JOINT RIVER
BASIN AUTHORITIES
PROJECT BOARD

Joint River Basin Authorities Project Board (JRBA-PB)

ANNUAL REPORT

2025/26



Table of Contents

1

About the JRBA-PB **6**
Who We Are 6
Mandate and Objectives 7
Entity Operating Functions 7
Vision, Mission and Values 8

2

Executive Summary and Leadership Messages **10**
Chairperson's Message 10
Leadership & Team Message 11
The Year in Review: A Summary Across the Institution 12

3

Governance and Organisational Development **14**
Governance 14
Operational and Strategic Framework 16
Secretariat Structure 16
Executive Management and Unit Leadership 17

4

Human Resources **19**
Staff Profile and Composition 19
Recruitment and Vacancies 19
Capacity Building, Wellness and Training 20
Wellness and Culture 20
Training and Development 21

5

Water Resources & Permit Management Unit **24**
Introduction 24
Monitoring and Reporting of Surface Water (Quantity and Quality) 24
Water Allocation and Permitting 26
River Basin Water Quality Plans (RBWQPs) 27
Phophonyane Water Quality Monitoring Initiative 27
Water Resources Data Management and Monitoring Systems 29
River Basin Authority Technical Support and Reporting 30

6

Planning and Development Unit **33**
Introduction 33
Integrated Water Resources Planning and Management Systems 33
River Basin Management Planning and Climate-Resilient Water Govern-ance 37
Institutional Capacity Development and Knowledge Exchange 37
External Partnerships, Investment Mobilisation and Strategic Projects 39

7

Public Relations and Communications **44**
Introduction 44
Building Partnerships and Collaborative Platforms for Sustainable Water Governance 44
INMACOM Partnership 45
Blue Deal Partnership and Technical Cooperation 45
WISA Chapter and Communities of Practice 45
Collaborations and Events 46
Strengthening Communication Systems and Knowledge Exchange on Water Governance 47
Expanding Public Awareness and Institutional Outreach 48
Strengthening Communication Tools and Platforms for Stakeholder Engagement 49
Advancing Gender-Responsive Participation in Water Governance 50
Enhancing Institutional Identity and Visibility 51

8

Financial Performance **54**
Government of Eswatini Funding 54
Blue Deal Funding 54
RBA Transfers 55
Administration Fees 55
Audited Financial Statements 55

9

Looking Ahead (2026/27) **75**
Priority Focus: Development of Integrated River Basin Management Plans 75
Broader Strategic Commitments for 2026/27 75

1 About The JRBA-PB



1.1 Who we are

The Joint River Basin Authorities – Project Board (JRBA-PB) was established in 2020 in terms of Section 79 of the Water Act, 2003, and formally constituted through Legal Notice No. 94 of 2020, to support the coordinated development and sustainable management of water resources across Eswatini's river basins. The entity serves as the technical and administrative arm of the five River Basin Authority (RBA) Boards, representing the Komati, Lomati, Mbuluzi, Usuthu and Ngwavuma river basins, and operates under the Ministry of Natural Resources and Energy (MNRE).

The JRBA-PB is responsible for the coordinated and efficient utilisation and management of water resources so as to maximise economic, social and environmental benefit. In this role, the institution supports the RBA Boards in complying with the Water Resources Master Plan while strengthening alignment with national water governance objectives. The company's operations contribute to broader

socio-economic development, water security and food security in Eswatini.
Since its inception, JRBA-PB has developed into Eswatini's central coordinating institution for basin-level water resources management. It provides the technical and administrative foundation that supports the five River Basin Authorities, in managing water resources in a coordinated, equitable and sustainable manner.

This Annual Report covers the 2025/2026 financial year, from April 2025 to March 2026. It provides the General Assembly, Board, Government and Stakeholders with an account of JRBA-PB's governance, operational performance and financial administration during the period. The institutional governance and reporting structure of JRBA-PB is presented below.

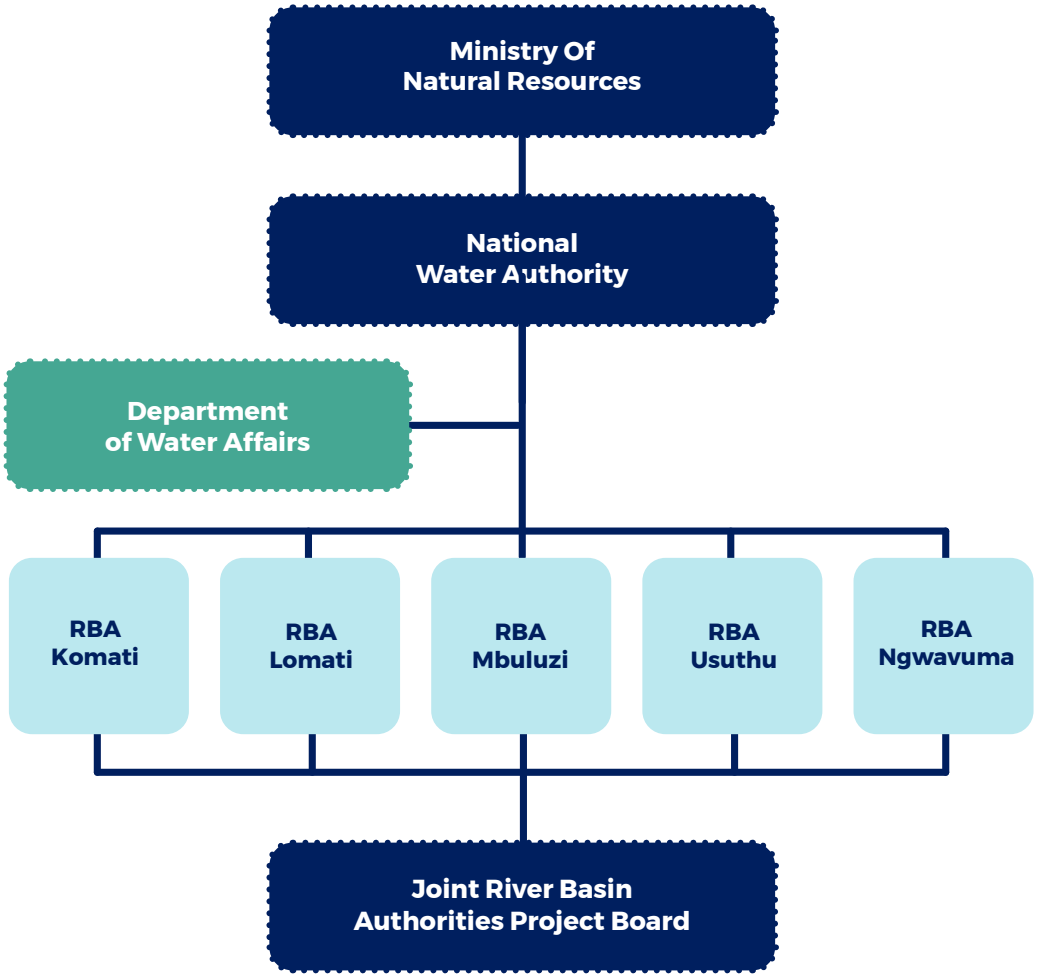


Figure 1: JRBA-PB Institutional Framework

1.2 Mandate and Objectives

The objects of the JRBA-PB, in terms of its establishment, are:

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

1.3 Entity Operating Functions

In discharging this mandate, the JRBA-PB is gazetted to perform the following functions:

- Levy and collect rates and charges to defray part or all of the costs of the River Basin Authorities.
- Maintain a database of basin information, including water availability and water demand.
- Engage stakeholders on basin issues, including the basin water situation.
- Advise the River Basin Authorities on water resource development within the river basins.
- Ensure adherence to the national framework for water allocation and compliance.
- Assist in the development and implementation of river basin master plans.
- Monitor and control water quantity and quality and enforce compliance.



Vision

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

Mission

To take the lead in water resources management by ensuring the implementation of basin-level Integrated Water Resources Management (IWRM) in the Kingdom of Eswatini.

Values

- Transparency
- Goal-oriented delivery
- Accountability and trustworthiness
- Accuracy and excellence
- Teamwork
- Diversity, impartiality and tolerance
- Respect, honesty and ethical conduct

2 Executive Summary and Leadership Messages



Chairperson's Message



This Annual Report marks a significant milestone in the journey of the Joint River Basin Authorities – Project Board (JRBA-PB). As I reflect on the past year, I do so with immense pride in how far our institution has come. From humble beginnings as a small team establishing its foundation, JRBA-PB has grown into a respected and technically competent institution playing a vital role in advancing Integrated Water Resources Management in the Kingdom of Eswatini.

Our progress reflects the collective commitment of the Board, management, staff, Government, development partners and stakeholders who continue to support our vision. Together, we have strengthened institutional capacity and reinforced our regulatory role through the administration of water use permits and sustainable water allocation.

These achievements represent more than institutional growth: they reflect our commitment to ensuring that water resources are managed responsibly for the benefit of our communities, the environment and the nation's development.
As we celebrate this milestone, we remain focused on the future. We are committed to excellence, to embracing innovation, and to building the stronger partnerships that will enable us to respond effectively to the growing challenges facing our water resources.

On behalf of the Project Board, I extend my sincere appreciation to the Ministry of Natural Resources and Energy, the National Water Authority, the Department of Water Affairs, the five River Basin Authority Boards, our development partners, and every member of staff for their dedication and support. Together, we celebrate how far we have come and look ahead with confidence as we continue building a resilient institution that safeguards Eswatini's water resources for generations to come.

Leadership & Team Message



The 2025/26 financial year has been one of growth, resilience, and meaningful progress for the Joint River Basin Authorities Project Board (JRBA-PB). As a Secretariat, we take great pride in the strides made towards bringing stability to decentralized integrated water resources management and supporting the effective governance of Eswatini's five river basins. Through the dedication, professionalism, and the teamwork of our staff, we translated our mandate into measurable results that continue to advance water resource sustainability across the country.

During the year, the Secretariat supported the issuance of 178 water use permits, improved key hydrological monitoring systems, completed Water Quality Plans for all five river basins, and finalised water use surveys for the Lomati, Komati, Mbuluzi, and Ngwavuma Basins. JRBA-PB was also appointed as the local Responsible Party for the GEF 8 transboundary project, *Strengthening Integrated Transboundary Water Resources Management in the IncoMaputo Basins.* These achievements, together with strengthened partnerships, expanded public awareness, and funding of over E7.5 million, reflect the commitment of a team delivering results despite operational and capacity constraints.

While we celebrate these successes, the year also presented important lessons. Vacancies in key leadership positions and challenges in securing specialised technical expertise. Resource limitations highlighted the importance of building institutional resilience, and the need to invest in human capital, and strengthen succession planning. These experiences underscored the value of adaptability, collaboration, innovation, and continuous learning as essential drivers of institutional excellence.

Looking ahead, we remain focused on accelerating organisational growth, a holistic build to capacity, and enhancing our impact. Our priorities include the reinforcement of digital water management systems, completing River Basin Management Plans, improving stakeholder engagement, promoting inclusive participation in water governance, mobilising additional resources, and building a highly skilled and motivated workforce. We are committed to creating an institution that is responsive, innovative, and capable of addressing emerging water security and climate resilience challenges.

We extend our deepest appreciation to the JRBA-PB staff for their dedication, professionalism, and unwavering commitment throughout the year. Your efforts continue to strengthen the Secretariat and shape JRBA-PB into a credible, respected, and impactful institution.

We are especially grateful to our Blue Deal Project partners for their continued support in advancing decentralised water management in Eswatini, with particular emphasis on strengthening the work of the River Basin Authorities. Your partnership remains highly valued and deeply appreciated.

To our Board, Government, River Basin Authorities, development partners, and stakeholders, we sincerely thank you for your continued guidance, trust, collaboration, and support. Your contributions remain central to our progress and to the achievement of our shared water governance objectives.

Together, we have laid a strong foundation for the future. Let us continue to work as one team, embrace new opportunities, and pursue excellence as we advance our vision of ensuring clean, safe, and sufficient water resources for present and future generations. With a shared purpose and determination, we are confident that the best is yet to come.

2.3 The Year in Review: A Summary Across the Institution

The 2025/26 financial year was a period of consolidation for JRBA-PB. The institution worked through its three operational units: Water Resources and Permit Management, Planning and Development, and Public Relations and Communications. It turned its mandate into measurable action as permits were issued, monitoring networks strengthened, basin planning advanced, partnerships formalized, and its public profile expanded.

100% Board meetings delivered **Governance**	**HEADLINE RESULT** 17 of 20 planned RBA Board meetings held (85%); all 6 JRBA-PB Board meetings held (100%)	**SIGNIFICANCE** Sustained oversight of basin-level decision-making throughout the year
178 Permits issued **Water Resources & Permitting**	**HEADLINE RESULT** 178 water use permits issued; 34 field investigations completed; 14 gauging stations serviced	**SIGNIFICANCE** Directly protects equitable, compliant water allocation across all five basins
4 Basins surveyed **Planning & Development**	**HEADLINE RESULT** Water Use Survey completed across 4 basins; Ngwavuma River Basin Management Plan situational analysis completed; Mbuluzi Basin analysis initiated	**SIGNIFICANCE** Builds the technical and evidence base required for climate resilient basin planning
16 Materials produced **Public Relations & Communications**	**HEADLINE RESULT** 16 communication materials produced; Annual Report completed; EITF, World Water Day and REMCO platforms delivered	**SIGNIFICANCE** Strengthens public trust in, and visibility of, JRBA-PB as a credible water-sector institution
E7.5M total income **Finance**	**HEADLINE RESULT** Total income of E7,539,395.00 from Government, Blue Deal and administration fees	**SIGNIFICANCE** A diversified funding base supporting institutional sustainability

Figure 2: Consolidated institutional performance snapshot, 2025/2026

The institution delivered strong results in its core regulatory functions. Water monitoring and permitting were consistent and effective. Progress was made in long-term planning, with River Basin Management Plans under development. Some activities were delayed due to limited access to specialised technical support. The following chapters present each unit's activities, highlighting achievements, challenges, and implications for the mandate.

3 Governance and Organisational Development



3.1 Governance

River Basin Authorities (RBAs)

The River Basin Authorities (RBAs) are statutory basin-level institutions established in terms of the Water Act, 2003, as a key component of Eswatini's decentralised water resources governance framework. The five RBAs; Lomati, Komati, Mbuluzi, Usuthu and Ngwavuma , provide the institutional platform for governance, coordination, planning and management of water resources within their respective river basins.

Governance Mandate of the RBAs

The governance mandate of the RBAs is to promote the sustainable, equitable and coordinated management and utilisation of water resources within their respective basins, in accordance with the Water Act, 2003 and applicable water resources management frameworks.

In fulfilling this mandate, the RBAs are responsible for:

- Basin-level governance and coordination of water resources management;
- Implementation of water resources management plans within their respective basins;
- Stakeholder representation and participation in basin-level water governance;
- Coordination of competing water-use interests and promotion of equitable water allocation;
- Protection and conservation of water resources within the basin;
- Monitoring and oversight of water resources management activities; and
- Promoting accountability, cooperation and sustainable water resources management among stakeholders.

The RBAs therefore serve as an important link between the national water resources governance framework and basin-level implementation, ensuring that water resources management decisions and interventions are informed by the conditions, priorities and interests of stakeholders within each basin.

In accordance with the Water Act, 2003, each River Basin has its own Board, which is responsible for water governance and decision-making within its respective basin. During the reporting period, the five RBA Boards collectively held 17 of the 20 planned ordinary meetings, representing an 85% implementation rate. Performance against the planned meetings is presented below.

