)	159 731
Total	3 119 265	(1 171 322)	1 947 943	2 821 338	(755 442)	2 065 896

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Depreciation	Total
Furniture and fixtures	228 642	95 648	(28 443)	295 847
Motor vehicles	1 418 588	-	(283 718)	1 134 870
Office equipment	258 935	35 708	(26 489)	268 154
Computer equipment	159 731	166 571	(77 230)	249 072
	2 065 896	297 927	(415 880)	1 947 943

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Depreciation	Total
Furniture and fixtures	174 473	76 210	(22 041)	228 642
Motor vehicles	969 650	741 770	(292 832)	1 418 588
Office equipment	287 706	-	(28 771)	258 935
Computer equipment	127 796	89 505	(57 570)	159 731
	1 559 625	907 485	(401 214)	2 065 896

3. Related party balance

Related party

Usuthu River Basin Authority	400 000	400 000
Loan is unsecured and interest free		

The Joint River Basin Authorities - Project Board agreed to grant Usuthu River Basin Authority the loan at its extra ordinary meeting held on the 9th February 2022. The loan is interest free and unsecured.

The maximum exposure to credit risk at the reporting date is the fair value of the loan mentioned above. The Authority does not hold any collateral as security.



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Notes to the Financial Statements

Figures in Emalangeni	2025	2024
4. Trade and other receivables		
Prepayments	56 691	56 691
VAT	-	4 500
	56 691	61 191
Prepayments		
Car Tracker	3 450	3 450
Lidwala Insurance Company (Insurance)	46 423	46 423
Emlembe Beverages (water dispenser)	6 818	6 818
	56 691	56 691
5. Cash and cash equivalents		
Cash and cash equivalents consist of:		
First National Bank of Eswatini	7 472 935	5 314 418
Bank balances		
First National Bank of Eswatini - Cheque Account 1	1 384 797	2 037 380
First National Bank of Eswatini - Cheque Account 2	6 088 137	3 277 038
	7 472 934	5 314 418
6. Trade and other payables		
Trade payables	71 168	621 811
Income in Advance	218 337	-
Audit fees	50 000	50 000
	339 505	671 811
Accruals		
Eswatini Water and Agricultural Development Enterprise	11 656	535 392
ERS (PAYE)	54 312	34 199
Pension	-	20 000
SNPF	5 200	2 220
Provision for Leave	-	30 000
	71 168	621 811
7. Revenue		
Government grant	3 500 000	3 500 000
Waterschap Vechtstromen	2 714 264	2 104 650
	6 214 264	5 604 650



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Notes to the Financial Statements

Figures in Emalangeni	2025	2024
8. Cash generated from operations		
Surplus for the year	2 368 370	399 766
Adjustments for:		
Depreciation and amortisation	415 880	401 214
Changes in working capital:		
Trade and other receivables	4 500	(4 500)
Trade and other payables	(332 306)	384 865
	2 456 444	1 181 345

9. Related parties

Relationships	
Public Entity	Government of Eswatini
Donor	Waterschap Vechstroman
Members of the board and key management	Mr. Mthinini Dlamini Mr. Elwyn Dlamini Mr. James Tsabedze Ms Anne Kruger Mr. Jozua Scheepers Ms. Emelda Magagula Ms Sindy Mthimkhulu - CEO
Alternative Members	Ms. Patience Mamba-Dlamini Mr. Bonus Mahlalela Ms. Zodwa Dlamini Mr. Musa Masilela Mr. Philimon Malandvule Mr. Musawenkholi Mwelase

Related party balances

Amounts included in Trade receivable (Trade Payable) regarding related parties

Usuthu RBA	400 000	400 000
------------	---------	---------

Related party transactions

Income

Eswatini Grant	3 500 000	3 500 000
Waterschap Vechstroman	2 932 601	2 104 650

10. Comparative figures

Certain comparative figures have been reclassified.

11. Going concern

The ability of the Project Board to continue as a going concern is dependent on a number of factors. The most significant of these is that the Government of Eswatini will continue funding by way of a subvention for the ongoing operations and that the Board of Directors continue sourcing other fundings for the Project Board.



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Notes to the Financial Statements

Figures in Emalangeni	2025	2024
12. Employee Costs		
Employee Costs		
Salaries	1 433 013	1 421 343
Deployment Allowances	286 509	294 678
	1 719 522	1 716 021

Deployment allowances are in respect of government employees deployed at JRBA -PB, monthly allowances are paid at 30% of each employee's basic salary.



