

ACTis provides risk analysis and early intervention recommendations against state capture and corruption in South African government institutions

PUBLIC ENTITY

ACT | ACCOUNTABILITY TRACKER

ISS | INSTITUTE FOR SECURITY STUDIES

Inkomati–Usuthu Catchment Management Agency      Date issued: 31 July 2026

About the Institution

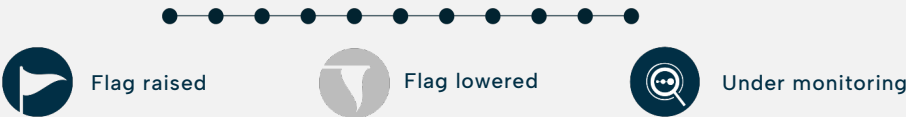
The Inkomati–Usuthu Catchment Management Agency is responsible for planning, implementing and managing water resources within the Inkomati–Usuthu Water Management Area.<sup>1</sup> The Agency monitors municipalities, agricultural bodies, industrial users and other licensed water users by licensing water use, conducting compliance inspections, monitoring water quality and managing catchment systems. The Inkomati–Usuthu Catchment Agency operates as a national public entity and reports to the Minister of Water and Sanitation. The Board is the accounting authority.<sup>2</sup> In 2024/25, the Agency’s expenditure was R180.76m.<sup>3</sup>

Flag Status

| 1                     | 2                       | 3                                                                                   | 4              | 5                                                                                   | 6                                                                                    | 7                        | 8            | 9              |
|-----------------------|-------------------------|-------------------------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------|--------------|----------------|
|                       |                         |  |                |  |  |                          |              |                |
| Improper appointments | Co-opting key functions | Climate of fear or favour                                                           | Corrupt awards | Financial malpractice                                                               | Obstructing accountability                                                           | Manipulating perceptions | Private gain | Shadow network |

ISS Analysis

- ACTis has raised no flags for the Inkomati–Usuthu Catchment Management Agency and placed three under monitoring.
  - The Agency’s 16 consecutive unqualified audit opinions suggest a consistent record of sound financial governance. Internal controls appear to be effective, with no new irregular expenditure
- identified during 2024/25. However, the entity did not publish an independent audit report for 2024/25, thereby limiting public access to key financial information necessary for accountability and transparency.



### Findings

#### Flag #1

#### Improper Appointments

A finding indicating resilience has been observed under the flag.

- In May 2025, Mokgema Mongane was appointed the permanent Chief Executive Officer (CEO) of the Inkomati-Usuthu Catchment Management Agency, following approximately 18 months during which the position was filled by acting CEOs.<sup>4</sup>

#### Flag #3

#### Climate of Fear or Favour

The flag is being monitored due to a high staff vacancy rate affecting service delivery.



- The Inkomati-Usuthu Catchment Management Agency has a 27% vacancy rate for professionally qualified positions according to its 2024/25 annual report.<sup>5</sup> According to the response to a parliamentary question submitted in December 2025, this has contributed to increased staff workloads and delays in service delivery across core units.<sup>6</sup> The reason for this high vacancy rate is unclear, and no other indicators of a climate of fear or favour were found.

#### Flag #5

#### Financial Malpractice

The flag is being monitored due to uncertainty over the outcome of the external audit for 2024/25 and the total amount of irregular expenditure.



- The external audit report for 2024/25 was not included in the Agency's 2024/25 annual report, so it is unknown whether internal controls remained satisfactory or whether there were any material findings. The Auditor-General of South Africa (AGSA) outsourced the entity's audit to an external auditing company in 2021/22, 2022/23, and 2023/24. The external auditor found no deficiencies in the Agency's internal control environment during these years.<sup>7</sup>
- The Agency reported no confirmed irregular expenditure for 2024/25. However, it separately tabled an amount of R14.3m (including R2.7m for overspending in the financial year) as 'under determination and investigation'. This is an unusual situation – even the best-run institutions report a small amount of irregular expenditure, and amounts under



Flag raised



Flag lowered



Under monitoring

assessment are usually included in the annual irregular expenditure total. This also impacts the figures for cumulative irregular expenditure, which was reported at only R476 072 (0.23% of expenditure).<sup>8</sup>

### Flag #6

### Obstructing Accountability



The flag is being monitored because the external audit report was not published in the annual report.

- The external audit report for 2024/25 was not published in the annual report.<sup>9</sup>
- Since 2010, the Inkomati–Usuthu Catchment Management Agency has achieved 16 consecutive unqualified audits.<sup>10</sup>



Flag raised



Flag lowered



Under monitoring

## Recommended Actions

|    | DUTY BEARER                                       | ACTION(S)                                                                                     | ASSOCIATED FLAGS                                                          |
|----|---------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| 1. | Inkomati–Usuthu Catchment Management Agency Board | <ul style="list-style-type: none"><li>Publish the 2024/25 independent audit report.</li></ul> | Flag #5: Financial Malpractice<br><br>Flag #6: Obstructing Accountability |



Flag raised



Flag lowered



Under monitoring

### The 9 Flags

#### Flag #1

##### Improper Appointments

Improper appointments, dismissals or failure to remove individuals in senior positions may be used to drive a corrupt agenda.

#### Flag #2

##### Co-opting Key Functions

Informal control may be established over critical functions within the institution to abuse them.

#### Flag #3

##### Climate of Fear or Favour

The working culture favours loyalty over duty; alignment with a corrupt agenda is rewarded, and resistance is punished.

#### Flag #4

##### Corrupt Awards

Contracts, licences, partnerships, loans and/or investments may be awarded irregularly and repeatedly benefit the same actors.