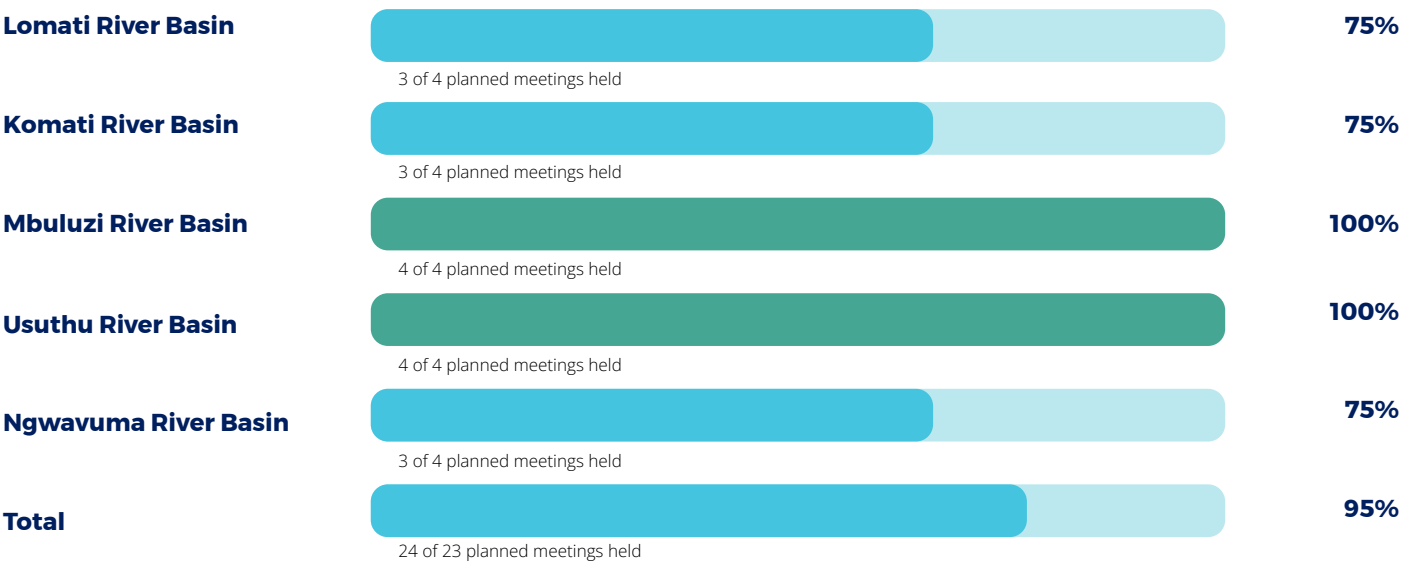


Figure 3: RBA and JRBA-PB Board meetings held against plan, 2025/2026

Three of the five RBA Boards recorded performance below their planned meeting targets. The Lomati, Komati and Ngwavuma RBA Boards each achieved 75% of their planned meetings, while the Mbuluzi and Usuthu RBA Boards achieved 100% implementation. Board meetings provide an important governance platform for deliberating on water use permitting, compliance and enforcement, monitoring programmes and water quality matters. The lower implementation of planned meetings at three basin level Boards has implications for the timely consideration and resolution of basin-level matters. In the 2026/27 financial year, the Secretariat will strengthen meeting scheduling and quorum management support to improve the implementation of planned Board meetings.

Board of Directors

The JRBA Board provides executive oversight of the River Basin Authorities and supports the coordination of functions across the five river basins. Through this role, the Board facilitates the consolidation and coordination of river basin management activities and associated costs, with the aim of improving operational efficiency and strengthening the implementation of integrated water resources management across Eswatini.

The JRBA-PB is overseen by an executive Board, comprising twelve members representing the five River Basin Authorities (RBAs), with the Department of Water Affairs (DWA) represented in an ex-officio capacity. The current Board assumed office in April 2024 and its three-year term will conclude in March 2027. During the reporting period, the Board held six meetings, comprising four ordinary meetings and two special meetings. The meetings provided oversight and strategic direction to the Secretariat and supported the effective functioning of the River Basin Authorities.



Mr Mthinini Dlamini
Chairperson



Elwyn Dlamini
Vice Chairperson



Musa Masilela
Secretary



Ms Anne Kruger
Finance



Emelda Magagula
DWA (Ex officio)



Bonus Mahlalela
Board Member



Patience Dlamini
Alternate Member



Mr Jozua Scheepers
Memeber



Mr. Philemon Malandvule
Alternate Member



James Tsabedze
Member



Zodwa Dlamini
Alternate Member

3.2 Operational and Strategic Framework

The JRBA-PB continued to operate under its established operational guidelines and corporate strategy framework during 2025/26, ensuring that all unit-level activities remained aligned with the institution's mandate and with national water governance objectives. The continued refinement of internal policies strengthened accountability, transparency and operational efficiency across all units.

During the year, the institution focused its strategic effort on advancing the decentralisation of water management functions. Key areas of focus included improving the technological efficiency of water permitting and allocation processes, strengthening staff capacity, enhancing basin-wide stakeholder engagement, and advancing research and modernisation within the water governance system.

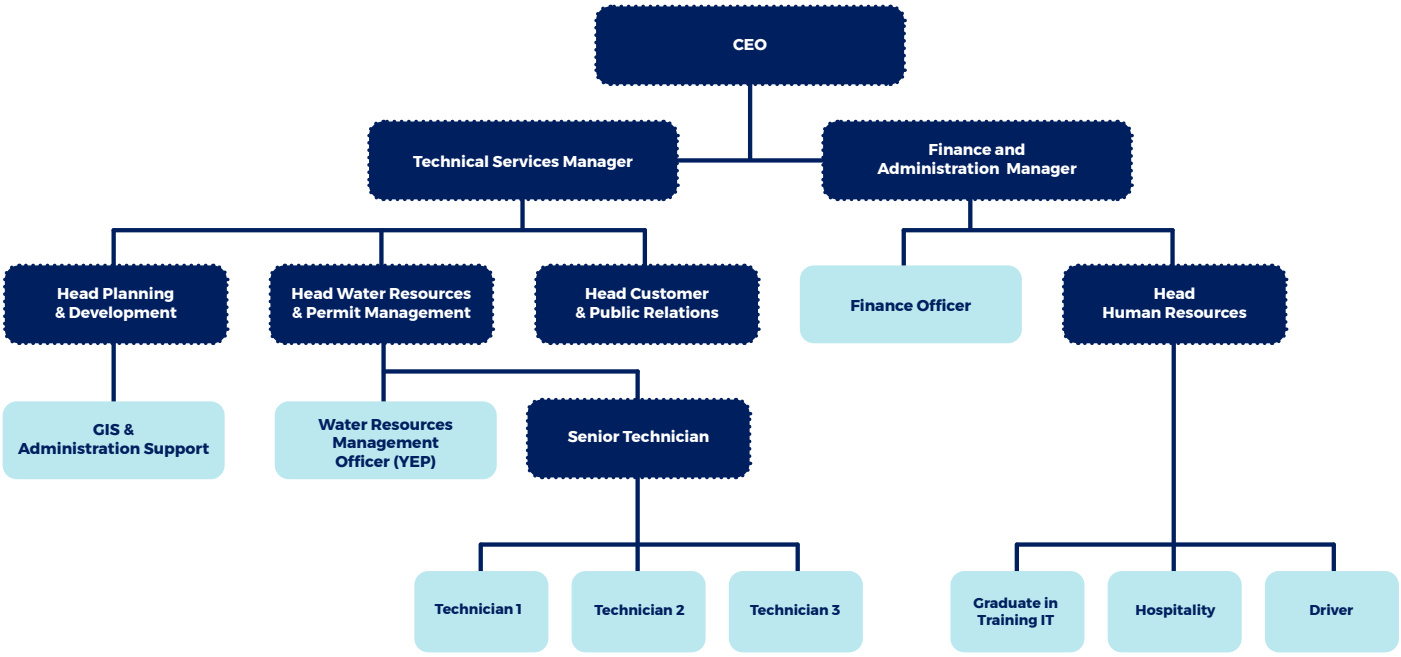


Figure 4: JRBA-PB Organisational Structure

3.3 Secretariat Structure

The Secretariat functions as the technical arm of the Board, executing ground operations that give effect to the objects and powers of the River Basin Authorities in relation to decentralised water resources management. It is headed by the General Manager.

3.3 Executive Management and Unit Leadership



Ms Takhona Dlamini

Technical Services Manager

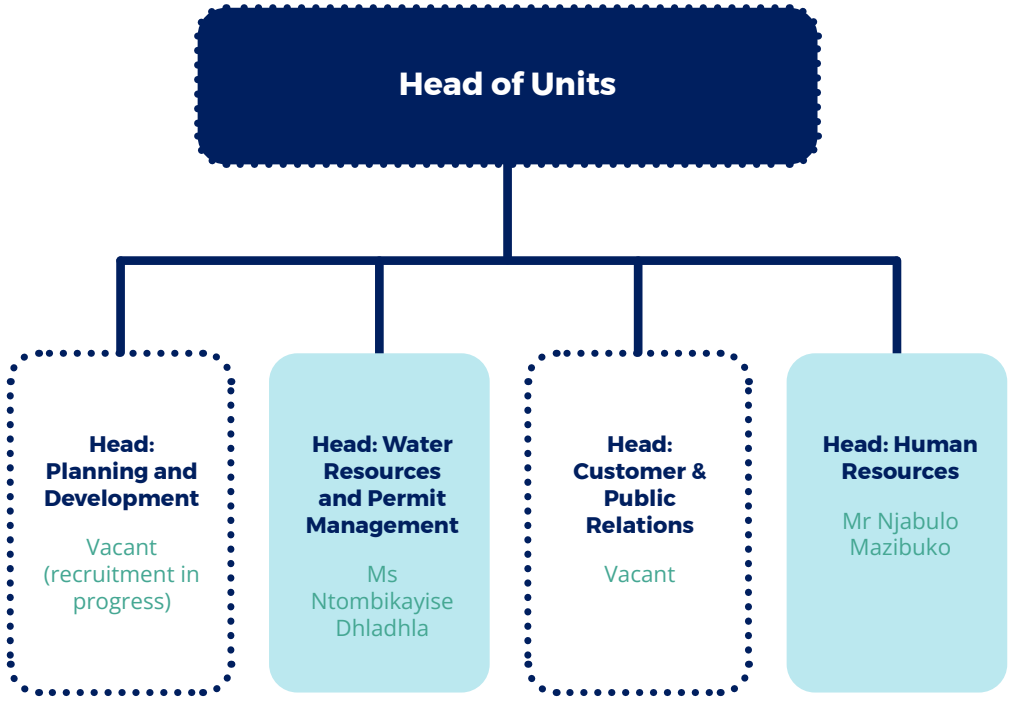
- MSc Integrated Water Resources Management – University of Zimbabwe
- BSc Agricultural and Biosystems Engineering – UNESWA
- Chairperson of the SADC Waternet Alumni



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



4 Human Resources



4.1 Staff Profile and Composition

As at 31 March 2026, JRBA-PB had a total staff complement of sixteen employees, comprising five staff seconded from Government and eleven employed directly by JRBA-PB. This blended staffing model continues to support institutional capacity while fostering collaboration with national structures and international partners. The workforce comprised seven female and nine male employees, reflecting ongoing efforts to promote gender representation within the institution.

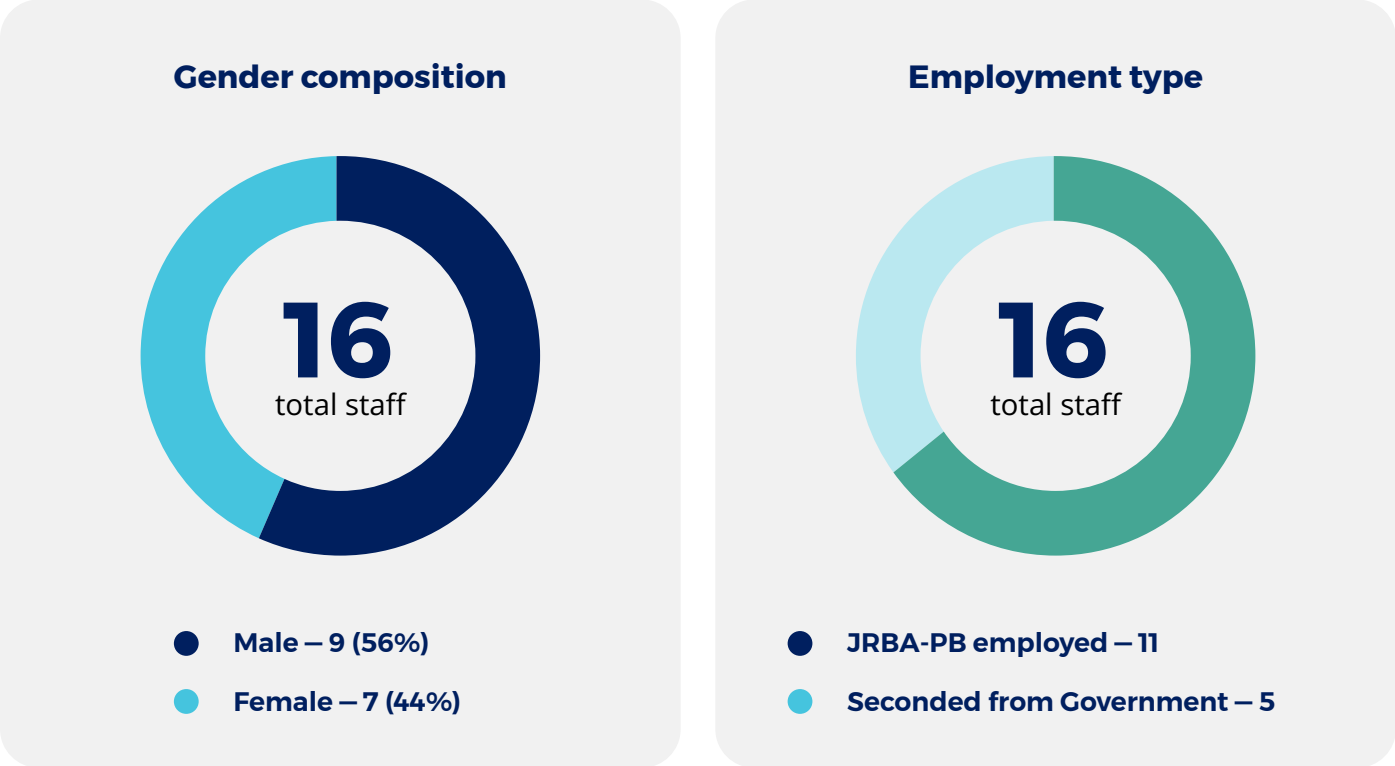


Figure 5: Staff composition by gender and employment type, 2025/2026

The JRBA-PB workforce draws on skilled professionals with diverse academic and technical backgrounds spanning water resources management, engineering, finance, procurement, human resources and administration. This multidisciplinary composition, together with a spread of experience levels from early-career to highly experienced practitioners, enables the organisation to deliver on its mandate across technical, corporate and governance functions while supporting knowledge transfer and succession planning.

4.2 Recruitment and Vacancies

During the reporting period, the organisation undertook strategic recruitment to strengthen operational capacity, onboarding four key roles including PR & Communications Officer, Project Officer – GEF 8 and Finance Officer, Finance Graduate Trainee. Workforce transitions were managed to ensure operational continuity, supported by continued engagement in professional development and internship frameworks across water resources, ICT and procurement.

Notwithstanding these appointments, the institution continues to experience capacity gaps in key functional areas. The following posts remained vacant at year-end, with recruitment under way for the most critical roles:

Ongoing Recruitment

- General Manager (former CEO) — recruitment ongoing
- ICT System Management and Support — recruitment ongoing
- Head: Planning and Development — recruitment ongoing
- Head: Customer and Public Relations

Vacant Positions

- Corporate Services Manager
- ICT Manager
- Executive Assistant Officer / Legal
- Human Resources Officer
- Billing, Collections and Procurement Officer
- Water Quality Officer
- Administration Assistant

4.3 Capacity Building, Wellness and Training

JRBA-PB remains committed to enhancing staff capacity, promoting employee wellbeing, and fostering a positive organisational culture through structured development and wellness programming.

Wellness and Culture

- Occupational Health and Preventive Care: health awareness drives, including cancer education and voluntary screening.
- Community Engagement and Social Responsibility: participation in the Ubombo Hiking Expedition and the annual Biggest Braai community drive.
- Leadership Visibility: structured “Day with the CEO” culture-transformation sessions.
- Team Synergy: targeted team-building exercises to strengthen cross-departmental collaboration.
- Staff Recognition: milestone acknowledgements, quarterly team breakfasts, and the annual Year-End Function.

Training and Development

- Data Protection and Cybersecurity
- NOSA-certified Occupational Health and Safety (basic firefighting and first aid)
- SIRHA training sessions
- Car tracker refresher training
- Change Management (linked to the Performance Management System)
- Grievance Handling, Disciplinary Procedures and Appeals
- NBC Provident Fund underwriting training
- Provident Fund Principal Officer training
- Water quality refresher training
- Basin planning ongoing training
- PaySpace HRIS training
- IPM Labour Indaba
- IPM Networking Breakfast – Building A Resilient and Agile Workforce

The wellness and technical training programme supported staff wellbeing and contributed to the development of technical competencies in areas including hydrological modelling, water quality analysis, digital systems and governance procedures.




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5 Water Resources & Permit Management Unit



5.1 Introduction

The Water Resources and Permit Management (WRPM) Unit is responsible for the technical monitoring, allocation and administration of surface water and groundwater resources across JRBA-PB's five river basins. The Unit's functions encompasses the operation of hydrological monitoring networks, the provision of technical advisory and permitting services, the maintenance of digital water resources data systems, and the provision of technical support to River Basin Authority governance structures.

These responsibilities/activities are central to JRBA-PB's regulatory mandate. The reliability of water flow and water quality data gathered and verified by the Unit determines the fairness of permit assessments, the soundness of allocation decisions taken by River Basin Authority Boards, and the credibility of the institution's water governance mandate as a whole.

During the reporting period, the Unit's performance was assessed across four strategic programme areas/key focus areas: the monitoring and reporting of surface water quantity and quality; the provision of water resources advisory and permit management services; the strengthening of water resources data management and monitoring systems; and technical support and reporting to River Basin Authorities. This chapter presents the Unit's Annual Performance Matrices together with a narrative account of achievements recorded against each programme area, the challenges encountered, and their implications for the institution's water governance mandate.

