



NRWDI

NATIONAL RADIOACTIVE WASTE
DISPOSAL INSTITUTE



NRWDI ANNUAL PERFORMANCE PLAN FOR 2026/2027 FINANCIAL YEAR



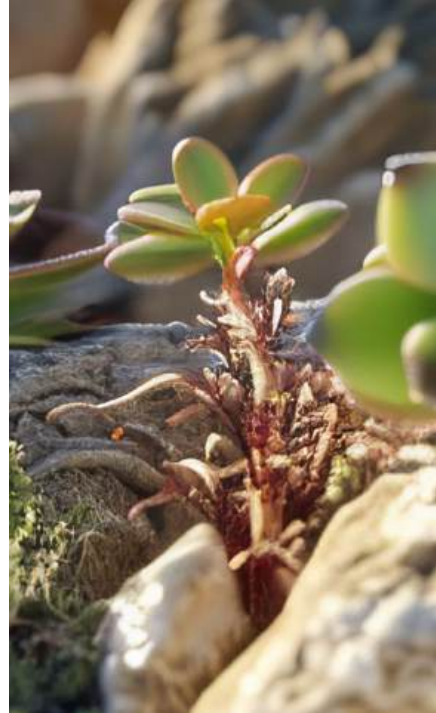
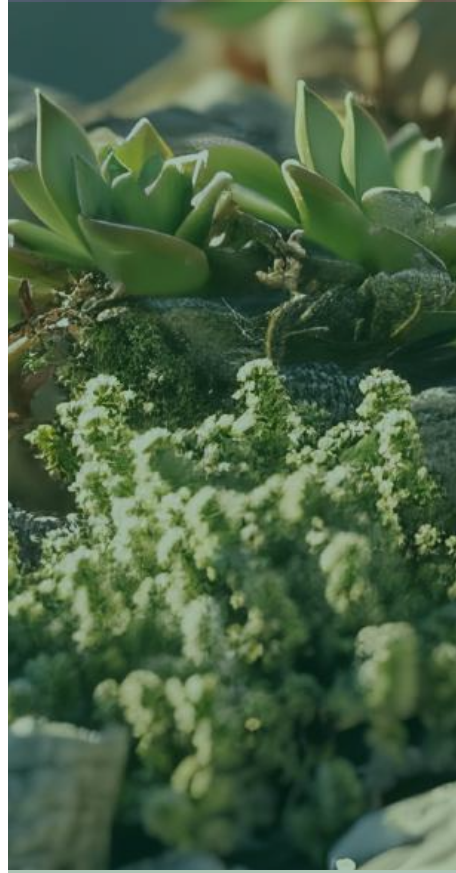


NATIONAL RADIOACTIVE WASTE DISPOSAL INSTITUTE (NRWDI)

ANNUAL PERFORMANCE PLAN 2026/2027

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LIST OF ABBREVIATIONS

Acronym/Term	Description/Definition
AI	Artificial Intelligence
APP	Annual Performance Plan
AU	African Union
CEO	Chief Executive Officer
CISF	Central Interim Storage Facility
CSI	Corporate Social Investment
DEE	Department of Electricity and Energy
DFFE	Department of Forestry, Fisheries and the Environment
DFI	Development Finance Institutions
DGR	Deep Geological Repository
DIIR	Disabling Injury Incident Rate
DMRE	Department of Mineral Resources and Energy
DMS	Document Management System
DSRS	Disused Sealed Radioactive Sources
EIA	Environmental Impact Assessment
GHG	Greenhouse Gases
GNU	Government of National Unity
HLW	High-Level Waste
HCM	Human Capital Management
HQ	NRWDI Headquarters
HRM	Human Resources Management
IAEA	International Atomic Energy Agency
ICT	Information and Communication Technology
ILW	Intermediate Level Waste
IMS	Integrated Management System
IP	Intellectual Property
IRP	Integrated Resource Plan
ISO	International Organization for Standardization
IT	Information Technology
IUDF	Integrated Urban Development Framework

Acronym/Term	Description/Definition
LILW	Low and Intermediate Level Waste
LTO	Long-Term Operations
MTEF	Medium-Term Expenditure Framework
MTDP	Medium-Term Development Plan
Necsa	South African Nuclear Energy Corporation
NIL	Nuclear Installation Licence
NIPP	NIL Implementation Processes and Procedures
NNR	National Nuclear Regulator
NNRA	National Nuclear Regulatory Act
NRWDIA	National Radioactive Waste Disposal Institute Act
NRWDI	National Radioactive Waste Disposal Institute
NSSP	Nuclear Safety and Security Programme
NT	National Treasury
OHS	Occupational Health and Safety
PESTLE	Political, Economic, Social, Technological, Leadership, Environmental
PFMA	Public Finance Management Act
PPP	Public-Private Partnerships
PMO	Project Management Office
PSI	Public Safety Information
PSIF	Public Safety Information Forum
QA	Quality Assurance
R&D	Research & Development
RP	Radiation Protection
RWMF	Radioactive Waste Management Fund
SADC	Southern African Development Community
SAHPRA	South African Health Products Regulatory Authority
SET	Science, Engineering and Technology
SHEQ	Safety, Health, Environment and Quality
SMMEs	Small, Medium and Micro Enterprises
SSA	State Security Agency
STEM	Science, Technology, Engineering and Mathematics
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAC	Technical Advisory Committee



I. FOREWORD BY THE CHAIRPERSON

It is my privilege to present the National Radioactive Waste Disposal Institute's Annual Performance Plan for 2026/27. This APP is tabled at a pivotal moment for South Africa's electricity and energy transition, as the Department of Electricity and Energy (DEE) accelerates the implementation of the Integrated Resource Plan (IRP 2025), strengthens the reliability of the national energy system, and advances a diversified energy mix that includes nuclear power as a secure, low-carbon baseload option. This APP reflects the Board's strategic direction, oversight priorities, and commitment to ensuring that NRWDI fulfils its statutory mandate in an efficient, sustainable, and aligned manner with national policy objectives.

A defining milestone for the organisation during the previous financial year was the National Nuclear Regulator's issuance of Nuclear Installation Licence NIL-43 to NRWDI in July 2025. This landmark development formally designates NRWDI as the licensed operator of the Vaalputs National Radioactive Waste Disposal Facility. It affirms that the Institute meets stringent regulatory requirements relating to safety, environmental protection, monitoring, emergency preparedness, and governance. Over the medium term, NIL-43 provides the regulatory certainty required for planning, investment, and operational scaling, particularly as South Africa progresses with the nuclear expansion commitments outlined in the Integrated Resource Plan (IRP 2025). The licence will anchor the organisation's compliance trajectory, institutional maturity, and readiness to manage increased waste volumes arising from Koeberg Long-Term Operations, new nuclear build, medical isotope production, and future decommissioning activities.

Guided by the Board's expectations and priorities, this APP advances five strategic imperatives. Firstly, it strengthens institutional and technical readiness to support the nuclear expansion programme by ensuring that people, systems, and infrastructure are adequately capacitated. Secondly, it initiates structured planning for two nationally significant waste-infrastructure projects, the Centralised Interim Storage Facility (CISF) and the Deep Geological Repository (DGR), both of which require long-term coordination, financing, and regulatory authorisation. Thirdly, it

consolidates operational excellence at Vaalputs, recognising the facility as a national strategic asset and the foundation of NRWDI's licensing and credibility. Fourthly, it deepens socio-economic impact through targeted local economic development, youth skills development, and partnerships with Northern Cape institutions. Finally, it advances public confidence, transparency, and ethical governance through strengthened stakeholder engagement, environmental stewardship, and organisational leadership.

Financial sustainability remains central to effective delivery. The Board continues to prioritise engagement with the Department of Electricity and Energy and National Treasury to ensure long-term funding certainty, including resolution of the Waste Management Fund Bill. In addition, the Board emphasises the importance of cross-sectoral partnerships with Necsa, Eskom, municipalities, universities, and international agencies to leverage technical knowledge, innovation, and global best practices.

The Board acknowledges the commitment of the Executive Management and staff of NRWDI and reaffirms its confidence in the organisation's ability to deliver on its mandate. This APP provides a clear roadmap for strengthening institutional performance, ensuring regulatory compliance, and safeguarding South Africa's long-term radioactive waste management responsibilities.

Ms Dorah Modise

Chairperson: NRWDI Board of Directors

Date: 31 January 2026



2. CHIEF EXECUTIVE OFFICER'S OVERVIEW

It is with great pleasure that I present the Annual Performance Plan (APP) for the 2026/27 financial year, which marks a pivotal stage and the second year in the planning cycle of the Government of National Unity (GNU). This APP defines a new strategic trajectory for the National Radioactive Waste Disposal Institute (NRWDI), reflecting our firm commitment to operational excellence, environmental stewardship, and the safe, sustainable management of South Africa's radioactive waste.

The 2026/27 APP builds upon the foundations laid in the previous year, aligning our institutional priorities with the broader national agenda for energy security, environmental sustainability, and economic resilience. It reaffirms NRWDI's mandate to ensure that all radioactive waste generated in the country is managed and disposed of in a manner that protects people and the environment, both now and for future generations.

As we navigate this critical phase, the Institute remains dedicated to enhancing governance, improving stakeholder engagement, and strengthening its technical capabilities to meet emerging challenges in the nuclear waste management landscape. This plan therefore not only serves as a roadmap for the year ahead but also as a reaffirmation of NRWDI's role as a trusted custodian of the nation's radioactive waste disposal infrastructure.

The granting of the NIL-43 licence to NRWDI for the operation of the Vaalputs radioactive waste disposal facility in the Northern Cape is a landmark achievement in the entity's nine-year history. This regulatory milestone positions NRWDI as a fully accountable operator, entrusted with the mandate to ensure that South Africa's radioactive waste is managed and disposed of safely, securely, and in line with national legislation and international best practice, particularly the standards set by the International Atomic Energy Agency (IAEA).

The licensing of Vaalputs is not merely a compliance requirement, it represents a strategic enabler that strengthens regulatory confidence, ensures environmental stewardship, and reinforces public trust in South Africa's nuclear governance framework.

Moving forward, NRWDI will leverage this milestone to drive operational excellence, enhance international cooperation, and embed continuous improvement in the management of the national waste disposal system.

A comprehensive change management framework has been developed to guide the transfer of operational responsibilities from Necas to NRWDI. This structured approach ensures institutional readiness, seamless operational continuity, and alignment with long-term national objectives. The transition will consolidate NRWDI's role as a strategic partner in delivering safe, sustainable, and publicly accepted nuclear waste management solutions.