#### Flag #5

##### Financial Malpractice

The institution's financial management practices may be abused to advance a corrupt agenda.

#### Flag #6

##### Obstructing Accountability

The institution's internal operations might be deliberately obscured to hide potential misconduct.

#### Flag #7

##### Manipulating Perceptions

A public narrative that frames misconduct as innocence may be promoted.

#### Flag #8

##### Private Gain

Illicit gains may be distributed to benefit the same actors.

#### Flag #9

##### Shadow Network

The same public and private actors may collude to gain control over an institution's assets and functions, benefiting repeatedly.

### About ACTis

#### What is ACTis?

The Anti-Corruption Tracker Information System is an initiative of the Anti-Corruption and Accountability Project at the Institute for Security Studies. It provides analysis on corruption and state capture in South Africa, to inform early intervention and enforcement. It utilises a system of indicators and an AI-driven data-collection and analysis tool, validated by human experts. It identifies risks within individual government institutions and produces actionable recommendations to address them, with a view to disrupting patterns of state capture and corruption.

Findings are shared directly with government and other duty-bearers, civil society organisations, the media and the public, empowering authorities to intervene, strengthening accountability, and enabling citizens activism.

#### Links to ACTis Information:

Further project information may be found at the following links:

[Terms and Definitions](#)

[Project Methodology and Analytical Framework](#)

[About the Anti-Corruption and Accountability project](#)

[About the Institute for Security Studies](#)

Contact us:  
[actis@issafrica.org](mailto:actis@issafrica.org)

**Disclaimer:** This report is produced in the public interest and is based on official public records and other reputable publicly available sources considered reliable at the time of publication. The ISS has taken reasonable care to verify the information presented. Any analysis or opinions expressed are based on the available information and do not constitute findings of criminal, civil or administrative liability.



Flag raised



Flag lowered



Under monitoring

## References

<sup>1</sup> This area comprises large parts of Mpumalanga, a smaller portion of Limpopo and extends to parts of Eswatini and Mozambique.

<sup>2</sup> National Treasury, Public Institutions listed in PFMA Schedules 1, 2, 3A, 3B, 3C and 3D as at 21 November 2025,

<https://www.treasury.gov.za/legislation/pfma/public%20entities/2025-11-21%20Public%20institutions%20Sch%201-3D.pdf>.

<sup>3</sup> Inkomati–Usuthu Catchment Management Agency, Annual Report 2024/25, [https://static.pmg.org.za/INKOMATI\\_Annual-Report-2024-25.pdf](https://static.pmg.org.za/INKOMATI_Annual-Report-2024-25.pdf), p. 131.

<sup>4</sup> Mpumalanga News, New catchment agency CEO aims to drive era of excellence, 12 June 2025, <https://www.citizen.co.za/mpumalanga-news/uncategorized/2025/06/12/new-catchment-agency-ceo-aims-to-drive-era-of-excellence/>.

<sup>5</sup> Inkomati–Usuthu Catchment Management Agency, Annual Report 2024/25, [https://static.pmg.org.za/INKOMATI\\_Annual-Report-2024-25.pdf](https://static.pmg.org.za/INKOMATI_Annual-Report-2024-25.pdf), p. 101.

<sup>6</sup> Parliamentary Monitoring Group, Question NW7306 to the Minister of Water and Sanitation, 22 December 2025, <https://pmg.org.za/committee-question/35048/>.

<sup>7</sup> Inkomati–Usuthu Catchment Management Agency, Annual Report 2021/22, [https://static.pmg.org.za/Inkomati-Usuthu\\_CMA\\_2021-22\\_Annual\\_Report1.pdf](https://static.pmg.org.za/Inkomati-Usuthu_CMA_2021-22_Annual_Report1.pdf), p. 58; Inkomati–Usuthu Catchment Management Agency, Annual Report 2022/23,

[https://static.pmg.org.za/ANNUAL\\_REPORT\\_2022\\_23\\_AR\\_31.8.2023\\_final.pdf](https://static.pmg.org.za/ANNUAL_REPORT_2022_23_AR_31.8.2023_final.pdf), p. 113; Inkomati–Usuthu Catchment Management Agency, Annual Report 2023/24, [https://static.pmg.org.za/Inkomati-Usuthu\\_Catchment\\_Management\\_Agency\\_2023-24\\_Annual\\_Report.pdf](https://static.pmg.org.za/Inkomati-Usuthu_Catchment_Management_Agency_2023-24_Annual_Report.pdf), p. 121;

Inkomati–Usuthu Catchment Management Agency, Annual Report 2024/25, [https://static.pmg.org.za/INKOMATI\\_Annual-Report-2024-25.pdf](https://static.pmg.org.za/INKOMATI_Annual-Report-2024-25.pdf), p. 125.

<sup>8</sup> Inkomati–Usuthu Catchment Management Agency, Annual Report 2024/25, [https://static.pmg.org.za/INKOMATI\\_Annual-Report-2024-25.pdf](https://static.pmg.org.za/INKOMATI_Annual-Report-2024-25.pdf), pp. 107–109.

<sup>9</sup> Inkomati–Usuthu Catchment Management Agency, Annual Report 2024/25, [https://static.pmg.org.za/INKOMATI\\_Annual-Report-2024-25.pdf](https://static.pmg.org.za/INKOMATI_Annual-Report-2024-25.pdf), p. 125.

<sup>10</sup> Parliamentary Monitoring Group, WRC, Inkomati–Usuthu Catchment Agency & Breede–Gouritz Catchment Agency 2022/23 Annual Reports; with Deputy Minister, 17 October 2023, <https://pmg.org.za/committee-meeting/37704/>.



Flag raised



Flag lowered



Under monitoring