5.2 Monitoring and Reporting of Surface Water (Quantity and Quality)

Programme Objective: Monitor and report on surface water quantity and quality.

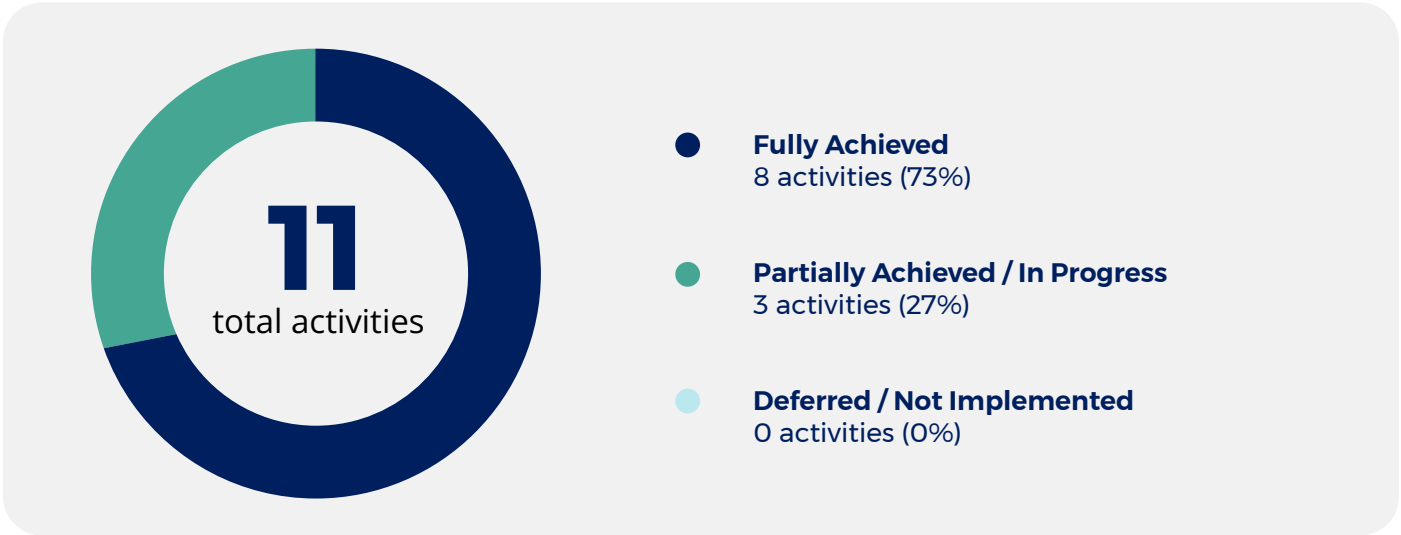


Figure 6: Annual performance matrix — surface water monitoring, 2025/2026

The JRBA-PB continued to strengthen its surface water monitoring systems during the reporting period, improving the availability of reliable information for water resources planning, allocation and management. Of the eleven activities planned for the year, eight (73%) were fully achieved, while three (27%) were partially achieved or remained in progress. None of the planned activities were deferred or not implemented.

Implementation during the year focused on maintaining and improving the functionality of the surface water monitoring network, strengthening hydrological data collection and reporting, and improving the technical capacity required for effective monitoring. Key activities included updating river flow databases, preparing monthly basin water resource updates, conducting monitoring site inspections and maintenance, undertaking stream gauging and water quality monitoring, and procuring monitoring equipment. Twelve monthly basin water resource updates were completed during the year, supporting regular reporting to the River Basin Authority Boards.

Maintenance and upgrading of the monitoring network remained an important area of implementation. Maintenance was undertaken at fourteen monitoring stations across the basins, including the clearing of river silt, updating of telemetry power supplies and improvement of access to monitoring sites. These interventions improved the functionality of monitoring stations and supported the continuity and reliability of hydrological data used for water allocation, permitting and compliance activities.

A new telemetry device was installed at the Ngwavuma River (GS27) to support near real-time flow monitoring associated with the downstream Mpakeni Dam construction works under the Mkhondvo–Ngwavuma Water Augmentation Project (MNWAP). In addition, seven stream gauging exercises were conducted during the year, particularly on water user canals, to verify abstraction volumes and validate monitoring data captured through HydroNET. Monthly assessments of station functionality were conducted through daily monitoring of telemetry alarms and faults, particularly after intense rainfall events, when siltation and debris accumulation frequently affect station performance and data quality.

Table 1: Gauging Station Operational Status as at April 2026

UGS1	**Mbabane**
UGS9	**Ubombo Canal (Sivunga)**
UGS7	**Ubombo Canal (Crookes)**
UGS4	**Khubuta Canal**
GS27	**Ngwavuma River (New)**
UGS2	**Malkerns Canal**
GS7	**Mkhondvo (Ngwenya)**
GS12	**Mhlathuzane (Sithobela)**
GS31	**Usuthu (Malutsa)**
GS5	**Ngwempisi (Mankayane)**
GS2	**Lusushwana (Matsapha)**
GS21	**Ngwemphisi (Lushikishini)**
GS19	**Mhlathuzane (Madlenya)**
UGS10	**Nyetane Canal**
GS23	**Mpuluzi**
GS15	**Lusushwana (Siphocosini)**

Non Functional **Minor Inconsinstancies** **Functional**

Sixteen priority gauging and canal monitoring stations assessed during the reporting period, twelve (75%) were fully functional, three (19%) had minor inconsistencies requiring attention, and one (6%) was non-functional. Overall, the monitoring network maintained good operational performance, with targeted maintenance and follow-up required to address the identified inconsistencies and sustain data reliability.

5.3 Water Allocation and Permitting

Programme Objective: Provide advice on water resources and support effective water allocation and permit management.

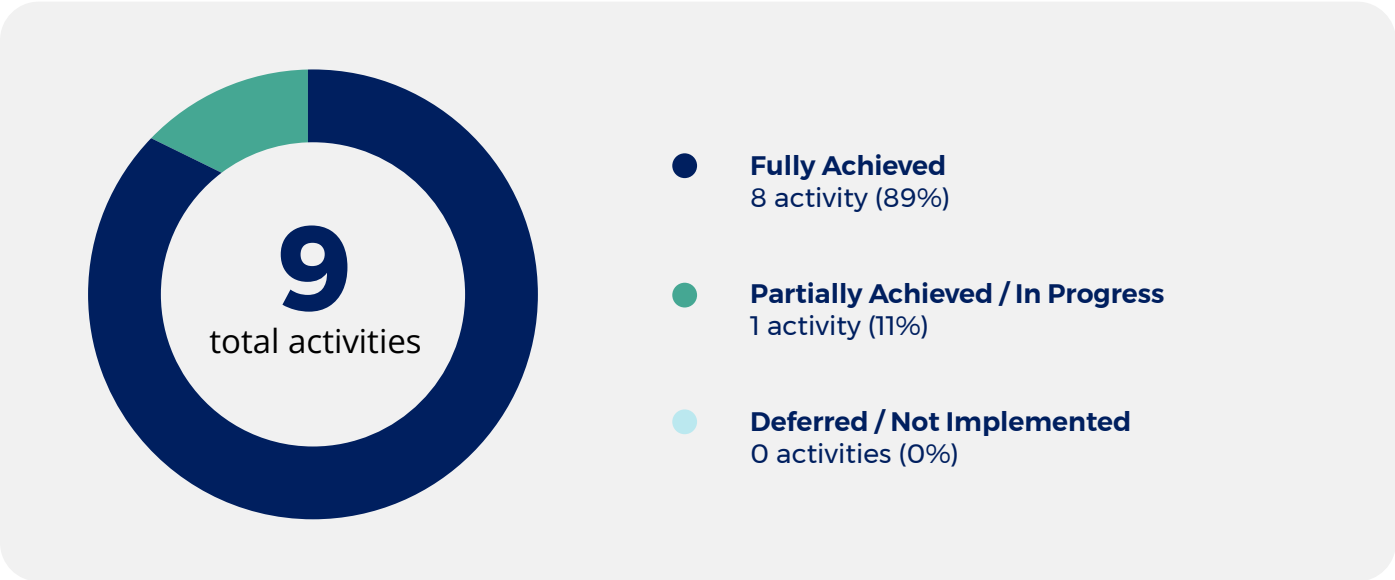


Figure 7 Annual performance matrix — water allocation and permitting, 2025/2026

The JRBA-PB continued to provide technical advisory services to River Basin Authorities through water permit assessments, field investigations, data management and technical reporting. During the reporting period, the Unit conducted thirty-four field investigations against an annual target of forty, representing eighty-five percent progress, in support of the assessment of new and renewal permit applications across the five river basins.

During the reporting period, a total of 178 permits were issued by the five River Basin Authority Boards with technical support from the JRBA-PB. Of these, 174 were surface water abstraction permits primarily supporting irrigation activities for sugarcane and other agricultural production, while 4 were groundwater abstraction permits mainly for domestic water supply purposes.

In addition, 17 temporary abstraction permits were issued for industrial and construction-related activities including concrete mixing, dust suppression, staff ablution facilities, and other short-term operational uses. One effluent discharge permit was issued for regulated industrial effluent disposal, while 3 watercourse alteration permits were processed for national infrastructure developments including dam construction, road and bridge projects, and temporary river diversion works.
Of the total permits processed, 95 were new applications, while 83 comprised renewals, permit amendments, name changes, splits and mergers. A total of 46 applications were declined due to insufficient water availability, non-compliance with requirements, incomplete documentation, or inadequate technical justification — a decline rate that, read alongside the 178 approvals, indicates a permitting process applying its criteria with real rigour rather than approving applications as a formality.

River Basin Water Quality Plans (RBWQPs)

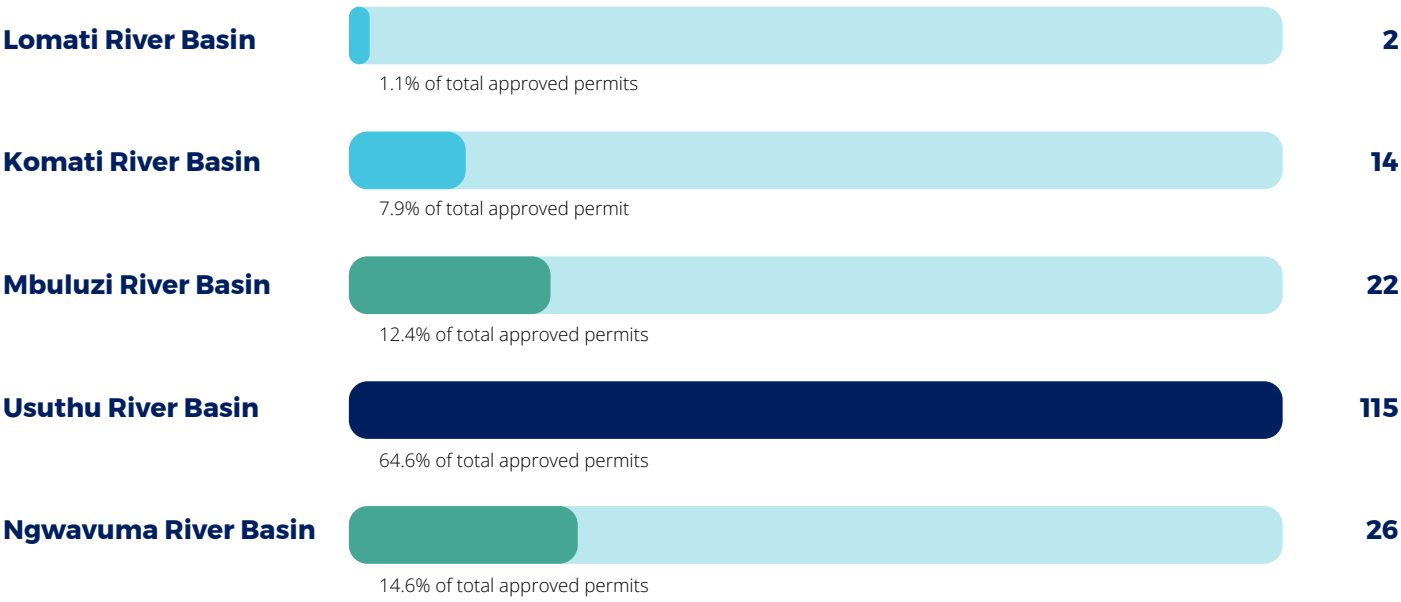
The JRBA-PB successfully completed the development of River Basin Water Quality Plans for the Lomati, Komati, Mbuluzi, Usuthu and Ngwavuma river basins. The plans provide a structured framework for water quality monitoring, pollution management and long-term protection of water resources.

The formulation process followed a structured roadmap, beginning with inception reporting and a rigorous gap analysis of the National Water Quality Plan, alongside detailed basin-specific situational assessments. Backed by extensive stakeholder consultations and collaborative validation workshops, this process culminated in the design of comprehensive monitoring programmes tailored to the unique needs of each basin.

The completed plans include basin-specific monitoring frameworks outlining priority water quality parameters, sampling locations and frequencies, data collection methodologies, quality assurance procedures, reporting protocols and performance indicators for long-term monitoring and evaluation. All basin plans and monitoring programmes have been finalised and are ready for implementation by relevant water management institutions.

Phophonyane Water Quality Monitoring Initiative

The JRBA-PB, in collaboration with the Department of Water Affairs (DWA) — Water Quality Section — and under the guidance of the Lomati River Basin Authority, developed a targeted monitoring plan for the Phophonyane River catchment in response to increasing water pollution concerns suspected to be associated with illegal upstream gold mining activities. The plan includes continuous water quality monitoring, comprehensive laboratory analysis through an accredited laboratory in South Africa, reporting mechanisms to the National Water Authority, relevant Ministries and law enforcement agencies, as well as catchment rehabilitation and restoration measures. Implementation of the monitoring plan is currently under way to support long-term resolution of the water quality challenges affecting the catchment.



178 total permits Usuthu Basin accounts for 115 of 178 permits (65%), reflecting the scale of irrigated agriculture in that basin.

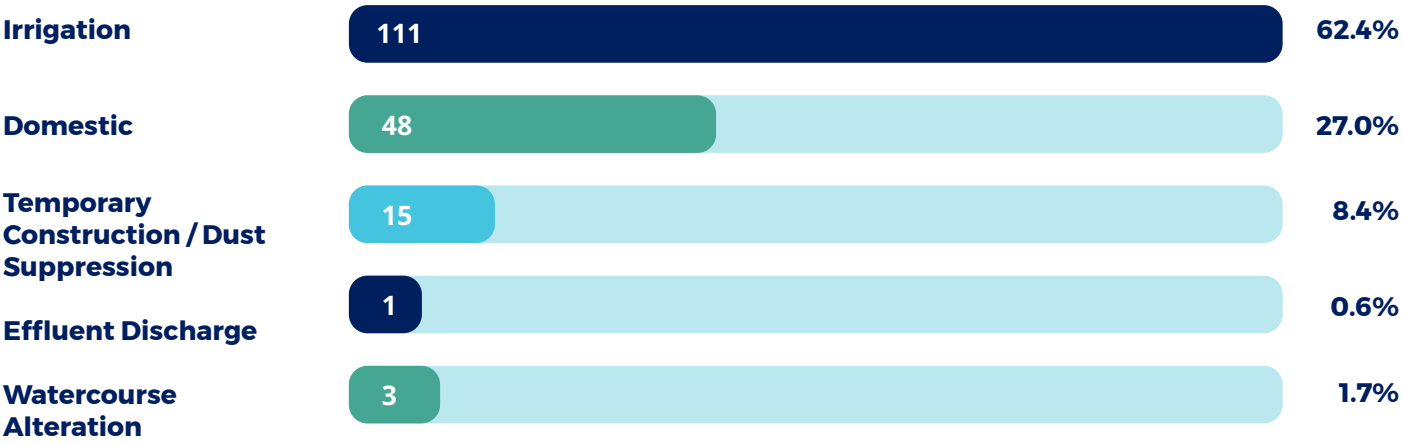
Figure 8: Approved permits by river basin, 2025/2026

Water Permit Summary by Category (2025/2026)

Abstraction Type



Permit Activity Type



Application Type & Status



Figure 9: Water Permit Summary by Category, 2025/2026

Figures 2 and 3 show both where and what type of abstraction is permitted. Surface water accounted for 174 of the 178 permits (97.8%), against 4 groundwater permits (2.2%), confirming that surface water remains the dominant source of licensed abstraction across the basins. By activity type (water use), irrigation accounted for 111 permits (62.4%), reflecting the centrality of agriculture, and sugarcane production in particular, to basin water demand, followed by domestic use at 48 permits (27.0%). The remaining permits covered temporary construction and industrial use (15, 8.4%), effluent discharge (1, 0.6%) and watercourse alteration for infrastructure works (3, 1.7%).