Over the medium term, the establishment of the Centralised Interim Storage Facility (CISF) by 2030 remains NRWDI's flagship strategic project. The CISF will address a critical gap in the national radioactive waste management value chain providing a safe, centralised solution for the storage of spent fuel. Its implementation will enhance national capacity, foster technology localisation, create high-quality employment opportunities, and contribute to the GNU's socio-economic transformation and industrialisation agenda. The CISF is the bridge to final disposal of spent fuel in a Deep Geological Repository, and will be researched, sited, designed and constructed by NRWDI over the next 40 years.

Ensuring financial sustainability remains a key strategic imperative. While legislative provisions to operationalise the "polluter pays principle" are still in progress, NRWDI is prioritising the implementation of a sustainable financial model to ensure predictable and stable funding for its operations and capital programmes.

Internally, NRWDI is implementing a comprehensive organisational development initiative to strengthen leadership capability, operational efficiency, and performance culture. This transformation is already yielding results with the first and second quarter organisational performance recorded at 92% and 100% in the 2025/26 financial year, reflecting improved alignment between strategy, people, and execution.

Our people remain our most valuable strategic asset. By cultivating a diverse, skilled, and innovative workforce, NRWDI is building the institutional capacity required to deliver on its legislative mandate and long-term strategic objectives. To my vibrant team, your hard work and dedication never go unnoticed. Each of you bring unique energy, passion, and creativity that makes our team truly outstanding. Keep pushing forward, stay inspired, and continue giving your best because your efforts are shaping our success and inspiring those around you. Let's keep the momentum going and make every challenge an opportunity to shine.

The 2026/27 APP therefore represents not only a performance plan but a strategic roadmap positioning NRWDI to safeguard the environment, strengthen national energy security, and contribute meaningfully to South Africa's sustainable development and just energy transition.



Mr Riedewaan Bakarden

Chief Executive Officer
NRWDI

Date: 31 January 2026

3. OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the National Radioactive Waste Disposal Institute (NRWDI guidance of the Accounting Authority,.
- Considers all relevant policies, legislation and other mandates for which NRWDI is responsible.
- Accurately reflects the outcomes and outputs which the NRWDI will endeavour to achieve over the period 1st April 2026 to 31st March 2027.

Yours faithfully

Signature: _____

Mr Justin Daniel

Programme 1: Administration – Finance & SCM

Signature: _____

Ms Julia Kenyane

Programme 1: Administration – Corporate Services Division

Signature: _____

Mr Alan Carolissen

Programme 2: Radioactive Waste Disposal Operations

Signature: _____

Mr Jeetesh Keshaw

Programme 3: Science, Engineering and Technology

Signature: _____

Ms Refilwe Moerane

Programme 4: Radioactive Waste Compliance Management

Signature: _____

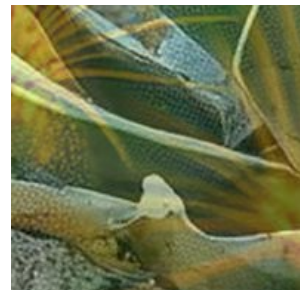
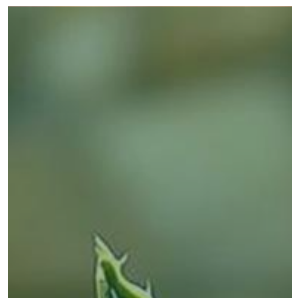
Mrs Deshnee Govender

Manager: Strategy, Planning, Performance Monitoring, Evaluation and Reporting

Signature: _____

Mr Riedewaan Bakardien

CEO of NRWDI



PART A

OUR MANDATE



I. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

The mandate of the National Radioactive Waste Disposal Institute (NRWDI) is executed having due regard to the fundamental rights contained in the Constitution of the Republic of South Africa 1996 (act no. 108 of 1996) and other related legislation. The following sections are extracts from the Constitution which have a direct influence on the NRWDI in terms of delivering on their constitutional mandate. Section 24(b) of the Constitution of the Republic of South Africa, Act 108 of 1996 which has a direct reference to the NRWDI mandate states that: Everyone has the right –

- a. To an environment that is not harmful to their health or well-being; and
- b. To have the environment protected for the benefit of present and future generations through reasonable legislative and other measures that:
 - iii. Prevent pollution and ecological degradation.
 - iv. Promote conservation; and
 - v. Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

The above constitutional provisions inform other legislation that impacts on the functioning of the NRWDI. The governance and regulation of radioactive waste management is also subject to the provisions of the following Acts which are discussed below.

National Radioactive Waste Disposal Institute Act (NRWDIA), 2008 (Act 53 of 2008)

The National Radioactive Waste Disposal Institute Act (NRWDIA) (Act no.53 of 2008) was proclaimed by the President of the Republic of South Africa in Government Gazette no. 32764 and the NRWDIA was effected on 1st December 2009. The NRWDIA endorsed the establishment of the National Radioactive Waste Disposal Institute (NRWDI). The functions of the NRWDI as per Section 5 of the NRWDI Act (Act 53 of 2008) are summarised as follows:

- Manage radioactive waste disposal on a national basis;
- Operate the national low-level waste repository at Vaalputs;
- Design and implement disposal solutions for all categories of radioactive waste;
- Develop criteria for accepting and disposing radioactive waste in compliance with applicable regulatory safety requirements and any other technical and operational requirements.
- Assess and inspect the acceptability of radioactive waste for disposal and issue radioactive waste disposal certificates;
- Manage, operate and monitor operational radioactive waste disposal facilities including related predisposal management of radioactive waste on disposal sites;
- Investigate the need for any new radioactive waste disposal facilities and to site, design and construct new facilities as required;
- Define and conduct research and development aimed at finding solutions for long-term radioactive waste management;
- Maintain a national radioactive waste database and publish a report on the inventory and location of all radioactive waste in the Republic at a frequency determined by the BOD;
- Manage ownerless radioactive waste on behalf of the Government, including the development of radioactive waste management plans for such waste;
- Assist generators of small quantities of radioactive waste in all technical aspects related to the management of such waste;
- Implement institutional control over closed repositories, including radiological monitoring and maintenance as appropriate;
- Implement any assignments or directives from the Minister regarding radioactive waste management;
- Provide information on all aspects of radioactive waste management to the public living around radioactive waste disposal facilities and to the public in general;
- Advise nationally on radioactive waste management;
- Co-operate with any person or institution in matters falling within these functions; and
- Any other function necessary to achieve the objectives of the Institute.

Nuclear Energy Act, 1999 (Act 46 of 1999)

NRWDI is an independent Schedule 3A entity established by statute under the provision of Section 55 (2) of the Nuclear Energy Act (No.46 of 1999) to fulfil the institutional obligation of the Minister of Mineral Resources and Energy. The provisions of the Nuclear Energy Act, 1999 (Act No. 46 of 1999), with regards to the discarding of radioactive waste and storage of irradiated nuclear fuel require the written permission of the Minister of Mineral Resources and Energy and are subject to such conditions that the Minister, in concurrence with the Minister of Environment, Forestry and Fisheries and the Minister of Water and Sanitation, deem fit to impose. The conditions imposed will be additional to any conditions contained in a nuclear authorisation as defined in the NNRA.

National Nuclear Regulatory Act, 1999 (Act 47 of 1999)

The Act provides for the establishment of a National Nuclear Regulator (NNR) whose function is to regulate nuclear activities, for its objects and functions, for the manner in which it is to be managed and for its staff matters, to provide for safety standards and regulatory practices for protection of persons, property and the environment against nuclear damage, and to provide for matters connected therewith.

Hazardous Substances Act, 1973 (Act 15 of 1973)

Sealed radioactive sources, including disused sealed sources, are controlled as Group IV Hazardous Substances, in terms of the Hazardous Substances Act, 1973 (Act No. 15 of 1973) and are regulated by the Directorate Radiation Control in South African Health Products Regulatory Authority (SAHPRA).

Currently all disused sealed radioactive sources are temporarily stored at Necsa because the end point (i.e., final disposal) has not yet been defined in radioactive waste management plans. The regulation of all radioactive material falls within the ambit of the NNR therefore the regulatory framework to manage the total life cycle of sealed radioactive sources needs to be harmonised.

The safety, security and control of disused radioactive sources is a high priority and in line with international commitment to prevent radiation accidents that may be caused by the potential abuse and misuse of such sources e.g., malicious purposes. NRWDI will liaise with all role players and stakeholders to mitigate these risks by implementing sustainable disposal options (end points) for various categories of disused sealed radioactive sources.

Mineral and Petroleum Resources Development Amendment Act, 2008 (Act 49 of 2008)

The objectives of this Act are to recognise the internationally accepted right of the State to exercise sovereignty over all the mineral and petroleum resources within the Republic, give effect to the principle of the State's custodianship of the nation's mineral and petroleum resources, give effect to Section 24 of the Constitution by ensuring that the nation's mineral and petroleum resources are developed in an orderly and ecologically sustainable manner while promoting justifiable social and economic development; and promoting equitable access to the nation's mineral and petroleum resources to all the people of South Africa.

National Water Act, 1998 (Act 36 of 1998)

The purpose of this Act is to ensure that the nation's water resources are protected, used, developed, conserved, managed and controlled in ways which take into account amongst other factors: promoting equitable access to water; redressing the results of past racial and gender discrimination; promoting the efficient, sustainable and beneficial use of water in the public interest; facilitating social and economic development; protecting aquatic and associated ecosystems and their biological diversity; meeting international obligations.

Public Finance Management Act, 1999 (Act 01 of 1999 as amended by Act 29 of 1999)

The purpose of the Public Finance Management Act (PFMA) is to regulate financial management in the national government and provincial government: to ensure that all revenue, expenditure, assets, and liabilities of those governments are managed effectively and efficiently: to provide for the responsibilities of persons and trusted with financial management in those governments: and to provide for matters connected therewith.

The legislation enables government departments and state entities to manage accountability in terms of eliminating irregular expenditure, fruitless and wasteful expenditure, unauthorised expenditure as well as fraud and corruption. NRWDI is listed as a Schedule 3A entity in terms of the PFMA.

Promotion of Administrative Justice Act, 2000 (Act 03 of 2000)

The Promotion of Administrative Justice Act (PAJA) ensures procedurally fair administrative actions, giving people the right to request reasons for administrative actions and decisions and to have such actions reviewed in court. It gives effect to the constitutional right to just administrative action for any member of the public whose rights have been adversely affected and to ensure efficient, effective, and legitimate administration within all spheres of government.

The purpose of the legislation is that it seeks to make the administration effective and accountable to people for its actions. The PAJA together with the Constitution embraces the Batho Pele Principles and promotes South African citizens' right to just administration, biological diversity; meeting international obligations.