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Detailed Statement of Financial Performance

Figures in Emalangeni	Note(s)	2025	2024
Income			
Government grant		3 500 000	3 500 000
Water authority Vechtstromen		2 714 264	2 104 650
	7	6 214 264	5 604 650
Other income			
Prior year credit reversals		352 047	-
Water Administration fees		2 947 812	1 766 738
Hosting Fees		104 906	-
		3 404 765	1 766 738
Expenses			
Auditors remuneration		50 000	50 000
Bank charges		30 717	27 928
Board expenses		637 422	214 068
Computer Expenses		114 938	64 703
Depreciation		415 880	401 214
Employee costs		2 509 913	1 722 684
Fines and penalties		50 171	20 261
Insurance		59 821	109 839
Motor vehicle fuel & maintenance		260 275	250 000
Legal fees		-	41 245
Office expenses		55 451	18 900
Hospitality		302 006	109 641
Courier & Postage		1 832	7 200
Printing and stationery		103 159	113 858
Consulting Fees		956 320	739 399
Advertising		172 346	135 155
Equipment hire		13 800	49 033
Repairs and maintenance		66 553	148 457
Entertainment Expenses		-	41 000
Internet Costs		68 978	62 388
Staff welfare		11 700	118 811
Subscriptions		189 559	94 029
Conferences		382 729	1 467 947
Staff Car Mileage Costs		53 111	50 017
Communication costs		200 351	169 597
Staff training		12 450	27 794
Travel and Accommodation		362 465	422 006
Utilities		168 712	294 448
		7 250 659	6 971 622
Surplus for the year		2 368 370	399 766



Joint River Basin Authorities- Project Board

Financial Statements for the year ended 31 March 2025

Supplementary Information

1. Audit fees

Kobla Quashie and Associates	50 000
------------------------------	--------

2. Consulting Fees

Perennial Stream Consultancy	285 522
DME Enterprises	586 823
Ubuntu Adventure Learning Services	41 999
Datamatics	41 976
	956 320

3. Water Administration fees

ILLOVO	2 227 764
Crooks Plantations Limited	688 944
Nisela Farm	31 104
	2 947 812



9.0 Future Outlook & Strategic Direction

9.1 Plans for the Next Reporting Period

In the year ahead, the JRBA-PB will continue to strengthen its regulatory, operational, and planning functions in support of integrated water resources management across Eswatini. Priority areas include enhancing institutional systems, advancing catchment and basin management planning, implementing compliance frameworks, and improving coordination across key water-using sectors, while integrating climate change adaptation strategies throughout all activities.

The finalization of the Ngwavuma Catchment Management Plan remains a key focus, with preparations underway for stakeholder review and endorsement. Concurrently, work will begin on the Mbuluzi Catchment Plan, encompassing stakeholder consultations and situation assessments. These efforts are expected to guide regulatory prioritisation, investment mobilisation, inter-agency coordination, and climate resilience measures.

At a systems level, the phased implementation of the Water Resources Management System (SHIRA) will continue, strengthening the integration of permitting, compliance, and water monitoring data. This will bolster the institution's work in permitting, reporting, and national coordination.

Furthermore, the JRBA-PB will expand its role in national project implementation. This includes continued contributions to the Africa Water Investment Programme (AIP) under GWP Eswatini, focusing on stakeholder consultations, capacity assessments, and identification of investment priorities for the water sector, with a strong emphasis on building climate resilience.

Parallel to this, JRBA-PB will continue its contribution to other ongoing collaborations such as the Blue Deal “All Hands on Deck” project and the Eswatini Youth in Water initiative. These partnerships remain critical for expanding technical skills, community engagement, and financing options

9.2 Key Goals & Targets for Sustainable Water Management

The JRBA-PB’s strategic direction remains guided by the six-pillar framework under its interim strategy. Key targets for the coming year include:

- Finalisation of the Ngwavuma Catchment Plan and launch of the Mbuluzi planning process;
- Alignment of permitting, compliance, and data systems through continued rollout of the SHIRA system;
- Continued institutional support for the RBAs through targeted training, internal system development, and integration of feedback from basin-level activities.
- Completion of the water pricing regulatory process and preparatory steps for phased implementation;
- Strengthening field-level monitoring capacity, including expansion of gauging stations and improving water quality monitoring;
- Technical support and coordination of GWP and the AIP project, including capacity needs assessments and validation of climate investment project pipelines;

These targets reflect a continued shift from foundational development toward operational delivery, with emphasis on strengthening data, coordination, compliance, and long-term financing mechanisms.