The concentration of approvals in the Usuthu Basin (115 of 178 permits, or 65%) reflects the scale of irrigated agriculture in that basin relative to the other four river basins.

5.4 Water Resources Data Management and Monitoring Systems

Programme Objective: Strengthen water resources data capturing, analysis and reporting through digital monitoring systems.

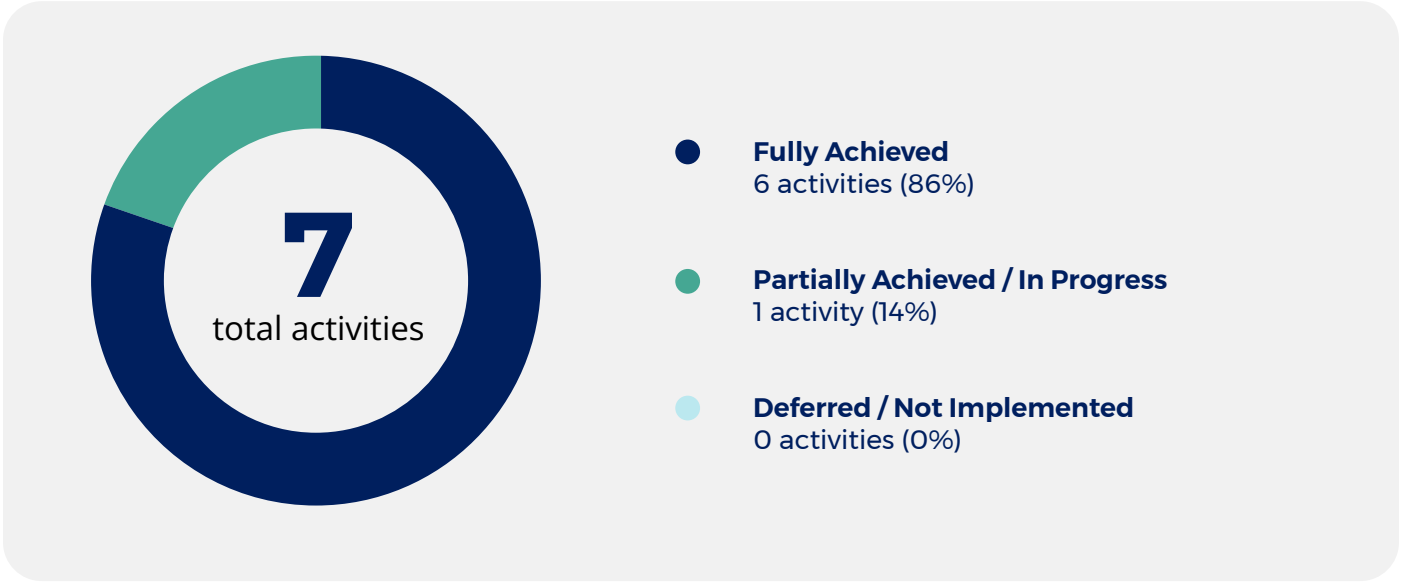


Figure 10: Annual performance matrix — data management and digital monitoring systems, 2025/2026

Under this programme objective, the Unit evaluated seven key activities during the reporting period, achieving an overall success rate of 86%: six activities were fully achieved, while one activity was partially achieved and remains in progress, with zero activities deferred or unimplemented.

During the reporting period, the JRBA-PB strengthened its water resources information infrastructure through the optimisation of digital monitoring and data management systems. Core digital platforms remained fully operational, supporting real-time monitoring, data verification and evidence-based decision-making across the five river basins. Weekly reservoir level updates were published, while monthly TeleControlNet (TCN) reports were generated to support the assessment of hydrological conditions and system performance.

The river flow data management programme maintained a 100% daily implementation rate, with 365 consecutive days of data capturing, verification and validation. Continuous telemetry alarm monitoring through TeleControlNet further supported timely identification of potential system anomalies and changes in hydrological conditions.

Technical capacity and access to water resources information were further strengthened through a HydroNET workshop held on 18 March 2026 for key water users and sector institutions. The workshop supported improved understanding and use of digital water information for planning and decision-making. In addition, customised digital tools for field data collection were developed to streamline permit investigation processes and integrate spatial information into water management decision-making.Overall, the interventions strengthened the reliability, accessibility and use of water resources data, while improving the digital systems supporting monitoring, permitting and water resources management.

5.5 River Basin Authority Technical Support and Reporting

Programme Objective: Provide technical support and information required for effective River Basin Authority decision-making and governance

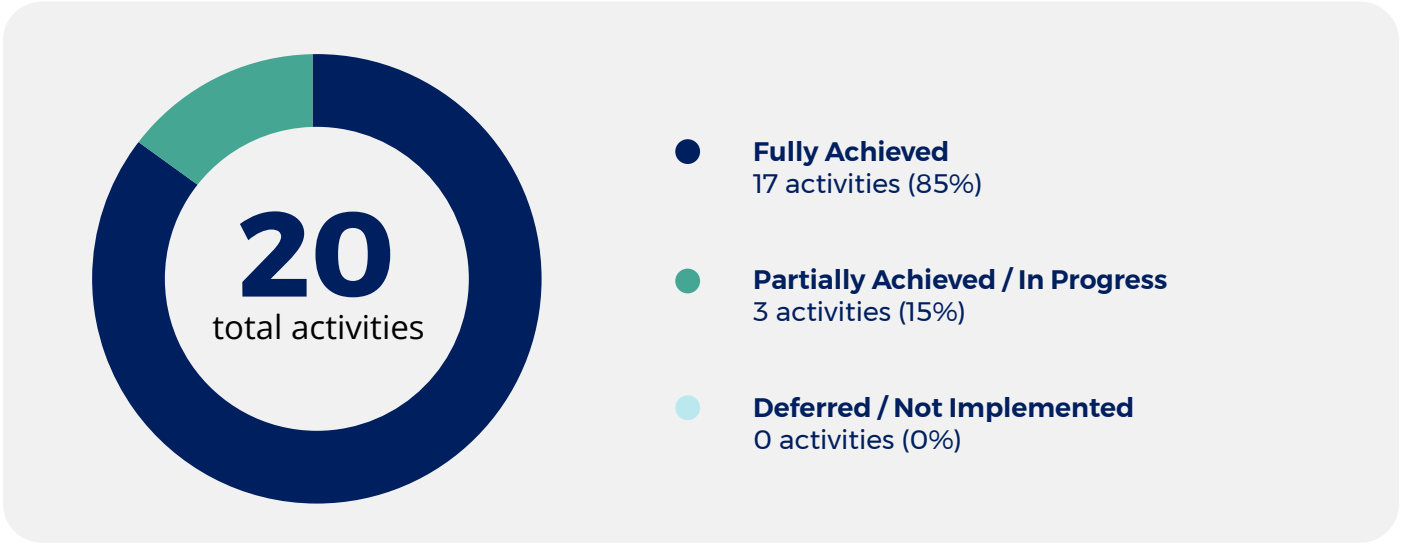


Figure 11: Annual performance matrix — RBA technical support and reporting, 2025/2026

The Unit continued to support River Basin Authority governance processes through the preparation of technical reports and Board documentation. During the reporting period, seventeen of twenty planned Board Packs and Board meetings were completed, representing eighty-five percent progress. These engagements provided updated technical information on water availability, permits, monitoring results and operational matters, supporting informed decision-making by River Basin Authority Boards.















6 Planning and Development Unit

6.1 Introduction

The Planning and Development Unit strengthened the information base for integrated water resources management. It completed the Water Use Survey Project and advanced the development and operationalisation of the SIRHA management information system.

The Water Use Survey established a comprehensive geospatial database of major water users, abstraction points, irrigated areas, permit status and water infrastructure within the surveyed river basins. The information provides River Basin Authorities with an improved evidence base for water allocation, compliance monitoring and identification of areas experiencing increased water-use pressure. The basin outputs strengthen the spatial understanding of water use patterns and provided a basis for prioritising future regulatory and planning interventions.

The survey findings are presented in Figures 14 to 17, which provide basin-level spatial information on water users, abstraction points, irrigated areas, water infrastructure and permit-related information. The maps provide a consolidated reference for understanding the distribution and concentration of water use and identifying areas requiring further assessment, monitoring or regulatory attention.

During the reporting period, the Unit's performance was assessed across five programme areas. This chapter presents the corresponding Annual Performance Matrices, together with a narrative account of achievements, ongoing work and strategic implications for the institution's planning and development mandate.

6.2 Integrated Water Resources Planning and Management Systems

Programme Objective: To develop and maintain an effective database and information management system that supports water resources management across the basins.



Figure 12: Annual performance matrix — integrated planning systems, 2025/2026

The Planning and Development Unit strengthened the information base supporting integrated water resources management through the completion of the Water Use Survey Project and continued development and operationalisation of the SIRHA water resources management information system.

The Water Use Survey established a comprehensive geospatial database of major water users, abstraction points, irrigated areas, permit status and water infrastructure within the surveyed river basins. The information provides River Basin Authorities with an improved evidence base for water allocation, compliance monitoring and identification of areas experiencing increased water-use pressure. The survey outputs have also strengthened the spatial understanding of water use patterns and provided a basis for prioritising future regulatory and planning interventions.

The survey findings are presented in Figures 14 to 17, which provide basin-level spatial information on water users, abstraction points, irrigated areas, water infrastructure and permit-related information. The maps provide a consolidated reference for understanding the distribution and concentration of water use and identifying areas requiring further assessment, monitoring or regulatory attention.

1. Mbuluzi River Basin

The Mbuluzi River Basin map illustrates the spatial distribution of water use survey findings, including major water users, abstraction points, irrigated areas, water infrastructure and permit-related information. The water use and demand distribution pattern within the Mbuluzi Basin indicates a high concentration of water demand in the lower eastern part of the basin, with a significant dependence on Mnjoli Dam.

This highlights the need for a broader and more integrated approach to water use monitoring, balancing socio-economic demands, and strengthening coordination among institutions operating within the basin to better understand and address system pressures. Such efforts are further necessitated by the basin's strategic importance at the transboundary level.

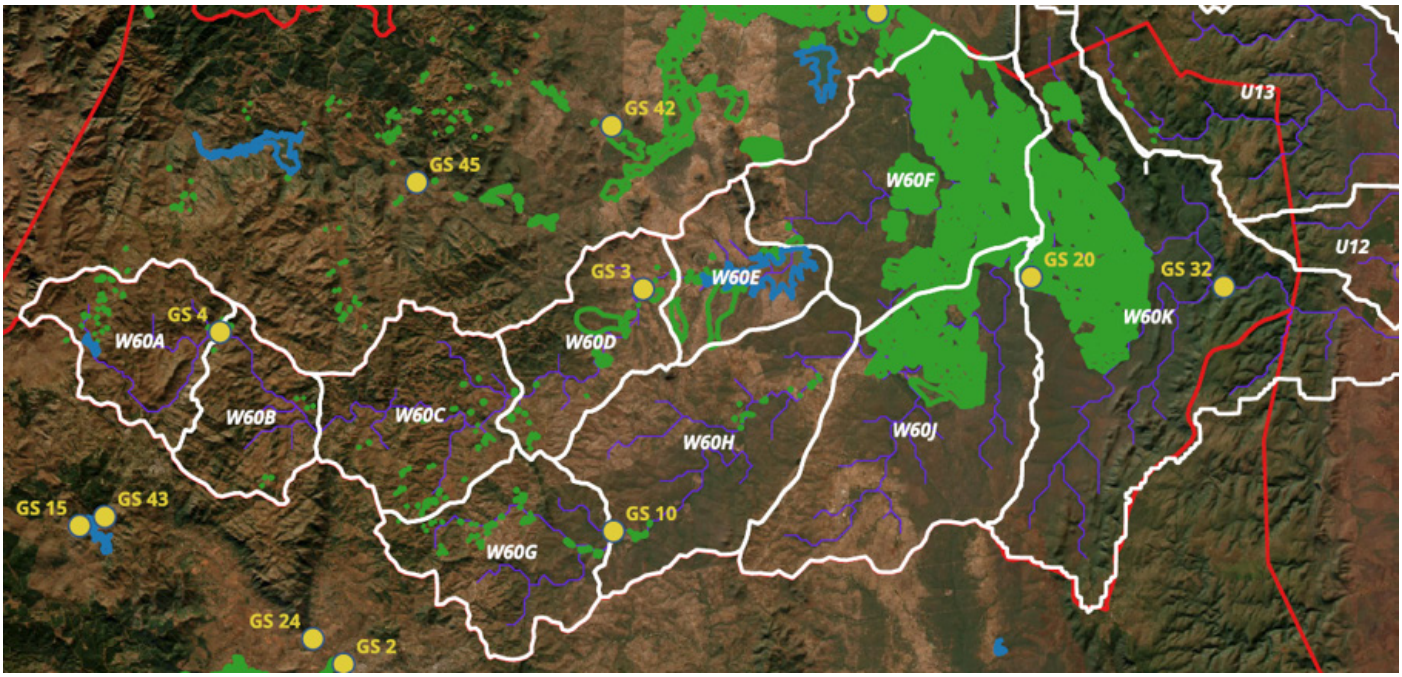


Figure 13: Mbuluzi Water Use Map

2. Komati River Basin

The Komati Basin, like many other basins in Eswatini, supports substantial irrigated sugarcane production, resulting in high water demand, particularly in the downstream areas. The basin is characterized by considerable hydrological variability, with the Maguga Dam playing a critical role in flow regulation and flood attenuation. These conditions underscore the need for enhanced climate change adaptation strategies aimed at strengthening basin resilience and water security. Furthermore, there is a need to promote the Water-Energy-Food-Environment Nexus approach to ensure the sustainable and equitable management of competing resource demands while maintaining ecosystem integrity.

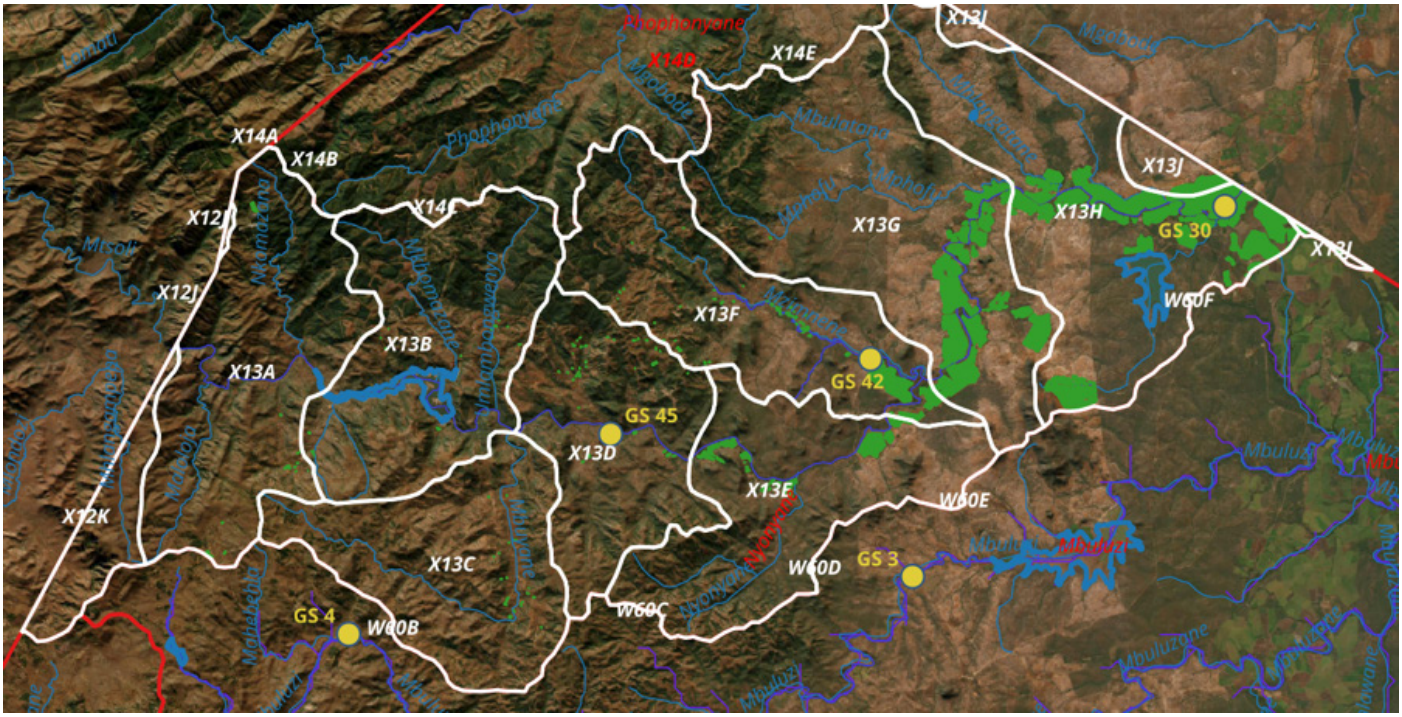


Figure 14: Komati Water Use Map

3. Lomati River Basin

During the reporting period, water quality deterioration and land degradation emerged as significant concerns within the basin, largely attributable to illegal mining activities. These environmental challenges highlight the urgent need for a basin-level environmental watchdog forum that actively engages local communities in monitoring and addressing environmental risks. Such a platform would strengthen environmental stewardship, support early identification of emerging threats, and facilitate coordinated action to mitigate adverse impacts on the ecosystem. Failure to address these issues could have far-reaching consequences, including the degradation of water resources and a decline in the overall water security of the basin.