Preferential Procurement Policy Framework Act, 2000 (Act 05 of 2000)

The Act gives effect to Section 217 (3) and provides a framework for the implementation of the procurement policy contemplated in Section 217 (2) of the Constitution. The Act ensures regulation of the procurement policy and framework of organs of state. The purpose is to ensure the participation of Historically Disadvantaged Individuals including women, and small, medium, and micro enterprises (SMMEs) in the public sector procurement system.

Promotion of Access to Information Act, 2000 (Act 02 of 2000)

The Promotion of Access to Information Act (PAIA) gives effect to the constitutional right of access to any information held by the State and any information that is held by a private person that is required for the exercise or protection of any other right.

The PAIA seeks to promote transparency, accountability, and effective governance of all institutions (both public and private) by empowering people to understand their access to information rights, act on them, and both scrutinize and engage with the decision making that affects them.

The Intergovernmental Relations Framework Act (IGRA), 2005 (Act 13 of 2005)

The Intergovernmental Relations Framework Act (IGRA) establishes a framework for national, provincial, and local government to promote and facilitate intergovernmental relations and to provide a mechanism and procedure to facilitate the settlement of intergovernmental disputes.

The IGRA was promulgated to facilitate cooperation and avoid legal proceedings between the different spheres of government.

Skills Development Act, 1998 (Act 97 of 1998)

The Skills Development Act (SDA) provides an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce. The SDA aims to expand the knowledge and competencies of the labour force to improve productivity and employment. The main purpose of the Act is to improve the quality of life of employees, their prospects of employment and labour mobility.

Employment Equity Act, 1998 (Act 55 of 1998)

The Employment Equity Act (EEA) is the law that promotes equity in the workplace, ensures that all employees receive equal opportunities, and that employees are treated fairly by their employers.

The Act serves as a mechanism to redress the effects of unfair discrimination and to assist in the transformation of workplaces, to reflect a diverse and broadly representative workforce. In addition to this, the Act also protects people with disabilities against unfair discrimination and entitles them to affirmative action measures.

Disaster Management Act, 2002 (Act 57 of 2002)

The Act aims to provide a coherent, transparent, and inclusive policy on disaster management appropriate for South Africa. The framework presents the intergovernmental structures and policy framework and creates as the main responsible organ, the National Disaster Management Centre (NDMC).

The Act seeks to optimise operational efficiency to rescue rehabilitation and render medical health and to restore normal operations. Disaster Management Plans should include Emergency Preparedness Plans, Emergency Response Teams, Emergency Communications, Emergency Responsibilities, Emergency Facilities and Emergency Actions. disasters, emergency preparedness, and rapid and effective responses to disaster and post- disaster recovery.

Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013)

The Act provides broad principles for a set of provincial laws which will regulate planning. It provides clarity on how planning law interacts with other laws and policies.

The purpose of the Act is to provide for a uniform, effective

and comprehensive system of spatial planning and land use management for South Africa. The Act also ensures that the system of spatial planning and land use management promotes social and economic inclusion. It seeks to address historical, spatial imbalances and promotes sustainability development and planning.

Protection of Personal Information Act, 2013 (Act 4 of 2013)

The purpose of the Protection of Personal Information Act (POPIA) is to protect people from harm by protecting their personal information. Personal information is any information that may identify a person such as a name, surname, identity number, contact number, email address, religion, medical history, education, financial or any other information that is unique to an individual. The Act seeks to protect the privacy of people which is a fundamental human right. The POPIA also makes provision for companies to have an Information Officer who will be responsible for the data compliance obligations of the company. Information officers will have to be registered with the Information Regulator using its online portal accessible on its website.

Intellectual Property Rights Act, 2008 (Act 51 of 2008)

Intellectual Property is a cluster of legally recognised rights associated with innovation and creativity. Legal protection of Intellectual Property is necessary to prevent others from making unauthorised use thereof to the detriment of the rightful owner.

The Act provides for more effective utilization of intellectual property, emanating from publicly financed research and development that is identified, protected, utilized, and commercialized for the benefit of the people of South Africa whether it be social, economic or any other benefit.

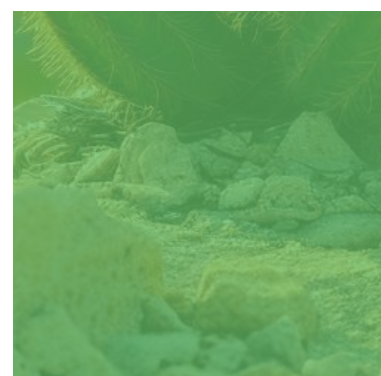
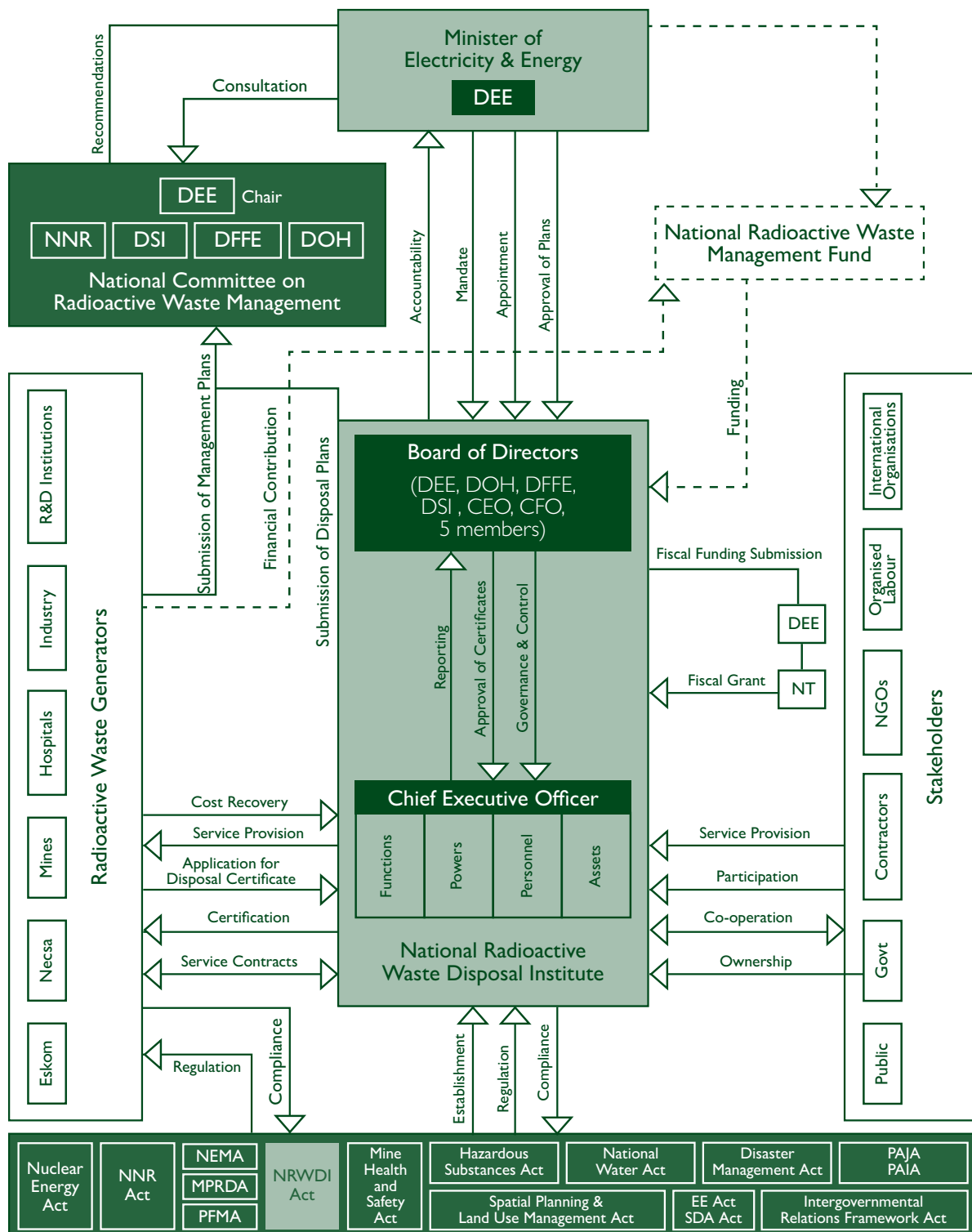


Figure 1: The Legislative and regulatory environment within which NRWDI operates



National Radioactive Waste Management Policy & Strategy Legal & Regulatory Framework

CEO Chief Executive Officer
CFO Chief Financial Officer
DFFE Department of Forestry and Fisheries & Environment
NT National Treasury
DOH Department of Health
DEE Department of Electricity and Energy
DGI Department of Science and Innovation

MPRDA Minerals and Petroleum Resources Development Act
NEMA National Environment Management Act
NNR National Nuclear Regulator
NRWDI National Radioactive Waste Disposal Institute
PFMA Public Finance Management Act
PAJA Promotion of Administrative Justice Act

2. UPDATES TO THE INSTITUTIONAL POLICIES AND STRATEGIES

There are several key policy mandates that comprehensively capture our vision and thus describe what we do and why we do them. In short, these are programs and plans that seek to address public interest. The policy mandates also provide for relevant international frameworks that have a bearing on NRWDI and South Africa's policies.

National Development Plan, Vision 2030

Then National Development Plan sets out the vision for South Africa by the year 2030:

- Chapter 3, 'Economy and employment', sets out the achievement for full employment, decent work and sustainable livelihoods.
- Chapter 13, 'Building a Capable State', sets out a vision of the transformative and developmental role of the state.
- Chapter 14, 'Promoting accountability and fighting corruption', sets out a vision which has zero tolerance for corruption

Radioactive Waste Management Policy and Strategy for South Africa (2005)

The cornerstone of South Africa's approach to addressing radioactive waste management issues is the Radioactive Waste Management Policy and Strategy for the Republic of South Africa which was published in November 2005. The Policy and Strategy serve as a national commitment to address radioactive waste management in a coordinated and cooperative manner. It also represents a comprehensive radioactive waste management governance framework by formulating a policy and implementation strategy developed in consultation with all stakeholders. In addition to nuclear and other applicable legislation,

Integrated Urban Development Framework (IUDF)

IUDF is a central urban policy that seeks to address urban spatial patterns through the creation of compact, co-ordinated cities. In the main, it is geared towards transforming urban spaces, focusing on infrastructure development, and unleashing the potential of cities.

National Energy Efficiency Strategy

The National Energy Efficiency Strategy is a guiding document developed by government to support the implementation of energy efficient measures in South Africa. The Strategy acknowledges that there exists significant potential for energy efficiency improvements across all sectors of our national economy.