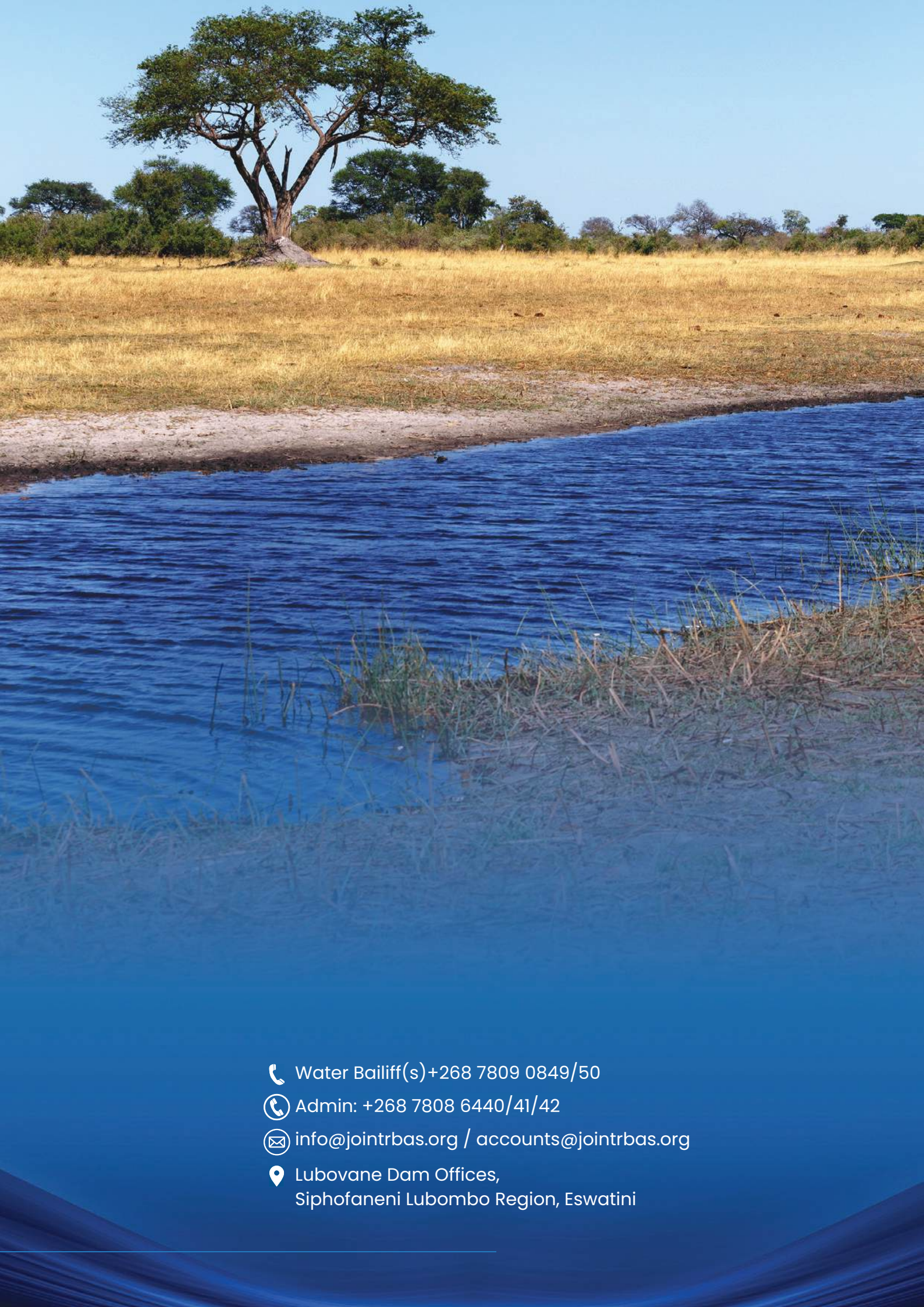
9.3 Call to Action for Stakeholders & Partners

The JRBA-PB enters its final year under the current strategic framework with renewed commitment to advancing coordinated, compliant, and sustainable water use. Stakeholders across the water sector are encouraged to work closely with the institution to promote integrated water resources management throughout Eswatini.

Water users are expected to ensure full compliance with permitting processes and participate actively in basin-level planning and engagement. Public agencies and development partners are encouraged to align programmes with basin and national water priorities, supporting implementation of the Africa Water Investment Programme (AIP) and other climate finance initiatives under development.

The JRBA-PB remains open to collaborative approaches that improve the quality, accessibility, and sustainability of water management systems. The next phase of work will require collective commitment—not only to planning but also to implementation and long-term coordination.

This presents an important opportunity to support the institution’s continued growth, deepen collaboration across sectors and basins, and strengthen climate change adaptation efforts—all while contributing to a water-secure and resilient Eswatini. By advancing shared responsibility and coordination across all facets of integrated water resources management, stakeholders can help build more inclusive governance frameworks and secure water resources for current and future generations.



☎ Water Bailiff(s) +268 7809 0849/50

☎ Admin: +268 7808 6440/41/42

✉ info@jointrbas.org / accounts@jointrbas.org

📍 Lubovane Dam Offices,
Siphofaneni Lubombo Region, Eswatini