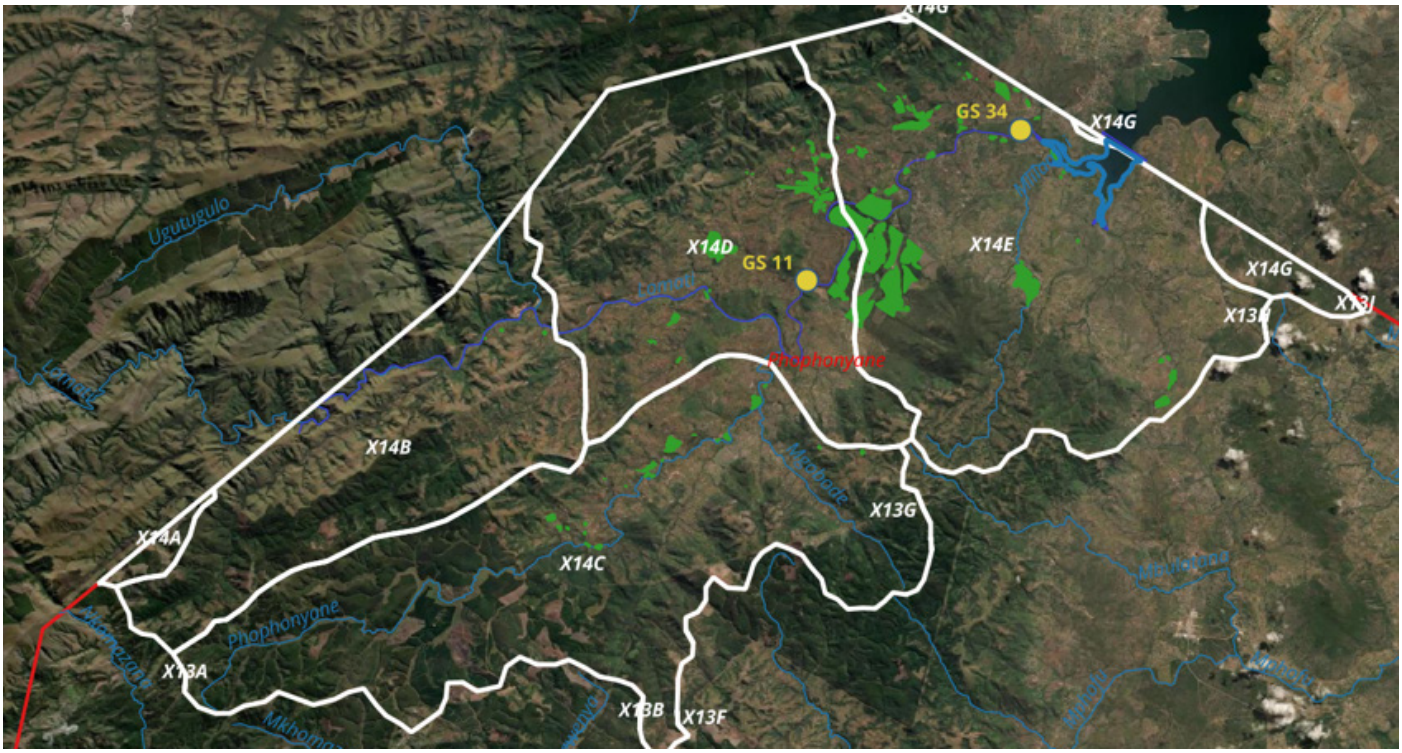


Figure 15: Lomati Water Use Map

4. Ngwavuma River Basin

The Ngwavuma Basin is characterized by highly variable river flows, making it one of the most climate-vulnerable basins in the country. In response to growing challenges related to water supply and demand, several national water development projects have been introduced within the basin. However, with the emergence of new economic development initiatives, there is an increasing need for strengthened coordination, environmental stewardship, and alignment among key stakeholders to ensure sustainable resource management.

The development of a comprehensive Ngwavuma River Basin Plan should be prioritized as a strategic roadmap for sustainable development. The plan would guide the balanced utilization of the basin's resources, ensuring that economic growth does not compromise water resources, which remain a vital foundation for livelihoods, ecosystem health, and long-term socio-economic development.

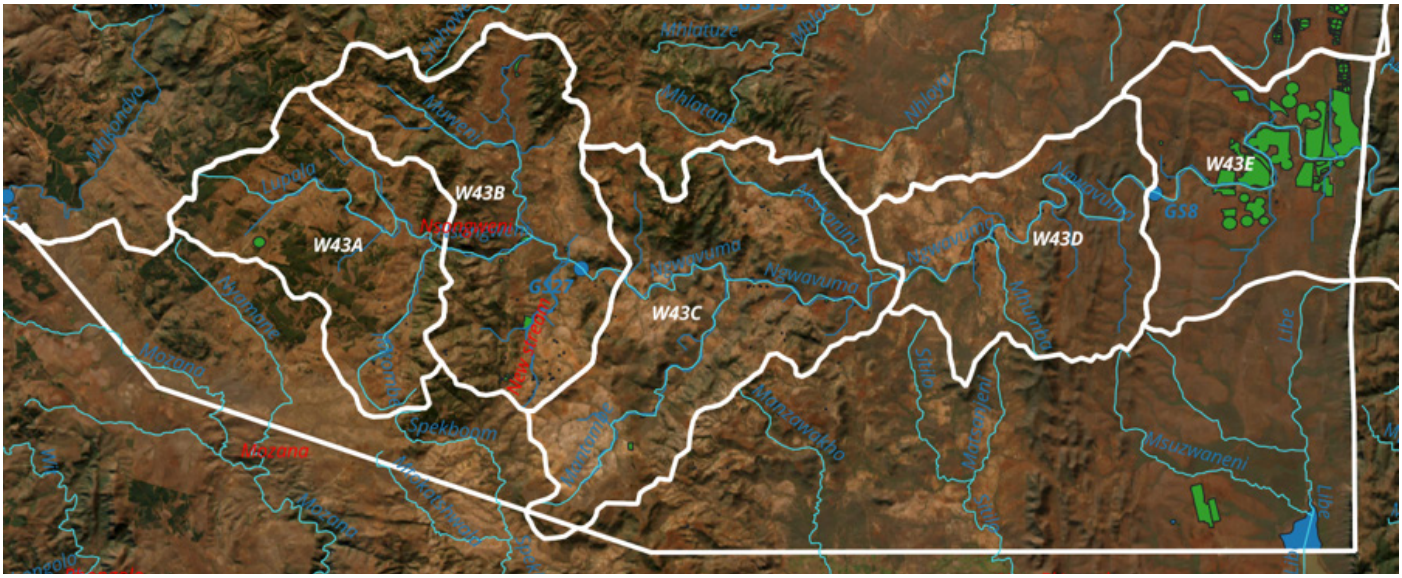


Figure 16: Ngwavuma Water Use Map

The completion of the water use survey provided good foundation and direction towards the progress of strengthening digital water administration through the continued development and operationalisation of the SIRHA permit management system. Key milestones included the validation and alignment of water user information, deployment of the Procedures Module, digitisation of permit documentation and advancement of the Billing Module. These improvements are strengthening permit workflow management, improving data integrity and supporting more efficient and consistent water administration across the River Basin Authorities.

6.3 River Basin Management Planning and Climate-Resilient Water Governance

Programme Objective: To develop and implement River Basin Management Plans that strengthen climate-resilient, evidence-based water resources governance.

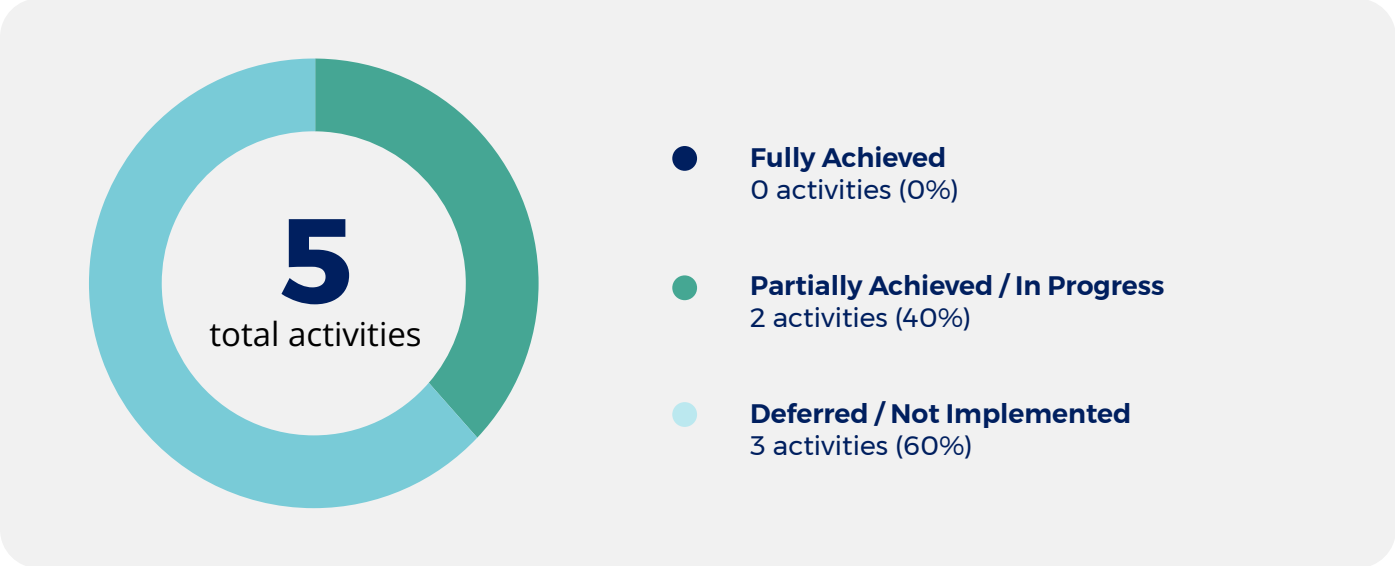


Figure 17: Annual performance matrix — River Basin Management Planning, 2025/2026

The JRBA-PB advanced the development of River Basin Management Plans (RBMPs) as strategic instruments for integrated water resources management, in line with the Water Act (2003) and the National Water Resources Master Plan (2016).During the reporting period, the Ngwavuma River Basin Management Plan progressed through completion of the basin situation analysis and identification of strategic issues, while initial situational assessment work was undertaken for the Mbuluzi Basin.

Progress on the remaining activities was affected by delays in securing suitable specialised technical support required for hydrological modelling. In response, JRBA-PB initiated hydrological modelling training for technical staff to strengthen internal capacity and support continuity of the planning process.

Stakeholder validation workshops, scenario development, basin plan formulation and finalisation have therefore been carried forward into 2026/27. The progress made during the reporting period established the analytical and institutional foundation for continued development of the Ngwavuma and Mbuluzi plans, while completion of these activities remains a priority for the year ahead.

6.4 Institutional Capacity Development and Knowledge Exchange

Programme Objective: To promote and strengthen partnerships for capacity building as a vehicle for collaborative skills development among partners, and to create an enabling environment and culture for high institutional performance.

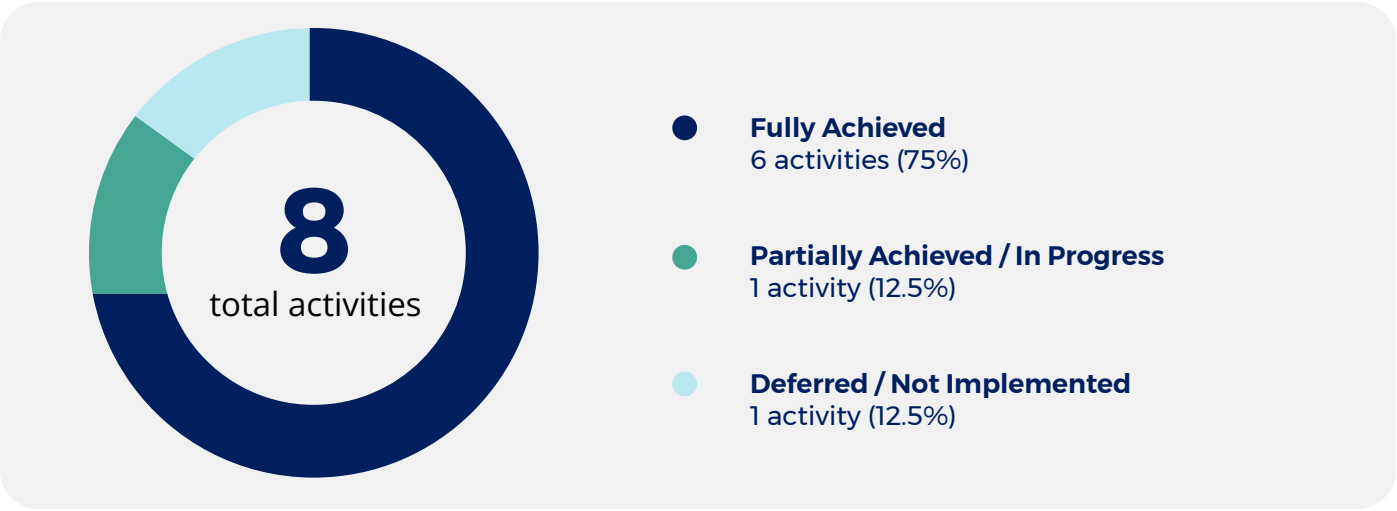


Figure 18: Annual performance matrix — institutional capacity development, 2025/2026

The JRBA-PB continued strengthening institutional capacity through targeted professional development, regional knowledge exchange and strategic partnerships. Through the Blue Deal Partnership, staff and young professionals participated in capacity-building programmes focused on integrated water resources management, technical skills development and knowledge exchange.

REMCO (River and Environmental Management)

The JRBA-PB in working with other catchment management agencies within the transboundary landscape of the IncoMaputo Basin, took lead in the organizing of the River and Environmental Management Cooperation (REMCO) platform during the 2025/26 financial year. REMCO is a multistakeholder initiative involving Eswatini, Mozambique and South Africa, with support from development partners in the Netherlands and Germany, that promotes collaborative management of shared water resources. The platform enables countries, river basin organisations, government agencies and development partners to jointly address transboundary water challenges, strengthen integrated water resources management, and enhance regional climate resilience.

During the reporting period, the JRBA-PB participated in a series of planning and coordination meetings in Mozambique in preparation for the annual REMCO Conference and contributed to shaping the conference programme, thematic discussions and transboundary water agenda. The organisation also provided financial support towards hosting the conference and participated in the event, held in Mozambique from 3–7 November 2025, which brought together River Basin Authorities, government institutions, development partners, water practitioners, youth representatives and other regional stakeholders to exchange knowledge and identify collaborative solutions to emerging water management challenges.

Through its participation, the JRBA-PB strengthened partnerships with regional institutions, enhanced knowledge exchange/ peer-to- peer learning, and reinforced Eswatini's role in advancing cooperative management of shared river basins. The conference outcomes supported improved institutional coordination, strengthened approaches to climate resilience and integrated water resources management, and promoted inclusive governance by recognizing the important role of women and youth in sustainable water management.

Research and Social Development Initiative

Through the Blue Deal flagship project, the institution supported the intergration of gender, poverty and social inclusion into water resources management by supporting applied research to better understand the social dimensions of water access within the Usuthu River Basin. As part of this initiative, a German student from Rhine-Waal University conducted research on the links between water access, gender and poverty in communities across the basin.

The JRBA-PB the integration of gender, poverty and social inclusion into water resources management by supporting applied research to better understand the social dimensions of water access within the Usuthu River Basin. As part of this initiative, a German student from Rhine-Waal University conducted research on the links between water access, gender and poverty in communities across the basin. The JRBA-PB assisted the study through field data collection, stakeholder engagement and technical guidance, ensuring that the research generated practical evidence to inform inclusive water governance, river basin planning and future investment decisions.

The research identified significant inequalities in access to safe and reliable water services across the basin. While many households have access to piped water, communities in the Lowveld remain heavily dependent on unsafe surface water sources, exposing them to greater health and climate-related risks.

The findings also revealed that women and girls continue to bear the greatest responsibility for water collection, limiting opportunities for education and economic participation, while households with persons with disabilities face additional barriers in accessing water services. The study further highlighted challenges related to drinking water safety, menstrual hygiene management, and the limited participation of youth and persons with disabilities in water governance and decision-making.

The research demonstrates that investments in reliable water infrastructure and inclusive governance can deliver significant social and economic benefits. Households with piped water reported reduced time spent collecting water and greater opportunities for women to participate in income-generating activities, illustrating the transformative impact of improved water services.