The vision of the Strategy is to contribute towards affordable energy for all, and to minimise the negative effects of energy usage upon human health and the environment.

International Conventions

Apart from South African policies and strategies, the assurance of nuclear safety is reinforced by a number of international instruments. These include certain Conventions such as the Convention on Nuclear Safety and Joint Convention on the Safety of Spent Fuel Management and on the Safety of Radioactive Waste Management ("Joint Convention"). The Conventions are established by the International Atomic Energy Agency (IAEA) and are legally binding on the participating IAEA Member States. South Africa, as a contracting party to these conventions is obliged to adhere to the articles of these conventions and to provide regular reports on compliance to these conventions.

The Joint Convention establishes an international peer review process among Contracting Parties and provides incentives for the IAEA Member States to improve nuclear safety in line with international best practices. One of the objectives of the Institute is to fulfil national obligations in respect of international nuclear instruments relating to management of spent nuclear fuel and radioactive waste management, including disposal. This is carried out to ensure that the Republic of South Africa is in compliance with the articles of the Joint Convention through existing national legal and regulatory infrastructure.

The South African Joint Convention report provides information on spent fuel and waste management facilities, radioactive waste inventories, ongoing decommissioning projects, spent fuel and radioactive waste management safety, as well as information on imports/exports of radioactive waste (trans-boundary movements) and disused sealed radioactive sources.

Sustainable Development Goals

In 2015, the United Nations set 17 global goals to be achieved in the next 15 years to make the world a better place for everyone: to end poverty, to protect the planet and to ensure prosperity for all. For the purposes of a cleaner environment NRWDI must ensure that the management and disposal of radioactive waste on a national basis is safe to the environment.



African Union 2063 Agenda

The Africa 2063 Agenda is a framework formulated for the purpose of guiding Africa's development in the next 50 years. The safe management and disposal of radioactive waste will assist in ensuring that the environment is protected. The research and development into new technologies for the safe management and disposal of radioactive waste will contribute to innovation in Africa.

Addis Ababa Agreement

The Addis Ababa Action, primarily provides and informs the implementation of the New Urban Agenda. Its focus is on infrastructure, technology, micro, small and medium enterprises. The research and development of new technologies for the safe management and disposal of radioactive waste will make a positive impact on technology and innovation.

Paris Agreement

The Paris agreement guides international efforts towards reducing and limiting greenhouse gas emissions and the associated approach towards low carbon development. Article 4.19 of the Agreement encourages its signatories to formulate and communicate long term – low GHG emission development to the United Nations Framework Convention on Climate Change (UNFCCC) by 2020.

Sendai Framework for Disaster Risk Reduction 2015-2030

The Sendai Framework endorsed by the UN General Assembly is a non-binding voluntary framework. The Framework focuses on the adoption of measures which address the three dimensions of disaster risk (exposure to hazards, vulnerability and capacity and hazard's characteristics) to prevent the creation of new risk, reduce existing risk and increase resilience.



3. UPDATES ON RELEVANT COURT RULINGS

There are no current court rulings that may have an influence on the NRWDI's operations and/or service delivery obligations.

PART B

OUR STRATEGIC FOCUS



I. UPDATES ON SITUATIONAL ANALYSIS

The National Radioactive Waste Disposal Institute (NRWDI) has transitioned from its formative phase of institutional stabilisation toward a period of operational maturity and visible delivery. This evolution coincides with a national energy transition that demands safe, sustainable, and technologically advanced management of radioactive waste. The Institute therefore operates at the intersection of energy security, environmental stewardship, industrial innovation, and public confidence - making its work both technically critical and strategically enabling for South Africa's future.

NATIONAL ALIGNMENT AND STRATEGIC CONTEXT

NRWDI's strategic posture is directly aligned with the Department of Electricity and Energy (DEE) and supports government's broader socio-economic priorities as expressed in the Medium-Term Development Plan, the National Development Plan (NDP), and Agenda 2063.

The Institute contributes to all three of the DEE's strategic objectives:

- Innovation and Industrialisation: advancing local R&D, engineering design, and technology transfer in radioactive waste management;
- Energy Demographic Transformation: developing a diverse, skilled, and inclusive workforce that reflects national transformation goals; and
- South African Continental and Global Leadership: positioning the country as a trusted regional leader in nuclear waste management and governance.

Strategic Opportunities

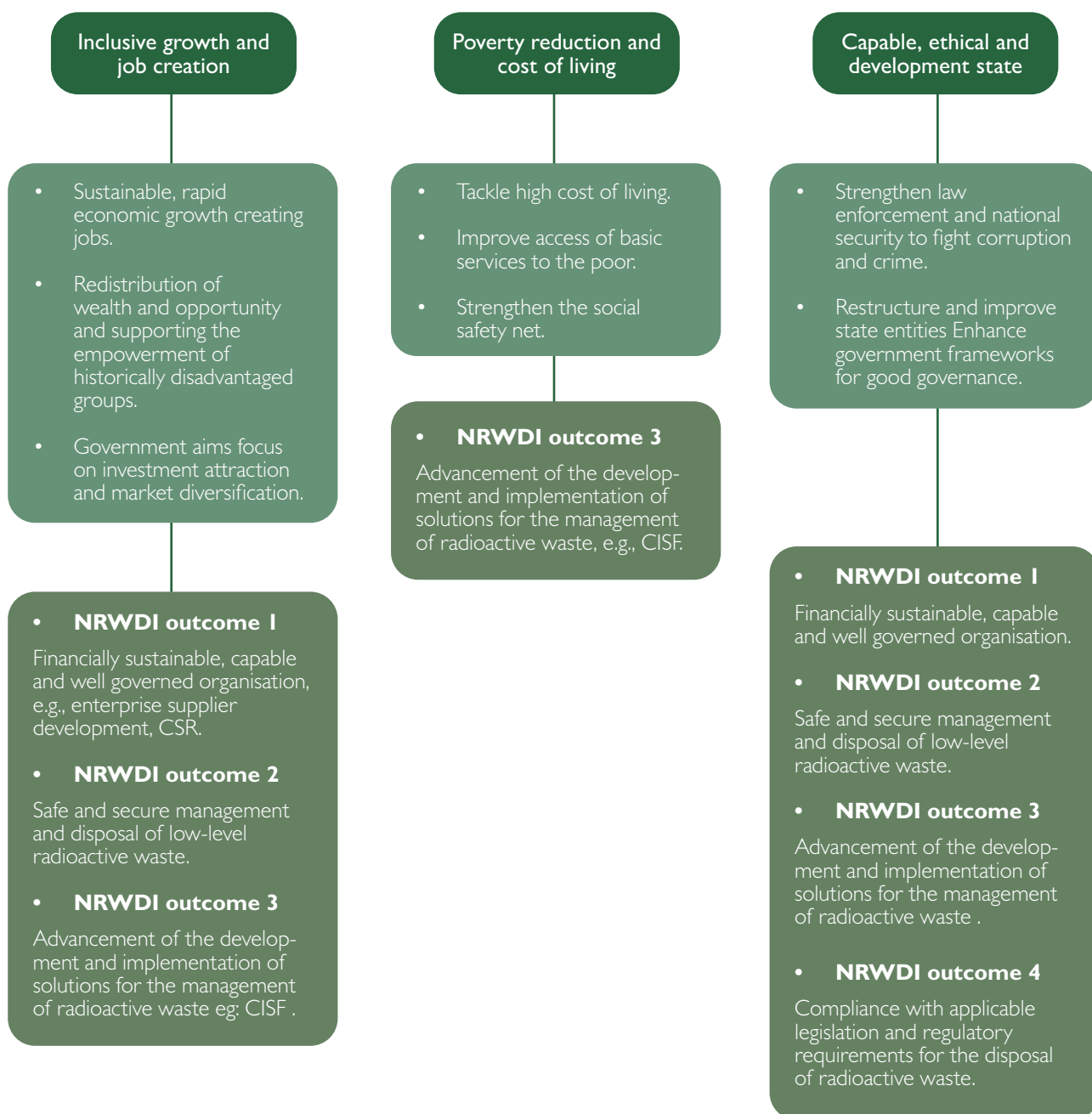
NRWDI's flagship projects - the Centralised Interim Storage Facility (CISF) and the Deep Geological Repository (DGR) - represent significant national infrastructure investments with the potential to:

- Stimulate industrial participation and job creation through localisation and supplier development;
- Build specialised technical capacity in engineering, geoscience, and radiation protection;
- Drive research, innovation, and technology diffusion across the energy sector; and
- Strengthen South Africa's global reputation for safe, compliant, and transparent radioactive waste governance.

The institute's growing partnerships with African regulators, the International Atomic Energy Agency (IAEA), and peer organisations in Europe and Asia provide avenues for knowledge exchange, benchmarking, and joint research, enabling South Africa to leapfrog developmental gaps and accelerate implementation efficiency.

PRIORITIES OF THE GOVERNMENT OF NATIONAL UNITY (GNU)

It should be noted that there were seven⁷ priorities for Government in the previous planning cycle. There are only three³ priorities for the GNU namely as indicated below:



Human Capital and Transformation Imperative

NRWDI's Human Capital Strategy remains central to delivering its mandate. Focused on developing historically disadvantaged groups — particularly women, youth, and persons with disabilities — it aims to build a sustainable pipeline of nuclear and engineering professionals through internships, bursaries, mentorships, and postgraduate research collaborations. The approach is both developmental and strategic by cultivating a capable, diverse workforce, NRWDI strengthens institutional resilience and advances the DEE's transformation objectives.

Regional and Global Positioning

As one of the few licensed disposal institutions on the continent, NRWDI is uniquely positioned to lead Africa in radioactive waste governance, R&D, and training. Its participation in continental initiatives and global technical forums provides a platform for South–South cooperation, African industrialisation, and the advancement of nuclear safety norms consistent with international best practice.

Emerging Challenges and Imperatives

Despite these opportunities, NRWDI faces key challenges that shape its situational context:

- Funding and fiscal constraints pending full operationalisation of the Radioactive Waste Management Fund (RWMF);
- Skills scarcity in nuclear engineering, waste characterisation, and safety case development;
- Evolving regulatory expectations requiring adaptive compliance systems and cybersecurity resilience; and
- Public awareness and social licence, the ongoing need to communicate transparently and build trust among host communities and stakeholders.

Going forward, NRWDI must consolidate its achievements by deepening institutional capacity, financial sustainability, and delivery excellence. Through targeted partnerships, human capital development, and technological innovation, the Institute will continue to enable South Africa's just energy transition while contributing to continental leadership in the safe and responsible management of radioactive waste.

2. EXTERNAL ENVIRONMENT ANALYSIS

In developing the APP, NRWDI conducted an updated external environmental scan using the PESTEL framework to assess key forces shaping the Institute's operating context. The analysis confirms that NRWDI functions within a dynamic environment influenced by shifts in national energy policy, fiscal pressures, evolving regulatory requirements, technological advancements, and rising public expectations around safety, sustainability, and transparency.

Politically, Government's continued commitment to nuclear energy and the establishment of the Radioactive Waste Management Fund provide a supportive but still evolving policy landscape. Economically, broader fiscal constraints require NRWDI to optimise resources, strengthen cost efficiency, and pursue diversified funding avenues.

Socially, community expectations, transformation priorities, and the need for stronger public trust place increasing emphasis on education, awareness, and meaningful engagement. Technologically, rapid advances in digital systems, automation, and nuclear innovation offer opportunities to modernise operations while simultaneously increasing cybersecurity demands.

Environmental considerations, including climate resilience and sustainability imperatives, continue to shape project planning, waste management approaches, and infrastructure design. Legally, NRWDI operates within a stringent regulatory environment that is expanding in scope as new facilities, licences, and safety requirements come into effect. Overall, the external environment underscores the need for agility, compliance excellence, technological readiness, and proactive stakeholder engagement as NRWDI advances into its next phase of strategic implementation.

Table 1: PESTLE ANALYSIS

Political	□ Policy Certainty: The establishment of the Ministry of Electricity and Energy provides clear policy alignment for nuclear integration within South Africa's energy mix. □ Political Support: The inclusion of nuclear in the national energy strategy reinforces NRWDI's mandate and elevates radioactive waste management as a national priority. □ Continental Leadership: South Africa's commitment to regional energy security under the Government of National Unity positions NRWDI as a technical reference point for SADC and AU initiatives. □ Governance Continuity: Political stability and interdepartmental coordination (DEE, DFFE, DMR, NNR) strengthen oversight and policy coherence for nuclear waste governance. □ Regulatory Oversight: Continued alignment with international standards ensures transparency and enhances government credibility in the global nuclear domain.
Economic	□ Funding Reform: Approval of the Radioactive Waste Management Fund (RWMF) will reduce fiscal dependency and promote financial sustainability through the "polluter-pays" principle. □ Industrial Participation: CISF and DGR projects create opportunities for local manufacturing, construction, and specialised service industries, driving job creation. □ Economic Constraints: National fiscal pressures and competing priorities limit state funding for long-term infrastructure investment. □ Market Partnerships: Collaboration with private and international partners under PPP and NIPP models enhances capital mobilisation and innovation. □ Cost-Reflectivity: Review of tariffs and disposal-cost structures improves operational sustainability and financial recovery models.
Social	□ Public Trust: Enhanced stakeholder engagement and transparent communication are strengthening community confidence in nuclear waste management. □ Employment Impact: Expansion projects (CISF, DGR) offer direct and indirect job opportunities supporting socio-economic inclusion and local development. □ Community Integration: Skills development initiatives in host communities build local capacity and promote youth participation in the nuclear sector. □ Perception Management: Active public education and risk communication campaigns counter misinformation and improve nuclear literacy. □ Equity and Inclusion: Gender and diversity initiatives are improving representation and innovation across the organisation.
Technological	□ Digital Modernisation: Adoption of AI, automation, robotics and digital monitoring systems enhances safety, waste tracking, and regulatory reporting. □ Research and Innovation: Collaboration with IAEA and international research partners strengthens R&D capacity for new disposal technologies. □ Cyber Resilience: Increasing digitisation introduces cybersecurity risks, requiring proactive data protection and system integrity measures. □ Process Optimisation: Integrated Management System (IMS) alignment between HQ and Vaalputs improves quality, compliance, and real-time performance-tracking.

Technological	❑ Renewable Integration: Feasibility of solar generation at Vaalputs supports energy efficiency and reduces carbon footprint.
Legal	❑ Legislative Progress: The pending approval of the RWMF Bill will unlock a sustainable funding mechanism for radioactive waste disposal. ❑ Compliance Framework: The Nuclear Installation Licence (NIL) establishes a robust regulatory baseline for operations and safety management. ❑ Policy Alignment: Coordination with NNR, DFFE, and DMRE ensures legal coherence across environmental, safety, and energy laws. ❑ Ethical Governance: Clean audit history and strengthened internal controls reinforce NRWDI's reputation for transparency and accountability. ❑ Legal Capacity: Continued scarcity of nuclear legal experts may impact the pace of contract negotiation and regulatory compliance.
Environmental	❑ Climate Adaptation: Increasing climate variability necessitates resilient site infrastructure and updated environmental risk assessments. ❑ Sustainability Commitment: Global and national transition to net-zero emissions reinforces the value of nuclear waste disposal as a controlled and low-carbon solution. ❑ Environmental Stewardship: Continuous environmental monitoring and ISO 14001 certification promote responsible management of natural resources. ❑ Footprint Reduction: NRWDI is advancing low-impact design principles to minimise the environmental footprint of future disposal facilities. ❑ Emergency Preparedness: Strengthened on-site emergency response and health systems improve safety assurance and compliance with environmental regulations.

3. INTERNAL ENVIRONMENT ANALYSIS

SWOT ANALYSIS

To inform the development of the APP, an internal environmental scan was undertaken using the SWOT analysis, assessing the organisational strengths and weaknesses, as well as the opportunities and threats influencing NRWDI's performance trajectory. The analysis provides a structured basis for refining priorities, aligning resources, and strengthening delivery capability.

The SWOT framework remains a critical tool for assessing NRWDI's internal capacity and institutional readiness. It highlights areas where the Institute holds distinctive advantages that can be leveraged to achieve strategic outcomes, while also identifying internal limitations requiring targeted intervention. In parallel, the external opportunities and threats previously identified provide essential context for understanding the broader landscape within which NRWDI must operate.

Strengths reflect internal attributes that position NRWDI favourably within the nuclear and waste-management sector such as its legislative mandate, licensed disposal operations, governance maturity, and technical expertise. These strengths underpin NRWDI's ability to deliver on its long-term strategic objectives.

Weaknesses relate to internal constraints that may hinder performance or limit competitiveness, including capability gaps, resource constraints, and systems or processes that require modernisation. Recognising these limitations allows the organisation to prioritise corrective action and strengthen institutional resilience.

Opportunities capture favourable external conditions or emerging trends that NRWDI can harness to expand impact, strengthen partnerships, advance innovation, and improve sustainability.

Threats are external risks or pressures that could impede progress, such as fiscal constraints, skills scarcity, or evolving regulatory demands. Identifying these threats enables proactive mitigation and informed decision-making.

Taken together, the SWOT analysis provides a critical foundation for re-aligning and sharpening NRWDI's outcomes, indicators, and implementation pathways, ensuring that the APP is grounded in organisational realities while enabling the Institute to maximise its strategic advantage going forward.

Table 2: SWOT ANALYSIS

Strengths	Weaknesses
☐ Legislated Mandate: The NRWDI Act provides a clear national mandate, positioning NRWDI as the sole custodian of radioactive waste disposal in South Africa. ☐ Licensed Operations: The Vaalputs Nuclear Installation Licence (NIL) confirms regulatory compliance and institutional legitimacy for long-term disposal. ☐ Operational Expertise: Qualified specialists in nuclear waste management and safety underpin operational credibility and compliance assurance. ☐ Proven Facility: Vaalputs' 30-year safe operating record enhances confidence in national disposal capability. ☐ Governance Integrity: Consistent clean audit outcomes strengthen stakeholder trust and oversight confidence. ☐ International Partnerships: Collaboration with IAEA enables knowledge transfer and access to advanced technologies. ☐ Integrated Management System (IMS): Alignment of HQ and site systems improves consistency, quality, and safety performance. ☐ National Relevance: By ensuring safe disposal, NRWDI protects public health and the environment thereby supporting the national energy transition agenda	☐ Funding Vulnerability: Delays in approval of the Radioactive Waste Management Fund constrain financial sustainability. ☐ Capacity Gaps: Limited human resources and acting positions reduce delivery speed and institutional stability. ☐ Project Management Gaps: Insufficient project and contract-management capacity delays large capital programmes such as the CISF and DGR. ☐ ICT Dependency: Reliance on legacy systems inherited from Necsa hinders digital transformation and data integration. ☐ Culture Transition: Organisational culture renewal is still maturing, with uneven accountability and morale across divisions. ☐ Succession and Skills Pipeline: Lack of structured talent development risks institutional knowledge loss.

Opportunities	Threats
❑ Fund Approval: Approval of the RWMF will secure long-term sustainability through the “polluter-pays” principle. ❑ Economic Contribution: Development of CISF, DGR, and DSRS projects stimulates industrial participation, skills, and local economic activity. ❑ Strategic Partnerships: Collaboration with IAEA, positions NRWDI as a continental centre of excellence in waste management. ❑ Revenue Diversification: Advisory, training, and consultancy services can generate new income streams and reduce dependence on fiscal transfers. ❑ Technology Adoption: Digital tools, AI, and automation can enhance tracking, safety monitoring, and operational efficiency. ❑ Community and Youth Development: Skills outreach and bursary programmes in host communities strengthen local capability and social licence to operate. ❑ ISO Accreditation: Achieving ISO 14001 certification at Vaalputs enhances international recognition and credibility.	❑ Legislative Delays: Slow promulgation of the Fund Bill undermines financial independence and project execution. ❑ Fiscal Constraints: Competing national priorities limit government funding availability. ❑ Skills Competition: Shortage of specialised nuclear professionals heightens retention risks and recruitment costs. ❑ Geographical Isolation: Vaalputs’ remote location complicates attraction and retention of skilled personnel. ❑ Public Perception Risk: Misinformation and anti-nuclear sentiment may hinder stakeholder confidence and community acceptance. ❑ Regulatory Complexity: Lengthy approval processes and shifting compliance standards can delay delivery. ❑ Cybersecurity Exposure: Increasing digitisation introduces information-security vulnerabilities. ❑ Climate Risks: Extreme weather and environmental changes may affect site infrastructure and operational resilience. ❑ Operational Continuity: Delays in structural integration or fund activation could compromise mandate delivery.



4. CHALLENGES AND INTERVENTIONS

The NRWDI's transition into a fully licensed national waste-disposal institution marks a new operational phase with heightened expectations for performance, assurance, and institutional maturity. The challenges facing the organisation are multi-dimensional and interconnected, requiring deliberate, coordinated interventions across financial, technical, human-capital, governance, and stakeholder domains.

a) Financial Sustainability and Funding Readiness

Despite progress, NRWDI remains vulnerable to fiscal constraints as a Schedule 3A entity reliant on annual appropriations from Government. Cost-containment measures across government have reduced flexibility while financial pressures on Eskom and Necs also influence the flow and timing of disposal operations.