The findings provide the JRBA-PB and its partners with an evidence base for designing more inclusive policies, prioritising investments in underserved communities, and strengthening governance systems that improve water security, climate resilience and equitable access to water resources across Eswatini.

6.5 External Partnerships, Investment Mobilisation and Strategic Projects

Programme Objective: To mobilise adequate financial resources to support annual programmes, to build relationships with donor agencies and potential funders, and to improve integrated water resources management (IWRM) across the river basins.



Figure 19: Annual performance matrix — external partnerships and investment mobilisation, 2025/2026

African Water Investment Programme (AIP) Readiness Project

The JRBA-PB strengthened strategic partnerships and supported the mobilisation of resources for sustainable water management initiatives. Through the African Water Investment Programme (AIP) Readiness Project, a continental initiative that aims to mobilise climate-resilient investments to accelerate progress towards Sustainable Development Goal 6 (SDG 6), the institution contributed technical expertise towards the development of the Eswatini Water Investment Programme (EWIP), which provides a roadmap for attracting climate finance and investment into priority water sector interventions. As one of eight African countries participating in the programme, Eswatini is developing the EWIP to establish a coordinated pipeline of bankable water sector investments capable of attracting climate finance and development partner support.

During the reporting period, the JRBA-PB collaborated with the Department of Water Affairs, the National Designated Authority, Global Water Partnership Eswatini and other stakeholders to advance implementation of the project, contributing to Green Climate Fund proposal development training, institutional readiness assessments, stakeholder mapping, project scorecard development, and the preparation of the EWIP through a multi-stakeholder technical working group. This work culminated in the stakeholder validation of the EWIP during the year, one of several partnership contributions that, together, support Eswatini's ability to access climate finance and attract investment in sustainable water infrastructure.



Global Environment Facility Project (GEF-8)

The **Global Environment Facility (GEF-8) project,** Strengthening Integrated Transboundary Management of the Incomati and Maputo River Basins, commenced in July 2025 and is scheduled to run until December 2030. The project is implemented jointly by Eswatini, Mozambique and South Africa and seeks to strengthen transboundary water governance, promote environmental sustainability and support livelihood improvement through the Water-Energy-Food-Ecosystems (WEFE) Nexus approach. JRBA-PB serves as the implementing partner for Component 4, which focuses on national livelihood demonstration pilot projects, providing governance, coordination and implementation support in Eswatini.

Initial project establishment activities were undertaken during the reporting period. Key milestones included the development of a multi-annual work plan and project budget, which provide the framework for project implementation. A Project Officer was recruited to coordinate day-to-day project activities, supported by technical personnel from JRBA-PB in the areas of project management, finance, procurement, communications and water resources management. Stakeholder engagement and mobilisation activities were undertaken with government ministries, parastatals and other institutions that will contribute to project implementation, and operational resources required for project implementation and field activities were also secured. The project will now advance towards the validation of planning documents, establishment of technical working structures, baseline assessments, and implementation of activities outlined in the Joint Work Plan, with the official project launch scheduled for May 2026.

National Water Pricing Framework

The JRBA-PB is supporting the development of a **National Water Pricing Framework** as a key reform to strengthen sustainable and equitable water resources management in Eswatini. Effective water pricing is an important policy instrument for promoting efficient water use, recognising the economic value of water, and generating sustainable financing for the operation, maintenance and long-term management of water resources infrastructure. As climate variability, population growth and competing water demands continue to increase pressure on available resources, the initiative seeks to establish a transparent and balanced pricing system that supports water security while safeguarding affordability for different categories of users.

During the 2025/26 financial year, the JRBA-PB advanced the initiative by developing two concept notes and a stakeholder engagement and implementation framework. These documents proposed approaches for implementing differentiated water pricing mechanisms and outlined the institutional and consultative processes required to support implementation.

To build stakeholder ownership and consensus, the JRBA-PB facilitated two national stakeholder consultation workshops in February 2026, bringing together medium- and large-scale water users and other sector stakeholders to discuss the principles, opportunities and implications of differential water pricing. The consultations have laid the foundation for broader policy development by incorporating user perspectives into the design of the framework, and, once implemented, the Framework is expected to improve water-use efficiency, strengthen cost recovery, encourage responsible water stewardship, and enhance the long-term sustainability of the country's water sector.



Eswatini Youth in Water Initiative

The Eswatini Youth in Water Initiative advanced youth participation in water resources management through the establishment of a Youth Core Working Group, implementation of outreach activities, strengthened youth-led social media management, and participation of youth representatives in the REMCO platform. Progress was also made in developing the initiative's website. Public-facing activities, including the World Rivers Day river clean-up and youth engagement events, were implemented jointly with the Public Relations and Communications Unit.



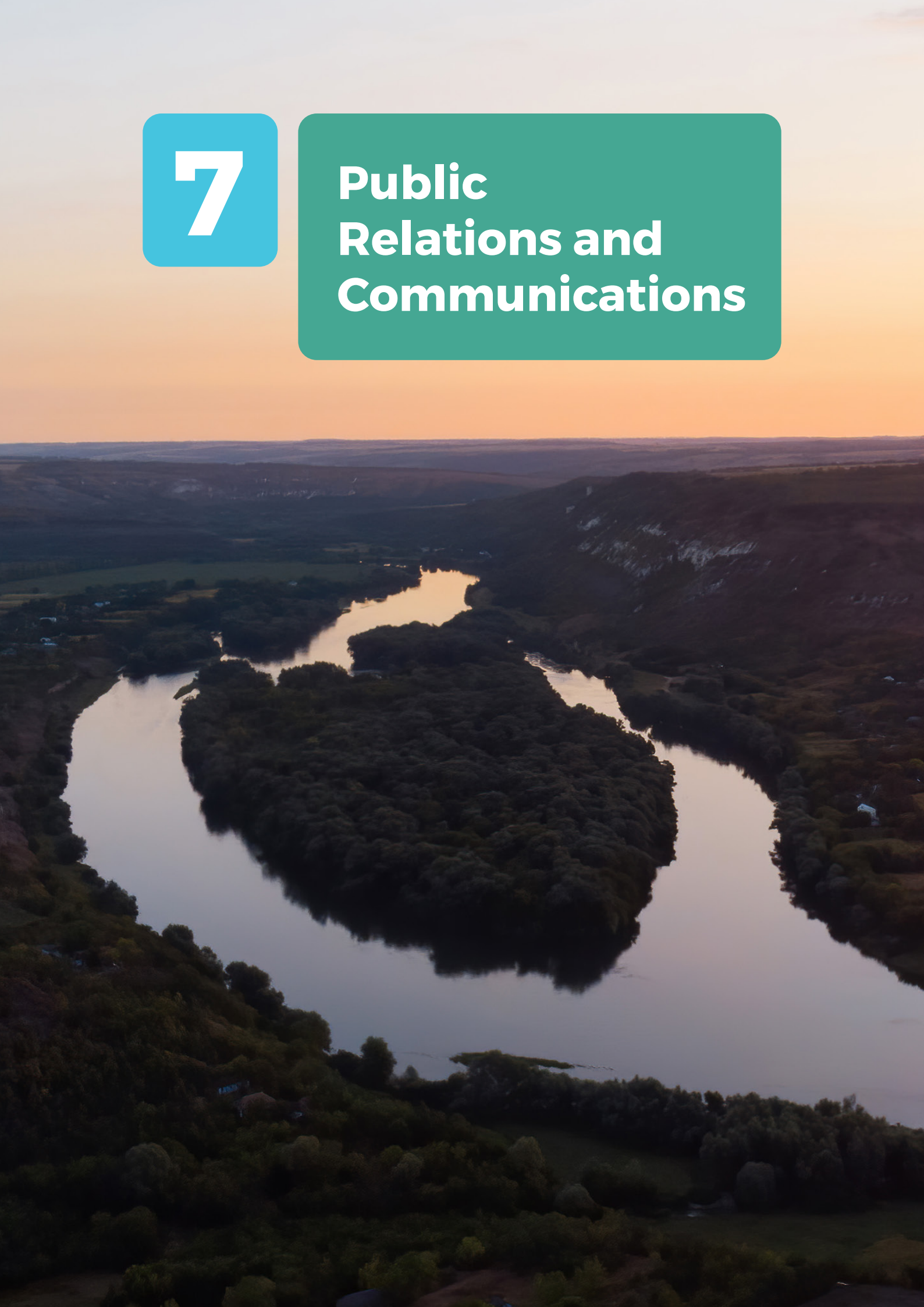








7 Public Relations and Communications



7.1 Introduction

The Public Relations and Communications Unit is responsible for strengthening JRBA-PB's institutional identity, stakeholder engagement, public awareness and communication of the institution's contribution to integrated water resources management. During the 2025/26 financial year, the Unit implemented activities aligned on stakeholder engagement, institutional visibility, public awareness, communication systems and strategic partnerships.

The Unit's work contributed to improved access to institutional information, strengthened engagement with water users and stakeholders across the river basins, increased public awareness of sustainable water resources management, and enhanced JRBA-PB's visibility among national and regional partners.

The Unit recorded a high level of implementation across communication, branding, publicity, reporting and stakeholder engagement functions. Activities that were not fully completed were primarily affected by phased implementation, resource reprioritisation or dependencies extending into the next financial year.

7.2 Building Partnerships and Collaborative Platforms for Sustainable Water Governance

Programme Objective: To promote inclusivity and participation of all stakeholders for sustainable water governance.

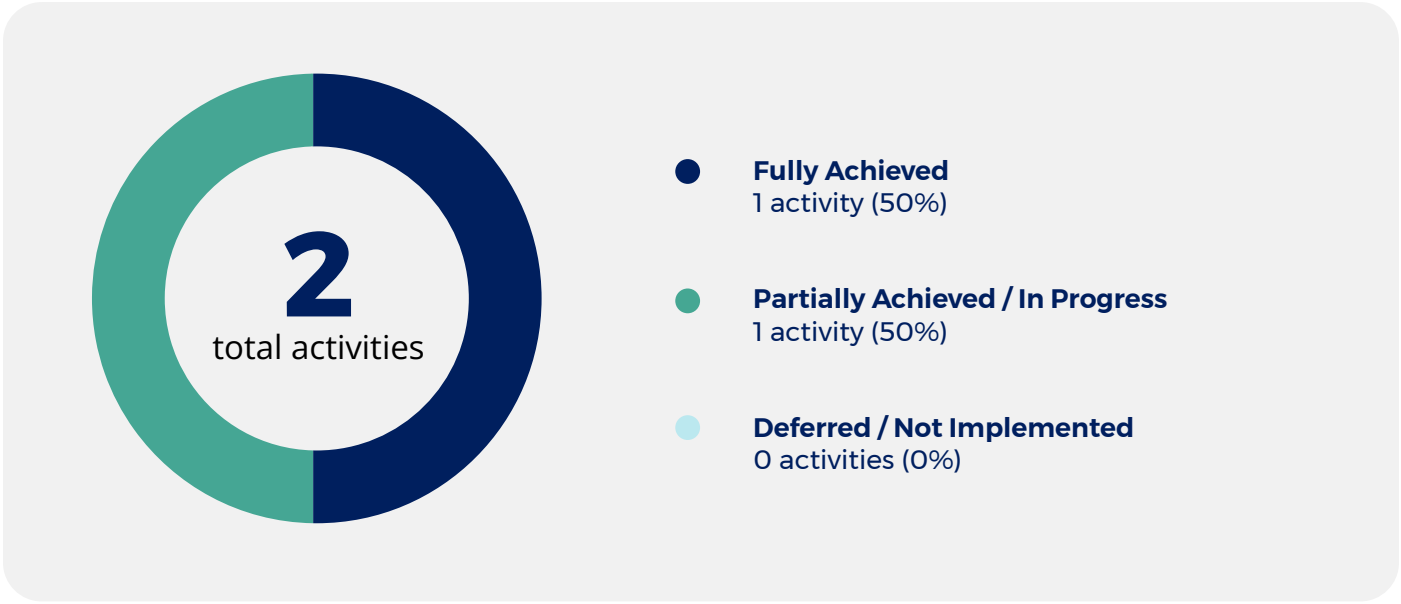


Figure 20: Annual performance matrix — partnerships and collaborative platforms, 2025/2026

This Key Focus Area focused on strengthening collaboration with stakeholders and supporting partnerships that promote shared responsibility for sustainable water resources management. JRBA-PB continued to strengthen strategic partnerships that enhance institutional capacity, promote knowledge exchange, and support sustainable management of shared water resources. Collaboration with regional and international partners improved technical cooperation, strengthened hydrological monitoring, and supported coordinated approaches to climate resilience and transboundary water governance.

INMACOM Partnership

A significant achievement during the reporting period was the signing of a Memorandum of Understanding (MoU) between JRBA-PB and the Incomati and Maputo Watercourse Commission (INMACOM).

The agreement established a framework for cooperation in hydrological and water quality monitoring, ecosystem restoration, climate resilience, data sharing, decision-support systems and resource mobilisation.

The partnership provides a basis for coordinated planning, technical cooperation and information exchange on shared water resources, while strengthening JRBA-PB's participation in regional initiatives aimed at improving transboundary water security and resilience.

Blue Deal Partnership and Technical Cooperation

Through the Blue Deal programme, JRBA-PB continued to strengthen hydrological monitoring and data-driven water resources management in collaboration with national and regional partners.

Technical cooperation with ARA-Sul IP supported the implementation of the HydroNET system, installation of hydrological gauging stations, improvement of hydrological data-sharing procedures and assessment of monitoring network interoperability.

These interventions improved the availability and use of hydrological information for water resources management, strengthened institutional capacity for evidence-based decision-making and enhanced technical cooperation between Eswatini and Mozambique in managing shared water resources.

WISA Chapter and Communities of Practice

JRBA-PB supported the establishment of a local WISA Chapter to promote professional collaboration, technical networking and knowledge exchange within the water sector. The initiative created opportunities for professional development and collaboration among water sector practitioners.

The institution the Community of Practice initiative through regional co-learning engagements. These engagements promoted peer learning, technical knowledge exchange and the sharing of good practices in integrated water resources management.

Collaborations and Events

World Rivers Day Clean Up Campagin

The institution successfully supported collaborative environmental initiatives through partnerships with organisations involved in water and environmental conservation.

A key achievement was JRBA-PB's support to the Eswatini Youth in Water Initiative during the World Rivers Day clean-up campaign conducted along the Lutsantsama River.

The initiative promoted environmental stewardship, increased awareness of river protection and strengthened youth participation in water conservation activities.

Temvelo Awards Participation

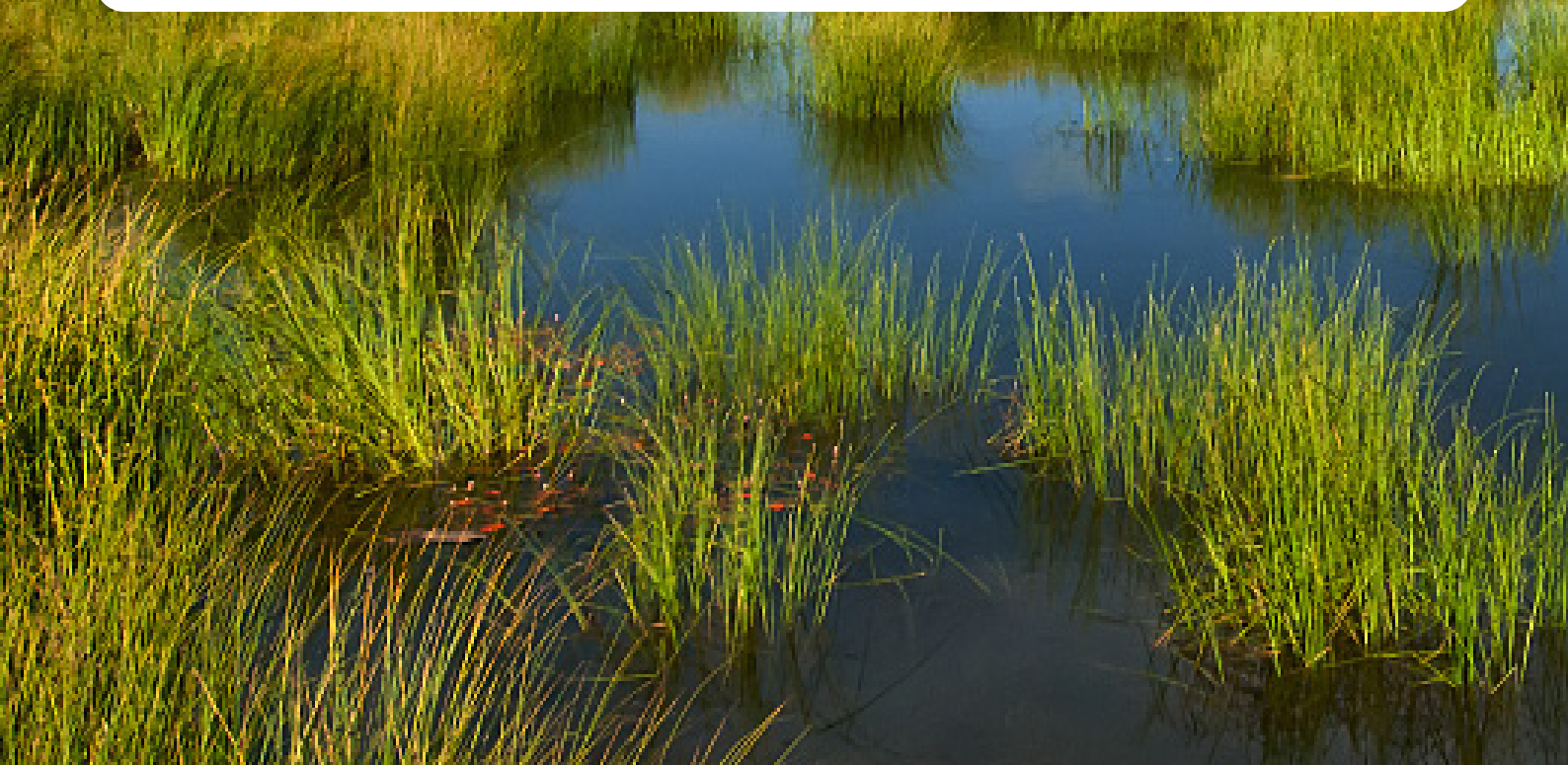
JRBA-PB also supported the Temvelo Awards 2025, contributing to the recognition and promotion of environmental stewardship, conservation and sustainable development initiatives.