Post-licensing, the funding imperative becomes more urgent. NRWDI must demonstrate that it can operate sustainably as waste volumes increase, long-term liabilities materialise, and major infrastructure (CISF, DGR) moves through licensing and design stages. The delayed operationalisation of the Radioactive Waste Management Fund (RWMF) remains a key structural risk

Interventions:

Strengthen financial controls, cost-efficiency and prioritisation across programmes.

- Expand alternative funding pathways (DFIs, donor partnerships, technical-service revenue, advisory services).
- Develop internal readiness for Fund administration (tariff models, cost-reflective pricing, financial assurance systems).
- Improve procurement quality and contract management to reduce cost leakages and delivery delays.

b) Leadership, Culture and People Management

- Leadership at NRWDI demonstrates alignment around the organisational mandate and strategic priorities. Management is actively implementing initiatives to strengthen organisational culture and collaboration across the Institute. Ongoing organisational development efforts are focused on reinforcing consistent leadership behaviours and effective people-management practices. Legacy structural arrangements are being addressed

as part of the broader repositioning process.

- Post-licensing expectations require greater discipline, unity, and accountability, as the regulator and stakeholders now assess the NRWDI not only by intent but by operational consistency and behavioural maturity.

Interventions:

- Enterprise-wide culture renewal anchored on values, consequence management, and leadership modelling.
- Targeted change-management programmes focused on site coherence, integration, and work-ethic alignment.
- Enhanced internal communication and engagement platforms.
- Leadership development programmes for EXCO, senior managers, and site supervisors.

c) Capacity, Capability and Operational Readiness

NRWDI faces significant capacity constraints: unfunded posts, scarce nuclear skills, and an ageing workforce threaten continuity particularly at Vaalputs, where losing even a few specialists could halt operations.

Post-licensing, the organisation's credibility depends on its ability to implement the licence conditions, respond to audits, and prepare evidence for inspections. This requires technical depth across safety, systems engineering, radiation protection, licensing, safeguards, and quality assurance.

Interventions:

- Develop a costed, site-specific staffing plan for Vaalputs and critical functions.
- Strengthen the talent pipeline through internships, bursaries, apprenticeships, and graduate programmes.
- Establish structured succession-planning tied to scarce skills-mapping.
- Leverage partnerships with universities, research bodies, the IAEA, and peer institutions for capacity development.
- Implement an enterprise knowledge-management framework to preserve institutional memory.

d) Regulatory Compliance, Assurance and Post-Licence Obligations

Licensing has elevated NRWDI into a rigorous regulatory environment. The National Nuclear Regulator now expects demonstrable capability, consistent evidence, and proactive compliance not reactive submissions.

Several compliance systems (QA, RP, safeguards, security, documentation, site event management) require integration,

strengthening, and clearer role delineation to ensure independence (“player versus referee”).

In addition, increasing expectations from SSA, the Nuclear Security Committee, and international reporting bodies add complexity.

Interventions:

- Finalise and implement an Integrated Compliance Strategy and Assurance Framework.
- Clarify functional boundaries between Operations (Programme 2) and Compliance (Programme 4).
- Develop a licensing critical path for CISF, large components, and future facilities.
- Strengthen internal audits, system testing, and readiness reviews ahead of inspections.
- Build multidisciplinary assurance skills (RP, QA, safeguards, security, licensing).

e) Programme and Project Execution Capability

NRWDI's major projects - like the CISF, large component disposal, DGR - require coordinated planning, contract management, scheduling, and risk oversight. Current project-management capability is limited, and the absence of a central Project Management Office (PMO) reduces integration across functions.

Without strengthened execution capacity, the organisation risks schedule slippage, cost overruns, and regulatory non-compliance.

Interventions:

- Establish a lightweight PMO to centralise oversight of scope, cost, schedule, and risk.
- Introduce project-management standards, reporting tools, and dashboards.
- Improve contract management through specialised training and designated project contract leads.
- Formalise project gating and documentation protocols from design to licensing.

f) Systems, Digitalisation and Cybersecurity

NRWDI's legacy ICT architecture, which was partially inherited from Necs, limits efficiency, integration, and assurance. As digital evidence, monitoring, and reporting become more critical for licensing and compliance, system fragmentation poses risk. Cybersecurity remains a priority following the approval of the ICT Cybersecurity Framework, but implementation is constrained by funding.

Interventions:

- Modernise and integrate ICT systems into a secure digital ecosystem.
- Prioritise cybersecurity operationalisation and monitoring.
- Digitise compliance and operational workflows (DMS enhancements, automated monitoring, digital inspection evidence).
- Strengthen data governance, robotics/automation pilots, and remote monitoring capabilities for Vaalputs and future facilities.

g) Communications, Public Perception and Social Licence

Misinformation, environmental anxieties, and anti-nuclear sentiment persist. Post-licensing, the organisation must reaffirm public trust through transparent education, continuous engagement, and visible accountability. Host-community expectations, particularly in the Northern Cape require NRWDI to demonstrate tangible value and partnership.

Interventions:

- Implement an Integrated Communications and Stakeholder Relations Strategy.
- Roll out the Corporate Social Responsibility Framework with a focus on STEM education, community awareness, and youth opportunities.
- Strengthen CISF-specific communication, risk communication, and plain-language technical messaging.
- Enhance media presence, digital platforms, and local visibility, including the establishment of a local Vaalputs-area presence.

h) Governance, Institutional Maturity and Strategic Positioning

As a newly licensed institution with clean audits, NRWDI is entering a phase of increased scrutiny and expectation. Governance must keep pace with operational complexity, cross-divisional integration, and Board oversight of long-horizon infrastructure.

Interventions:

- Strengthen governance instruments (policy alignment, risk frameworks, performance systems).
- Enhance Board and Committee effectiveness through targeted capacitation and governance deep dives.
- Align organisational structures with mandates and future operating models.
- Position NRWDI as a continental centre of excellence in radioactive waste management, training, and advisory services.

Figure 2: NRWDI Stakeholder Map

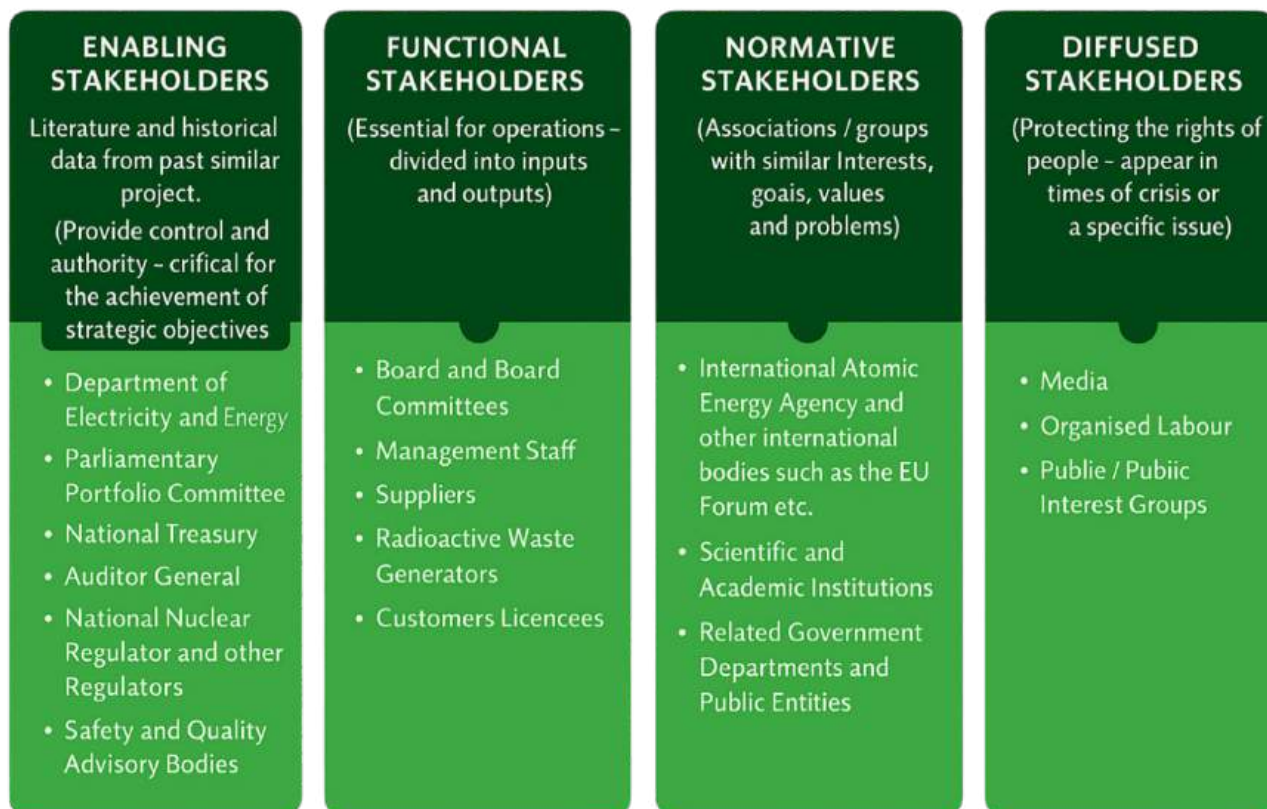


Table 3: STAKEHOLDER ANALYSIS MATRIX

I. Strategic & Governance Stakeholders

Stakeholder	Influence	Expectations
NRWDI Board & Governance Committees (Technical Operations Committee; Human Resources, Social & Ethics Committee; Audit & Risk Committee)	• Strategic direction • Governance and fiduciary oversight • Policy, risk, and compliance oversight	• Transparency and timely reporting • Accountability and ethical conduct • Strong governance, integrity, and compliance • Organisational stability • Visibility on progress and risks • Effective delivery of mandate
Department of Electricity & Energy (DEE)	• Policy and strategy-setting • Executive authority oversight • Governance, performance, and administrative oversight	• Alignment with national policy and DEE priorities • Governance continuity and reliable reporting • Effective synergy and collaboration • Delivery of NRWDI's mandate • Sound financial management • Good governance
Parliamentary Portfolio Committee on Electricity & Energy	• Legislative oversight • Review of budgets, performance, and compliance • Authority to sanction/direct improvement	• Accountability and accurate reporting • Governance, integrity, and ethics • Contribution to national priorities • Clear direction and evidence-based submissions

2. Operational & Sector Stakeholders

Stakeholder	Influence	Expectations
Waste Generators (Eskom, Necsa, hospitals, industry, research facilities)	- Public perception of nuclear/radiation - Risk profile of waste streams - Dependence on NRWDI disposal infrastructure	- Access to disposal solutions and extended waste package options - Clarity on waste management processes and requirements - Information-sharing on waste plans and inventories - Fair, consistent, and transparent operations - Reliable turnaround times and responsiveness - Honesty, accountability and integrity - Compliance guidance and regulatory support - Accessible channels for interaction and feedback
NNR / Regulators	- Licensing authority (NIL-43 and other authorisations) - Regulatory standards and enforcement - Compliance requirements	- Adherence to licensing conditions - Strong governance and compliance culture - Transparent reporting and corrective actions
Auditor-General South Africa (AGSA)	- Audit outcomes - Compliance assessment - Public accountability	- Accurate and timely reporting - Strong financial and performance management - Good governance and clean audit outcomes
National Treasury (NT)	- Regulatory and financial oversight - Budget allocation and expenditure controls	- Governance and compliance with PFMA/Treasury instructions - Accurate financial reporting - Prudent budgeting and expenditure
International Agencies (IAEA, EU Forum, WENRA, etc.)	- Policy guidance - International safety standards - Technical benchmarking	- Compliance with international conventions and standards - Adoption of global best practices - Participation in capacity-building and R&D initiatives

3. Organisational & Workforce Stakeholders

Stakeholder	Influence	Expectations
Internal Staff	- Morale and organisational culture - Public representation of the Institute - Performance and productivity - Safety culture	- Respect for worker rights - Fair remuneration and incentives - Equity and fairness - Training, development and technical support - Clear HRM policies and practices - Conducive and safe work environment - Adequate resources - Transparency and ethical leadership - Effective internal engagement - Principles of good governance - Ubuntu-based culture

Stakeholder	Influence	Expectations
Organised Labour	- Industrial relations - Productivity and workforce stability	- Formal engagement frameworks - Transparency and communication - Fairness and labour rights - Enabling environment for association

4. Public, Community & Social Stakeholders

Stakeholder	Influence	Expectations
Vaalputs Host Community	- Safety perceptions - Social licence to operate - Local support for operations	- Community development initiatives - Job creation and socio-economic opportunities - Transparent communication on safety and operations
Public /Interest Groups / Lobby Groups/Licencees	- Public perception - Advocacy and influence - Buy-in for future projects (LTO, CISF, DGR, BDF)	- Transparency and fairness - Consistent delivery and integrity - Information sharing in accessible language - CSI and social/environmental initiatives - Safety assurance and meeting licence conditions - Values-driven behaviour
Local & Provincial Authorities (Namakwa District Municipality, Kamiesberg Local Municipality, Northern Cape Province)	- Emergency response and preparedness - Community interface - Local development and environmental initiatives	- Collaboration on emergency and safety management - CSR initiatives supporting local priorities - Environmental management coordination - Transparent communication
Media	- Public perception and opinion - Public knowledge and awareness	- Regular and accessible communication - Transparency and accuracy - Timely access to information

5. Market & Support Stakeholders

Stakeholder	Influence	Expectations
Suppliers & Service Providers	- Service delivery and turnaround - Operational risk, cost, and performance	- Transparency and fairness in procurement - Consistency and ethical conduct - Clear requirements and timelines - Reliable communication

5. OUR STRATEGIC FOCUS



5.1. VISION

A global leader in the management of radioactive waste disposal



5.2. MISSION

To protect people and the environment by providing sustainable, safe and technologically innovative radioactive waste disposal solutions



5.3. VALUES

NRWDI's values are grounded in strong ethical considerations.

Table 4: NRWDI Values

Nurturing	We prioritise the safety and well-being of people, communities, and the environment in all that we do.
Respect	We treat everyone with dignity and fairness, acting with integrity and accountability in all our interactions.
Wellness	We promote a healthy, balanced, and supportive work environment for all employees.
Dedication	We approach our work with passion, professionalism, efficiency and commitment to future generations.
Innovation	We embrace creativity, learning, and technology to drive excellence and sustainability.

6. ORGANISATIONAL STRUCTURE

The organisational structure of NRWDI remains Board-approved and continues to evolve in line with the organisation's operational requirements and long-term mandate. As the Institute moves further into an implementation-focused phase following the issuing of its national disposal licence, the structure must ensure that NRWDI maintains the right mix of skills, capabilities and functional alignment to support effective delivery.

NRWDI is organised into four primary divisions: Administration (Programme 1), Radioactive Waste Disposal Operations (Programme 2), Science Engineering and Technology (Programme 3), and Radioactive Waste Compliance Management (Programme 4). These divisions collectively support the Institute's mandate by ensuring that operations, are conducted safely, scientific and technical programmes are advanced, and all activities remain fully compliant with regulatory requirements.

The Administration (Programme 1) division functions as the strategic backbone of the organisation. Its responsibilities include human capital management, human capital management, ICT and cybersecurity, legal services, finance and supply chain management, strategic- planning and reporting, internal audit, risk management, the Board Secretariat, facilities management and communications. Within this division, Human Resources continues to mature from a traditional support role into a strategic function that drives organisational design, workforce- planning, talent development, succession management and the creation of a cohesive organisational culture.

The organisation's operational and technical divisions, Radioactive Waste Disposal Operations (Programme 2), SET (Programme 3) and Radioactive Waste Compliance Management (Programme 4) remain central to NRWDI's licensed functions and long-term projects. These divisions must be adequately staffed and equipped to manage the increasing technical demands associated with long-term initiatives such as the Centralised Interim Storage Facility, large-component disposal programmes and future repository development. To support this, the structural design will need to remain adaptable to ensure, ensuring that specialised capacity in areas such as engineering, systems design, safety case development, radiation protection, safeguards and quality assurance is strengthened as project requirements expand.

The workforce profile within NRWDI continues to shift, with an increasing number of younger professionals entering the organisation alongside an experienced but ageing technical cohort. This trend underscores the need for leadership development, structured talent pipelines, and enhanced knowledge-management systems to safeguard institutional memory and ensure continuity in critical operational areas such as Vaalputs.

As NRWDI's project portfolio grows more complex, the organisational structure will also need to support stronger internal coordination, improved project management practices and more integrated ways of working across divisions. A combination of permanent personnel and contingent, project-specific expertise will remain necessary to balance technical depth with cost efficiency.

Overall, the organisational structure will continue to be reviewed and adjusted to ensure that NRWDI remains fit-for-purpose, capable of meeting its statutory obligations and prepared for the technical, regulatory and operational demands associated with the next phase of its mandate.

Figure 3: NRWDI Organisational Structure

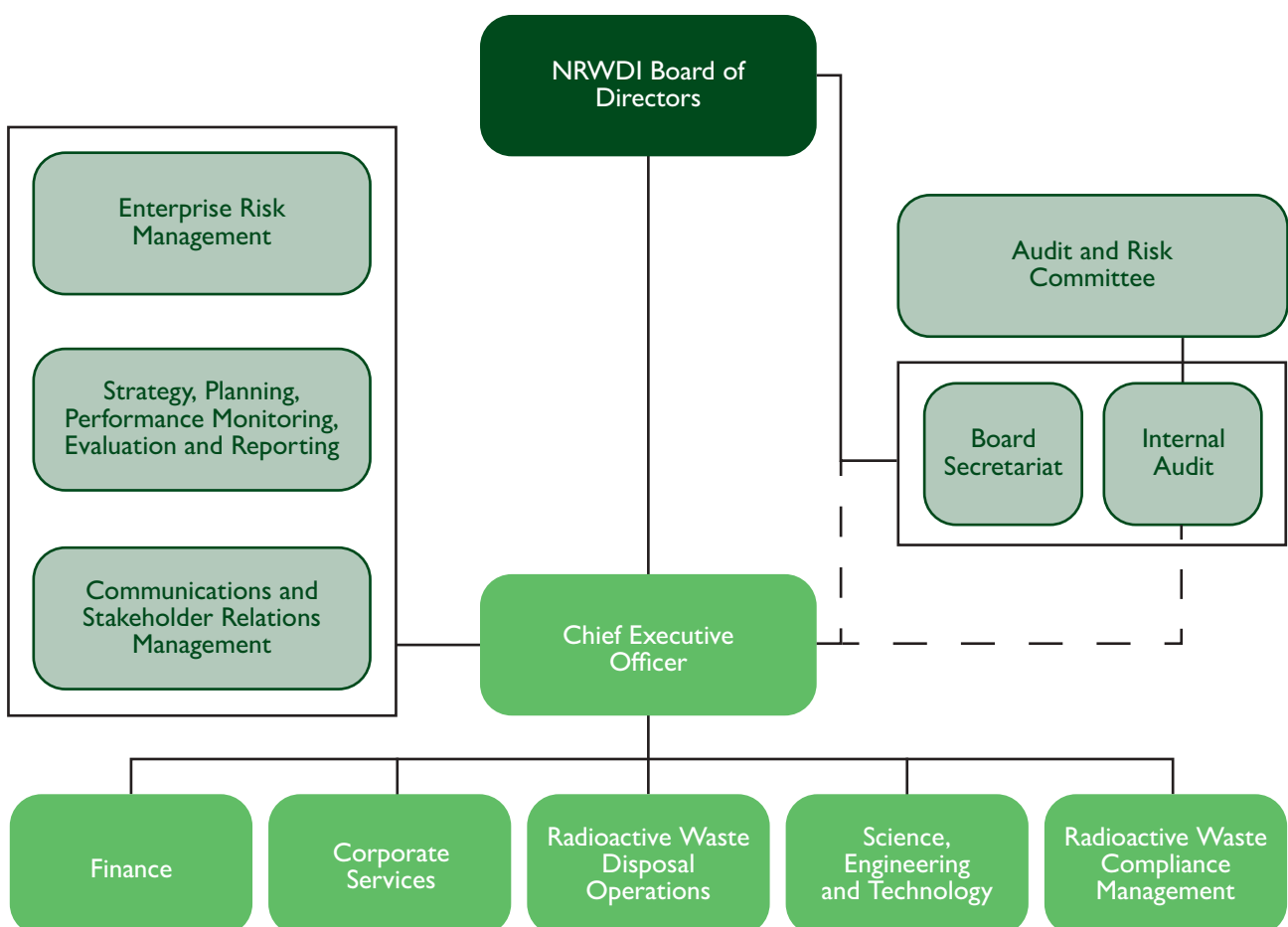




Table 5: STATEMENT OF FINANCIAL PERFORMANCE - NRWDI CONSOLIDATED

	Audited Outcome			"Budget estimate"	Approved budget	Medium Term Estimates		
	2022/23	2023/24	2024/25	2025/26		2026/27	2027/28	2028/29
REVENUE								
Non-tax revenue	2 553	4 026	3 292	2 000	2 000	57 850	59 701	61 552
Commission received	1	1	1	-	-			
Interest, dividends and rent on land	2 552	3 947	3 234	2 000	2 000	3 595	3 710	3 825
Rental income from buildings						106	109	113
Disposal Waste Fees						51 799	53 457	55 114
Other income		78	57			2 350	2 425	2 500
Transfers received	50 304	50 486	47 916	50 023	50 023	52 074	54 152	55 835
Total revenue	52 857	54 512	51 208	52 023	52 023	109 924	113 853	117 387