World Climate Change Commemoration

Participation in the World Climate Change Day engagement at the University of Eswatini Luyengo Campus also contributed to national dialogue on climate resilience, environmental sustainability and the implications of climate change for sustainable water resources management.

These engagements strengthened collaboration with organisations and institutions involved in water resources management, environmental protection and sustainable development.

They also created opportunities for knowledge sharing, strategic dialogue and the development of collaborative approaches to addressing emerging water and climate-related challenges. While implementation progressed well, additional partnership activities planned under this Key Focus Area remain ongoing and will continue as opportunities arise.



7.3 Strengthening Communication Systems and Knowledge Exchange on Water Governance

Programme Objective: To establish an effective communication and networking system on cross-cutting issues.

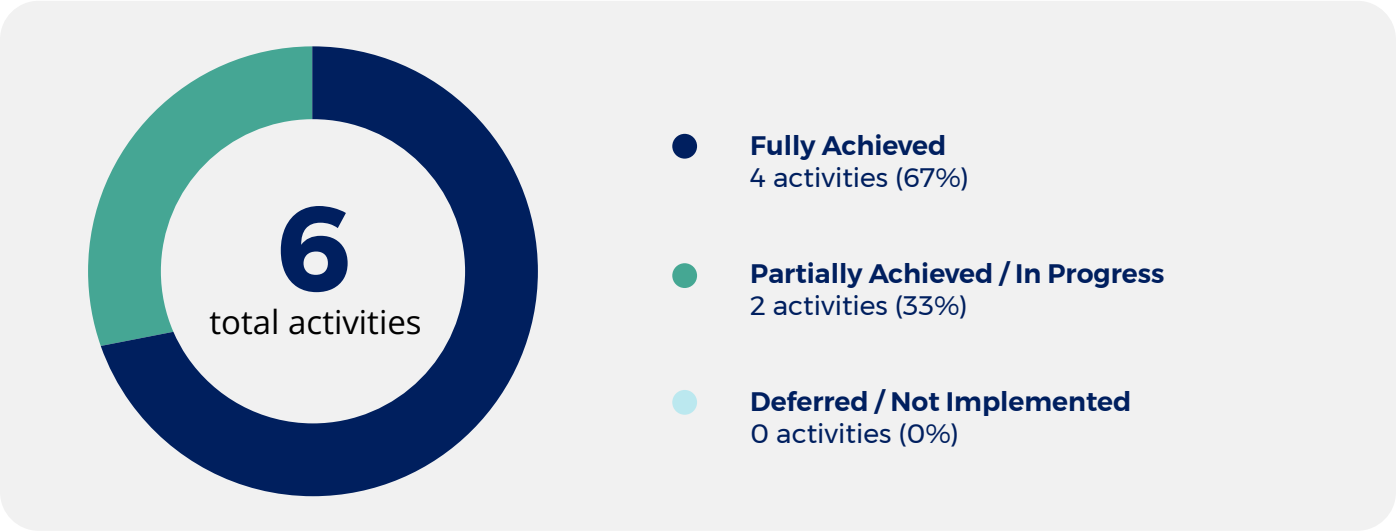


Figure 21: Annual performance matrix — communication systems and knowledge exchange, 2025/2026

Activities under this objective included basin-level stakeholder engagements, communication support for water quality planning, the HydroNET stakeholder workshop, climate finance readiness engagements, participation in regional groundwater platforms and continued development of the Communications Strategy.

1. Basin-level engagements

Basin-level engagements were conducted at Dwaleni, Lomati Inkhundla, Chief Vusela and other stakeholder platforms. These engagements strengthened communication between JRBA-PB, River Basin Authorities, communities and water users while providing opportunities to discuss water allocation, water quality challenges, compliance requirements and basin management priorities. The Unit also supported communication processes linked to the development of River Basin Water Quality Plans, with stakeholder consultation workshops providing platforms for water users, traditional authorities, government institutions and communities to contribute towards identifying water quality challenges and management interventions.

3. Basin-level engagements

The HydroNET stakeholder engagement workshop was successfully conducted, strengthening collaboration between JRBA-PB, major water users and water management institutions, and improving stakeholder understanding of digital water management tools ahead of future customised dashboard development. JRBA-PB also participated in Climate Finance Readiness Engagements, which enhanced institutional understanding of climate finance opportunities, investment readiness requirements and the role of water institutions in supporting climate-resilient water security initiatives. Participation in the 7th SADC-GMI Groundwater Conference further strengthened regional knowledge exchange and collaboration on groundwater governance and monitoring.

3. Communications Strategy

The Communications Strategy was developed internally during the reporting period following an assessment of institutional communication needs, target audiences, messaging requirements and available communication resources. Key strategic components were completed, providing a framework for strengthening internal and external communication. Finalisation and implementation planning will continue in 2026/27.

7.4 Expanding Public Awareness and Institutional Outreach

Programme Objective: To conduct publicity campaigns including visits to key stakeholders, interviews, launches and school competitions.



Figure 22: Annual performance matrix — public awareness and institutional outreach, 2025/2026

The Key Focus Area achieved full implementation of all eight planned activities aimed at increasing public awareness of JRBA-PB's mandate, promoting sustainable water resources management and strengthening institutional visibility. The Unit supported the institution's participation in major public awareness and sector platforms, including the Eswatini International Trade Fair (EITF) 2025, World Water Day and climate-related awareness initiatives.

At the Eswatini International Trade Fair 2025, JRBA-PB showcased digital water management technologies, including SIRHA, HydroNET, GIS applications, TeleControlNet (TCN) and remote sensing tools. The exhibition provided an opportunity to demonstrate how digital technologies support water resources monitoring, information management and evidence-based decision-making, while increasing public understanding of JRBA-PB's technical role and services.

On World Water Day, JRBA-PB demonstrated its leadership in river basin management by aligning its participation with the national commemoration and the commissioning of the Phonjwane Water Scheme in Siphofaneni. Institutional branding and communication initiatives supported this engagement, highlighting the organisation's role in advancing sustainable and integrated water governance. The activities contributed to public awareness of water security, responsible water use and sustainable water resources management, while enhancing JRBA-PB's visibility within the national water sector.

The Unit also maintained regular dissemination of institutional information through media platforms, social media channels and other communication materials. A total of 16 communication materials were produced and disseminated during the reporting period, covering basin activities, stakeholder consultations, institutional initiatives and national water-sector events.
Overall, the activities expanded JRBA-PB's public outreach, increased visibility of its mandate and supported more consistent communication of the institution's contribution to water resources management.

7.5 Strengthening Communication Tools and Platforms for Stakeholder Engagement

Programme Objective: To drive an inclusive, participatory approach to ensure effective stakeholder engagement.



Figure 23 Annual performance matrix — communication tools and platforms for Stakeholder Engagement

This Key Focus Area achieved full implementation of the planned activities aimed at strengthening stakeholder engagement capacity and enhancing institutional communication systems. A major achievement was the development of an institutional communication guideline tool, with support from the Blue Deal programme, to guide internal and external communication processes within JRBA-PB. The tool provides a structured approach to information dissemination, stakeholder communication and institutional messaging, promoting greater consistency in how information is developed and shared across the organisation.

The Unit also strengthened JRBA-PB's visual documentation and communication capacity, enhancing its ability to document institutional activities, stakeholder engagements and public awareness initiatives. The improved capability supports the production of stronger visual communication materials for institutional platforms and stakeholder engagements. The Unit also supported the use of digital work and communication platforms to facilitate internal coordination, task management, information sharing and collaboration across institutional functions. These tools supported improved workflow coordination and more efficient communication in the implementation of cross-functional activities and institutional initiatives.

In addition, the Unit successfully implemented institutional advertising activities through targeted newspaper publications aligned with key institutional and national events. These initiatives facilitated the timely dissemination of information on JRBA-PB programmes and strengthened public awareness of the institution's mandate.

Overall, the achievements under this Key Focus Area established a stronger communication foundation to support effective stakeholder participation, improve internal and external information sharing, and enhance institutional visibility and stakeholder relations.

7.6 Advancing Gender-Responsive Participation in Water Governance

Programme Objective: To promote inclusivity and participation of all stakeholders for sustainable water governance through the Women in Parliament initiative.

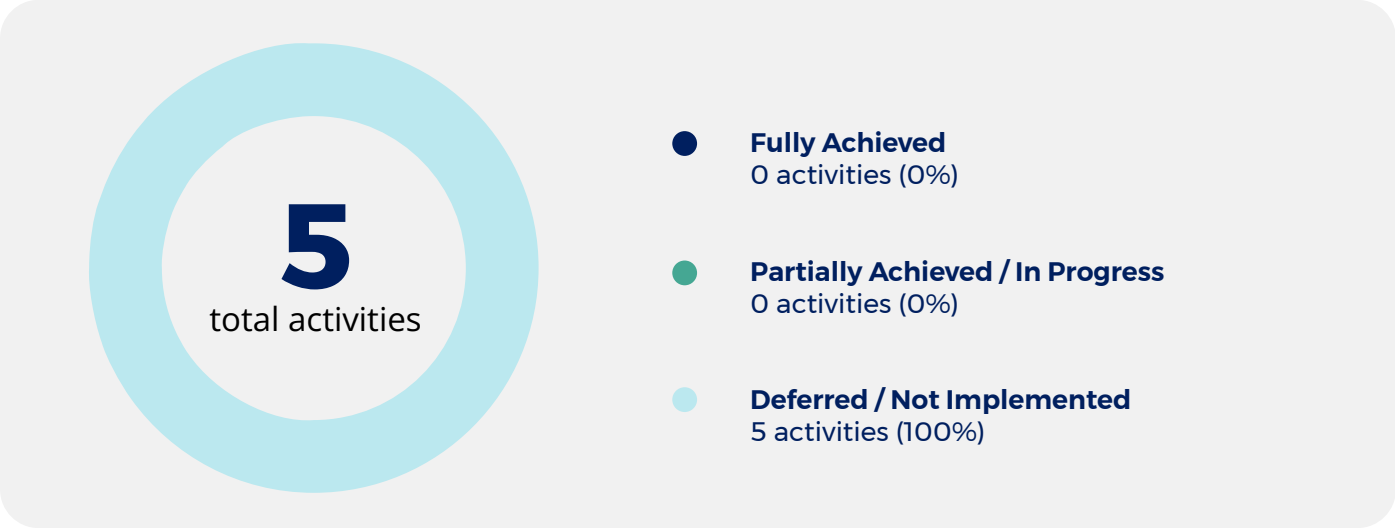


Figure 24: Annual performance matrix — gender-responsive participation, 2025/2026

During the reporting period, JRBA-PB sought to strengthen gender-responsive participation in water governance through the planned establishment of structured engagement platforms involving women leaders, parliamentary structures and key stakeholders. Planned activities, including the Women in Parliament Workshop, the establishment of a women's reference group, engagement with parliamentary structures and related facilitation arrangements, were deferred following the reprioritisation of the Blue Deal budget allocation.

Despite these constraints, the Stakeholder Unit continued to support broader initiatives aimed at advancing gender equality and promoting the participation of women in science, technology and water-related fields. The Unit participated in activities led by the Ministry of Information, Communications and Technology (MICT) and the Eswatini National Chapter for Women in Science, Engineering and Technology (ENWISET), including the launch of the Women and Girls in STEM Mentorship Programme.

Participation in these initiatives contributed to the national agenda of advancing gender equality in science, technology, engineering and mathematics (STEM) and created opportunities for JRBA-PB to establish strategic partnerships with institutions championing women's empowerment. The engagements will further support the development of a database of women professionals and stakeholders in STEM, which may serve as a valuable resource for future water governance initiatives and stakeholder representation platforms.

Although the formal Women in Parliament Platform was not established during the reporting period, the initiative remains strategically aligned with JRBA-PB's commitment to inclusive water governance. Future implementation will strengthen the participation of women in decision-making processes and provide a structured mechanism for integrating gender considerations into water resources management discussions.

7.7 Enhancing Institutional Identity and Visibility

Programme Objective: To enhance brand awareness of the institution to enable engagement with other organisations of interest.



Figure 25: Annual performance matrix — institutional identity and visibility, 2025/2026

The Key Focus Area recorded strong progress in strengthening JRBA-PB's institutional identity and visibility. Three of the four planned activities were fully achieved, covering participation in visibility platforms, implementation of institutional branding activities and provision of promotional materials for stakeholder engagement and public awareness initiatives.

Participation in national and regional platforms, including the Eswatini International Trade Fair and REMCO engagements, provided opportunities to communicate JRBA-PB's role in integrated water resources management and engage with government institutions, development partners and other stakeholders. These platforms also supported increased awareness of the institution's mandate and strengthened its visibility among key partners.













8 Financial Performance



8. Financial Performance

JRBA-PB maintained a stable funding position during the 2025/2026 financial year through three principal sources: Government funding, development partner support (Blue Deal Program) and internally generated revenue. These funding streams supported the institution's operational requirements, implementation of strategic programmes, institutional capacity development and integrated water resources management activities during the reporting period.

Funding Source	Amount (Emalangeni)	Share of Total
Government of Eswatini	3,891,774.00	51.6%
Blue Deal Programme (net disbursement)	2,454,499.00	32.6%
Administration Fees	1,193,122.00	15.8%
Total Income	7,539,395.00	100%

Government funding contributed the largest share at 35%, followed closely by RBA transfers at 32%. The Blue Deal Programme accounted for 22%, while Administration Fees made up the smallest share at 11%. Overall, the institution's funding base was diversified, with Government and RBA-related funding forming the majority of total income.

8.1 Government of Eswatini Funding

Government funding remained the primary source of financial support for JRBA-PB during the reporting period. An allocation of E3,891,774.00 supported the institution's operational requirements and implementation of its statutory mandate.

Of this amount, E3,500,000.00 was transferred directly to JRBA-PB to support operational expenditure, programme implementation and strategic priorities, while the balance was allocated towards the remuneration of deployed personnel. Government funding therefore continued to provide the core financial base required to maintain institutional operations and deliver priority water resources management functions.

8.2 Blue Deal Funding

The Blue Deal Programme remained an important source of financial and technical support for JRBA-PB's institutional development and water resources management programmes. During the reporting period, the Dutch Government approved grant funding of E2,530,759.64, with a net disbursement of E2,454,499.00 after foreign exchange adjustments.

The funding supported priority interventions in areas including hydrological monitoring, digital water management systems, institutional capacity development and regional technical cooperation. The partnership also provided opportunities for technical exchange and collaboration, supporting the implementation of initiatives aimed at strengthening integrated water resources management.

8.3 RBA Transfers

RBA transfers represent funds received from the River Basin Authorities in line with Government's recommendation to centralise resources for improved coordination, financial management and implementation of basin-level activities. During the reporting period, JRBA-PB received transfers from four of the five River Basin Authorities, contributing E3,637,327.00 to the institution's total income. These funds formed a significant component of the funding base and supported the operational and administrative costs associated with coordinated water resources management across the basins.

However, the Usuthu RBA had not yet transferred its contribution by the end of the reporting period.

8.4 Administration Fees

Administration fees provided an additional source of internally generated revenue during the reporting period. A total of E1,219,438.00 was collected from large-scale basin water users and institutional partners for services rendered.

The revenue complemented Government and development partner funding and contributed to the financing of JRBA-PB's administrative and operational requirements. Internally generated revenue remains an important component of the institution's funding base and contributes to its financial resilience and capacity to sustain the delivery of core services.

8.5 Audited Financial Statements

KRES
CHARTERED ACCOUNTANTS

JOINT RIVER BASIN AUTHORITIES PROJECT BOARD

Financial Statements

For the year ended 31 March 2026

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admin@kres.africa

Joint River Basin Authorities Project Board

Financial Statements for the year ended 31 March 2026

General Information

Country of incorporation and domicile	Eswatini
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	Board Chairperson: Mr. Mthinini Dlamini Vice Chairperson: Mr. Ewyn Dlamini Member: Mr. James Tsabedze Member: Ms. Anne Kruger Member: Mr. Jozua Scheepers Member: Ms. Zodwa Dlamini Member: Mr. Musa Masilela Member: Mr. Bonus Mahlalela Member: Mrs. Patience Mamba Dlamini Member: Mr. Philemon Malandvule Ex-Officio Member: Ms. Emelda Magagula Ex-Officio Member: Mr. Musa Mwelase Acting CEOs: Ms. Takhona Dlamini and Ms. Precious Simelane
Business address	Lubovane, Dampsite Office Eswatini
Postal address	P.O Box 381 Siphofaneni
Bankers	First National Bank, Eswatini
Auditors	KRES Chartered Accountants Office 407, SNAT Building Manzini, Eswatini

Joint River Basin Authorities Project Board

Financial Statements for the year ended 31 March 2026

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
Accounting Policies	11 - 14
Notes to the Financial Statements	15 - 17

Joint River Basin Authorities Project Board

Financial Statements for the year ended 31 March 2026

Directors' Responsibilities and Approval

The directors are required in terms of the generally accepted accounting standards 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 and Medium-sized Entities. 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 and Medium-sized Entities 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 directors set 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 7 to 17, which have been prepared on the going concern basis, were approved by the directors on 31 July 2026 and were signed on its behalf by:

Chief Executive Officer

Board Chairperson

KRES
CHARTERED ACCOUNTANTS

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Independent Auditors' Report

To the directors of Joint River Basin Authorities Project Board Opinion

We have audited the financial statements of Joint River Basin Authorities Project Board ("the organization") set out on pages 7 to 17, which comprise the statement of financial position as at 31 March 2026, the statements of profit or loss and other comprehensive income, changes in funds 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 organization as at 31 March 2026, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards for Small and Medium Entities (IFRS for SMEs).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the organization in accordance with International Ethics Standards Board of Accountants Code of Ethics for Professional Accountants (Part A and B) and in accordance with the ethical requirements applicable to performing audits in Eswatini. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Directors for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards for Small Medium-sized Entities (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 organization'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 skepticism 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.

- 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 internal controls.

- 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 organizations' 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 communicated 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.

KRES Chartered Accountants
Albert Chimbohwayi - CA (SD)
Practice Certificate Number: P43

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Joint River Basin Authorities Project Board

Financial Statements for the year ended 31 March 2026

Directors' Report

The directors submit their report for the year ended 31 March 2026.

1. Review of activities

Main business and operations

The organisation is engaged in providing technical support and secretarial services to all the River Basin Authorities and to ensure coordinated and efficient utilisati and management of water resources in order to maximise economic, social and environmental benefits.

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. Events after the reporting period

The directors are not aware of any matter or circumstance arising since the end of the financial year.

3. Directors

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

Board Chairperson:	Mr. Mthinini Dlamini
Vice Chairperson:	Mr. Ewyn Dlamini
Member:	Mr. James Tsabedze
Member:	Ms. Anne Kruger
Member:	Mr. Jozua Scheepers
Member:	Ms. Zodwa Dlamini
Member:	Mr. Musa Masilela
Member:	Mr. Bonus Mahlalela
Member:	Mrs. Patience Mamba Dlamini
Member:	Mr. Philemon Malandvule
Ex-Officio Member:	Ms. Emelda Magagula
Ex-Officio Member:	Mr. Musa Mwelase
Acting CEOs:	Ms. Takhona Dlamini and Ms. Precious Simelane

Auditors

KRES Chartered Accountants (Eswatini) Manzini

Joint River Basin Authorities Project Board

Financial Statements for the year ended 31 March 2026

Statement of Financial Position

Figures in Lilangeni	Note(s)	2026	2025
Assets			
Non-Current Assets			
Property, plant and equipment	2	2,014,540	1,947,934
Loan to related party	3	400,000	400,000
		2,414,540	**2,347,943**
Current Assets			
Accounts receivable	4	62,567	56,691
Investments	5	1,997,000	-
Cash and cash equivalents	6	6,957,679	7,472,935
		9,017,245	**7,529,626**
Total Assets		**11,431,785**	**9,877,569**
Equity and Liabilities			
Equity			
Accumulated funds		**10,796,319**	**9,538,064**
Liabilities			
Current Liabilities			
Accounts payable	7	635,466	339,505
		635,466	**339,505**
Total Equity and Liabilities		**11,431,785**	**9,877,569**

Joint River Basin Authorities Project Board
Financial Statements for the year ended 31 March 2026

Statement of Comprehensive Income

Figures in Lilangeni	Note(s)	2026	2025
Grant income	**8**	9,591,826	6,214,264
Other income	**9**	1,219,438	3,404,765
Interest received		68,030	-
Administration and operating expenses	**10**	(9,621,039)	(7,250,659)
Surplus for the year		**1,258,255**	**2,368,370**

Joint River Basin Authorities Project Board

Financial Statements for the year ended 31 March 2026

Statement of Changes in Funds

Figures in Lilangeni	Fund balances	Total Fund balances
Balance at 31 March 2024	**7,169,694**	**7,169,694**
Surplus for the year	2,368,370	2,368,370
Balance at 31 March 2025	**9,538,064**	**9,538,064**
Surplus for the year	1,258,255	1,258,255
Balance at 31 March 2026	**10,796,319**	**10,796,319**

Joint River Basin Authorities Project Board
Financial Statements for the year ended 31 March 2026

Statement of Cash Flows

Figures in Lilangeni	Note(s)	2026	2025
Cash flows from operating activities			
Surplus for the year		1,258,255	2,368,370
Depreciation		392,796	415,880
Working capital changes			
Change in receivables		(5,876)	4,500
Change in payables		295,960	(332,306)
Net cash from operating activities		**1,941,136**	**2,456,444**
Cash flows from investing activities			
Purchase of property, plant and equipment	**2**	(459,393)	(297,927)
Investments	**3**	(1,997,000)	-
Net cash from investing activities		**(2,456,393)**	**(297,927)**
Total cash movement for the year		**(515,256)**	**2,158,517**
Cash at the beginning of the year		7,472,935	5,314,418
Total cash at end of the year	**6**	**6,957,679**	**7,472,935**

Joint River Basin Authorities Project Board

Financial Statements for the year ended 31 March 2026

Accounting Policies

1. Basis of preparation

The annual financial statements have been prepared in accordance with International Financial Reporting Standards. The annual financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. These accounting policies are consistent with the previous year.

1.1 Functional and presentation currency

The financial statements are prepared in Eswatini Lilangeni. The symbol "E" denotes Lilangeni unless explicitly indicated otherwise.

1.2 Statement of compliance

The financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) as issued by International Accounting Standards Board and the requirement of the Eswatini Companies Act, 2009.

1.3 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements.

Estimates and the 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. Significant judgements include:

Trade receivables

The Organisation assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in profit or loss, the Organisation makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

Fair value estimation

The carrying value of financial assets and financial liabilities are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Organisation for similar financial instruments. This fair value estimation is classified as a level 3 valuation.

Levels as per IFRS 13:

This section gives an indication about the reliability of the inputs used in determining fair value of financial instruments. The Organisation has classified its financial instruments into the three levels prescribed under the accounting standards. An explanation of each level is as follows:

Level 1 - The fair value of financial instruments traded in active markets (such as publicly traded derivatives, and equity securities) is based on quoted market prices at the end of the reporting period. The quoted market price used for financial assets held by the Organisation is the current bid price. These instruments are included in level 1.

Level 2 - The fair value of financial instruments that are not traded in an active market (for example, over the counter derivatives) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument and

Joint River Basin Authorities Project Board
Financial Statements for the year ended 31 March 2026

Accounting Policies

1.4 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 the organisation; 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.

Property, plant and equipment are depreciated on the straight-line basis 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 years
Motor vehicles	4 years
Office equipment	10 years
Computer equipment	3 years

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.

1.5 Financial instruments

Fair value determination

The fair values of quoted investments are based on current bid prices. If the market for a financial asset is not active (and for unlisted securities), the company establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis, and option pricing models making maximum use of market inputs and relying as little as possible on organisation-specific inputs.

Joint River Basin Authorities Project Board
Financial Statements for the year ended 31 March 2026

Accounting Policies

1.2 Financial instruments (continued)

Trade and other receivables

Trade receivables are measured at 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 Tax

Current tax assets and liabilities

The company is considered to be exempt from normal income tax in accordance with the provisions of Section 12(1)(a)(ii) of the Income Tax Order of 1975 as amended.

1.4 Impairment of assets

The organisation 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 organisation estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the company also:

- tests intangible assets with an indefinite useful life or intangible assets not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed during the annual period and at the same time every period.
- tests goodwill acquired in a business combination for impairment annually.

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 2026

Accounting Policies

1.4 Impairment of assets (continued)

An 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.

Goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units, or groups of cash-generating units, that are expected to benefit from the synergies of the combination.

An impairment loss is recognised for cash-generating units if the recoverable amount of the unit is less than the carrying amount of the units. The impairment loss is allocated to reduce the carrying amount of the assets of the unit in the following order:

- first, to reduce the carrying amount of any goodwill allocated to the cash-generating unit and
- then, to the other assets of the unit, pro rata on the basis of the carrying amount of each asset in the unit.

An entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets other than goodwill may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.

The increased carrying amount of an asset other than goodwill attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation other than goodwill is recognised immediately in profit or loss. Any reversal of an impairment loss of a revalued asset is treated as a revaluation increase.

1.5 Grants

Grants are recognised when there is reasonable assurance that:

- the organisation will comply with the conditions attaching to them; and
- the grants will be received.

Grants are recognised as income over the periods necessary to match them with the related costs that they are intended to compensate.

Grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs is recognised as income of the period in which it becomes receivable.

Grants related to assets, including non-monetary grants at fair value, are presented in the statement of financial position by setting up the grant as deferred income or by deducting the grant in arriving at the carrying amount of the asset.

Joint River Basin Authorities Project Board

Financial Statements for the year ended 31 March 2026

2. Property, plant and equipment

	2026			2025		
	Cost / Valuation	Accumulated depreciation	Carrying value	Cost / Valuation	Accumulated depreciation	Carrying value
Furniture and fixtures	465,592	(98,874)	366,718	366,278	(70,431)	295,847
Motor vehicles	2,006,531	(1,155,379)	851,152	2,006,531	(871,661)	1,134,870
Office equipment	477,219	(89,388)	387,831	326,757	(58,603)	268,154
Computer equipment	629,316	(220,477)	408,839	419,699	(170,627)	249,072
Total	**3,578,658**	**(1,564,118)**	**2,014,540**	**3,119,265**	**(1,171,322)**	**1,947,943**

Reconciliation of property, plant and equipment - 2026

	Opening balance	Additions	Depreciation	Total
Furniture and fixtures	295,847	99,314	(28,443)	366,718
Motor vehicles	1,134,870	-	(283,718)	851,152
Office equipment	268,154	150,462	(30,785)	387,831
Computer equipment	249,072	209,617	(49,850)	408,839
	1,947,943	**459,393**	**(392,796)**	**2,014,540**

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**

3. Related party balance

Usuthu River Basin Authority	400,000	400,000
	400,000	**400,000**

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.

4. Accounts receivable

Prepayments	56,691	56,691
VAT refund	4,500	-
Working advance	1,376	-
	62,567	**56,691**

Joint River Basin Authorities Project Board

Financial Statements for the year ended 31 March 2026

5. Investments

First National Bank	1,997,000	-
	1,997,000	**-**

6. Cash and cash equivalents

FNB Project 234	6,098,998	6,088,137
FNB Government 681	855,880	1,384,797
Petty cash	2,800	-
	6,957,679	**7,472,935**

7. Accounts payable

Trade payables	406,744	71,158
Audit fees	93,668	50,000
Leave pay provision	135,014	-
Deferred income	-	218,337
	635,466	**339,505**

8. Grant income

Government grant	3,500,000	3,500,000
Waterschap Vechtstromen	2,454,499	2,714,264
RBA transfers	3,637,327	-
	9,591,826	**6,214,264**

Joint River Basin Authorities Project Board
Financial Statements for the year ended 31 March 2026

9. Other income

Water Administration fees	1,193,122	2,947,812
Hosting fees (GPW SA)	3,238	104,906
Icream project	23,078	-
Prior year credit reversal	-	352,047
	1,219,438	**3,404,765**

10. Administration and operating expenses

Figures in Lilangeni	Note(s)	2026	2025
Advertising and promotions		342,296	172,346
Accounting / Audit Fees		93,668	50,000
Bank charges		32,591	30,717
Board fees		533,334	637,422
Cleaning and office Groceries		30,693	55,451
Computer expenses		24,634	114,938
Consulting fees		185,658	956,320
Depreciation		392,796	415,880
Electricity and water		161,089	168 712
Communication		223,265	200 351
Fines and penalties		-	50 171
General expenses		10,817	1 832
Insurance		102,184	59 821
Hospitality		470,276	302 006
Internet cost		103,802	68 978
Licensing GIS		41,745	-
Leave pay provision		135,024	-
Motor vehicle expenses		404,874	260 275
Mileage cost		-	53 111
Printing and stationery		122,349	103 159
Professional services		376,322	-
Equipment hire		-	13 800
Repairs and maintenance		108,554	66 553
Salaries and wages		4 246,152	2 509 913
Staff training		136,441	12 450
Staff welfare		295,642	11 700
Subscriptions		44,808	189 559
Travel		733,488	362 465
Support to NWA		188,896	-
Conference venues		79,641	382 729
		9,621,039	**7,250,659**



9 Looking Ahead (2026/27)

9. Looking Ahead (2026/27)

As JRBA-PB transitions into the 2026/27 financial year, the institution remains committed to advancing decentralised, data-driven and sustainable water resources management across Eswatini. Building on the foundational progress reported in this Annual Report, the year ahead will mark a strategic shift toward finalising key planning frameworks, expanding digital water governance, and strengthening transboundary partnerships.

9.1 Priority Focus: Development of Integrated River Basin Management Plans

The central pillar of JRBA-PB's strategic focus for 2026/27 is the formulation and progression of comprehensive River Basin Management Plans (RBMPs), in accordance with the Water Act of 2003 and the National Water Resources Master Plan. These plans are the primary strategic blueprints for balancing water allocation, protecting ecosystems, and building climate resilience across Eswatini's five river basins, and directly address the delivery risk identified in Section 6.2 of this report.

Accelerated Finalisation of Priority Basin Plans: Ngwavuma and Mbuluzi

- Ngwavuma River Basin Plan: following completion of the situational analysis and identification of strategic basin issues, effort will focus on concluding hydrological yield and simulation modelling (WRYM/WRSM), executing multi-stakeholder validation workshops, and finalising the printed plan for formal implementation.

- Mbuluzi River Basin Plan: building on the initiated situational assessments, the Secretariat will accelerate identification of strategic basin issues, complete catchment modelling, and lead public and Board consultations to establish a robust management framework.

Establishing Strategic Planning Roadmaps: Usuthu, Lomati and Komati

To ensure a structured, phased approach toward full coverage across all five river basins, JRBA-PB will formulate clear, actionable River Basin Planning Roadmaps for the Usuthu, Lomati and Komati basins, defining the technical requirements, baseline data needs, stakeholder engagement protocols and resource mobilisation paths required to launch full plan formulation in subsequent cycles.

9.2 Broader Strategic Commitments for 2026/27

- Digital Transformation and Water Permitting: full transition of permit workflow management and automated billing through the SIRHA platform across all River Basin Authorities, complemented by expanded GIS field data tools and HydroNET decision-support dashboards.

- Transboundary Governance and Project Execution: official execution of Component 4 under the GEF-8 Project (livelihood demonstration pilot projects), alongside deepened bilateral technical cooperation with ARA-Sul (Mozambique) and INMACOM on shared hydrological monitoring and early warning systems.

- Infrastructure and Monitoring Resilience: continued maintenance, rehabilitation and telemetry upgrades across priority stream gauging stations (including GS10, GS3 and GS32) to ensure high data integrity and real-time monitoring.

- Resource Mobilisation and Policy Reform: supporting the Department of Water Affairs in advancing the National Water Pricing Framework and mobilising climate finance through the validated Eswatini Water Investment Programme (EWIP).

- Institutional Strengthening: filling the vacant Chief Executive Officer, Head: Planning and Development, and Head: Customer and Public Relations positions, and closing the RBA Board-meeting shortfall recorded during 2025/26.

- Inclusive Governance: implementing the Women in Parliament initiative and gender-responsive engagement programme deferred in 2025/26.



ANNUAL REPORT 2025/26

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