	Audited Outcome			Budget estimate	Approved budget	Medium Term Estimates		
	2022/23	2023/24	2024/25	2025/26		2026/27	2027/28	2028/29
EXPENSES								
Current payments	48 722	54 379	50 053	52 023	64 891	109 924	113 853	117 387
Compensation of employees	39 087	41 874	39 680	45 125	45 126	63 284	65 310	67 335
Salaries and wages	39 087	41 874	39 680	45 125	45 126	63 284	65 310	67 335
Goods and services: Of which	9 635	12 505	10 373	6 898	19 765	46 640	48 543	50 052
Administrative fees	24	30	34	50	35	50	52	53
Advertising	84	144	282	-	43	110	114	117
Minor assets	22	2	189	-	-	50	52	53
Audit costs: External	866	1 083	1 361	1 000	1 200	1 950	2 025	2 075
Catering: Internal activities	34	20	38	-	5	90	94	96
Communication (G&S)	321	334	344	190	416	603	622	642
Computer services	848	1 857	736	500	934	506	522	538

	Audited Outcome			Budget estimate	Approved budget	Medium Term Estimates		
	2022/23	2023/24	2024/25	2025/26		2026/27	2027/28	2028/29
Consultants: Business and advisory services	647	585	517	500	450	450	464	479
Legal services (G&S)	399	535	373	250	906	250	258	266
Contractors: Maintenance and repairs of other fixed structures				-	-	282	320	380
Contractors: Maintenance and repairs of other machinery and equipment	24	230	215	-	6	2 246	2 318	2 390
Contractors: Other	595	781	1 243	350	1 128	710	810	900
Agency and support/outsourced services	1 825	1 089	998	300	10 785	7 986	8 242	8 467
Inventory-fuel				-	-	2 750	2 860	2 926
Consumable supplies	16	34	38	20	20	1 334	1 390	1 420
Consumables: Stationery, printing and office supplies	297	174	22	150	153	152	230	250
Operating leases	940	1 158	1 364	1 400	1 400	3 150	3 251	3 352
Transport						1 303	1 365	1 386
Travel and subsistence	993	2 523	1 162	520	548	1 989	2 053	2 116
Training and development	23	47	69	100	156	350	360	372
Operating payments	279	417	373	218	330	18 109	18 736	19 297
Venues and facilities	251	249	69	150	50	180	300	306
Depreciation	1 147	1 192	946	1 200	1 200	2 040	2 105	2 171
Losses from sale of fixed assets		21	-	-	-	-	-	-
Total Expenditure	48 722	54 379	50 053	52 023	64 891	109 924	113 853	117 387
Surplus / Deficit	4 135	133	1 155	-	(12 868)	-	-	-

Additional notes to budget amounts for MTEF

1. Advertising	Costs incurred for advertising vacant posts in newspapers.
2. Agency and support (Outsourced services)	Internal Audit Function uses a combination of projects completed by own internal resources and those allocated to audit firms where NRWDI does not have the capacity to execute the project.
3. Assets less than R5000	Capital projects less than R5000.
4. Audit costs	Fees for the Auditor-General of South Africa.
5. Board costs	Remuneration of non-executive Board Members.
6. Catering (Internal Activities)	In terms of NT Instruction on cost-containment measures, no catering is allowed for internal meetings unless there are external stakeholders attending the meeting or deviations for internal meetings are approved per delegation of authority.
7. Communication	Payment to Necsa for telephones, network and email facilities.
8. Computer Services	Computer hardware such as keyboards, hard drives and servers.
9. Contractors	Payments to service providers providing technical and specialist services where these services are unnecessary to maintain these skills in-house.
10. Entertainment	Expenditure incurred by Senior Managers in performance of their duties. Such expenditure includes, but is not limited to, luncheon meetings held with, foreign delegations and/or other individuals in and outside the public sector.
11. Lease payments	Rental of NRWDI office space from Necsa.
12. Legal fees	Provision for unforeseen legal costs that maybe incurred.
13. Non-life insurance	Short-term insurance for assets.
14. Printing and publication	Printing of corporate statutory documents like the strategic plan, annual performance plans and annual reports.
15. Repairs and Maintenance	Building/equipment.
16. Training and Development	Statutory training and staff development.
17. Travel and Subsistence	Travel to Vaalputs, Parliament, technical meetings, domestic and international travel.
18. Venues and Facilities	Hiring of venues and facilities for external stakeholder engagements.
19. Annual License Fees	Software licenses.
20. Safety Support Case	Relicensing of Vaalputs.
21. PSI Forums	Costs associated to hold quarterly Vaalputs Public Safety Information Forum meetings sessions at Vaalputs.
22. Stationery	Internal stationery.
23. Postal costs	Postage and delivery costs.
24. Consumables	Cleaning materials.
25. Branding material	Banners, pamphlets, brochures, signage.
26. Membership fees	Corporate membership fees and individual professional membership fees.



PART C

MEASURING OUR PERFORMANCE



I. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

I.1. PROGRAMME I: ADMINISTRATION

I.1.1. Purpose

To ensure that NRWDI is operationally efficient, cost effective, properly managed and complies with good corporate governance principles.

Programme I contributes to the MTDP priority I which is "Inclusive Growth and Job Creation," as well as MTDP Priority 3, which is "A Capable, Ethical and Developmental State" by contributing to the following:

- Strengthening institutional efficiency, governance and administrative systems to support national development, economic participation and long-term service delivery.
- Creating an enabling organisational environment that promotes employment opportunities, skills development and inclusive participation across the radioactive-waste management value chain.
- Advancing professional, ethical and merit-based administration through transparent processes, accountable leadership and strengthened internal controls.
- Enhancing stakeholder engagement, communication and public trust to reinforce social cohesion and support broader socio-economic outcomes.
- Promoting transformation and inclusion through equitable recruitment, capacity-development and empowerment of women, youth and persons with disabilities.

I.1.2. Functions

I.1.3 The core outcome is achieved through the provision of key corporate functions under the following:

- Strategic - planning, monitoring, and evaluating reporting** coordinates the translation of policy priorities agreed upon by the Board into actionable strategic plans with clear outcomes, outputs, indicators, annual targets, quarterly targets and resource commitments. It is also responsible for monitoring and evaluation of the strategy, annual performance plans and institutional operational plans to ensure that NRWDI delivers on its impact statement and improves and sustains its performance and reporting thereof.
- Risk Management** is responsible for coordinating and supporting the overall institutional risk management process by ensuring that risk events are identified,

evaluated, and managed to enable the achievement of strategic priorities.

- Internal Audit** plays a pivotal role in the combined assurance framework by providing independent assurance over risk management and systems of internal control.
- Board Secretariat** plays an important role in supporting the effectiveness of the Board by monitoring that Board policy and procedures are followed. The Secretariat also coordinates the timely completion and dispatch of Board agenda and all other documents that are tabled before the Board.
- The Communications and Stakeholder Relations** function at the NRWDI is vital for transparency and trust. Effective strategies convey the Institute's mission, safety protocols, and environmental responsibilities, building confidence in its operations. Engaging stakeholders, including local communities and government agencies, fosters collaboration and addresses concerns. Proactive outreach and open dialogue help manage waste disposal issues, gather feedback, and promote informed decisions. Additionally, clear communication makes technical information accessible, enhancing credibility and supporting environmental stewardship and public safety objectives.
- Finance and Supply Chain Management** ensures compliance with all relevant financial statutes and regulations, the most important of which is the Public Finance Management Act (PFMA). It ensures that goods and services are procured taking into consideration the procurement legislation and the principles of good corporate governance.
- Corporate Services (Human Capital Management; Information and Communications Technology Management; Legal Services Management; and General Administration and Facilities Management)**
 - The Corporate Services sub-programme primarily provides integrated strategic and operational business-enabling services. Legal Services is responsible for providing a comprehensive legal advisory service to enable the Entity to execute its mandate effectively within the rule of law. Human Resources (HR) Management provides transformational HR support enabling the Entity to attract, develop and retain skilled people across the organisation. Information and Communication Technology (ICT) provides long-term planning and day-to-day support for the Institute's in respect of ICT needs, services, and systems. Facilities Management ensures physical and information security. It also oversees accommodation and maintenance thereof.

I.1.4. Programme I: Administration: Sub-programme I: Office of the CEO Output indicators, Annual and Quarterly Targets

Table 6: Programme I: Administration: Sub – programme I: Office of the CEO Output Indicators, Annual and Quarterly Targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited actual performance			Estimated performance	MTEF period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Financially sustainable, capable and well governed organisation	Development and implement -ation of the NRWDI Repositioning strategy	NRWDI Repositioning strategy Implement -ation plan reports	New target	New target	New target	NRWDI Repositioning strategy approved by the Board	4 Repositioning strategy implement -ation plan reports approved by Exco	4 Repositioning strategy implement -ation plan reports approved by Exco	Evaluation report on lessons learnt for incorporation into the next planning cycle
	Improved corporate ethical culture	Ethics Framework	New target	New target	Ethics framework developed – not achieved	New target	Ethics framework approved by the Board	100% Implement -ation of the ethics framework	Monitoring and evaluation of the implement -ation of the Ethics framework
	Implement -ation of the Corporate Social Responsibility (CSR) Framework	Number of CSR project initiatives implemented	New target	New target	New target	New target	2 CSR project initiatives implemented	2 CSR project initiatives implemented	2 CSR project initiatives implemented
	Unqualified Audit Opinion	Unqualified Audit Report	Unqualified Audit Opinion	Unqualified Audit Report	Unqualified Audit Opinion	Unqualified Audit Report	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Report

I.1.5. Programme I: Sub – programme: Office of the CEO Output indicators, Annual and Quarterly Targets

Table 7: Programme I: Sub – programme: Office of the CEO Output Indicators, Annual and Quarterly Targets

Output indicators	Annual target 2026/2027	Q1	Q2	Q3	Q4
NRWDI Repositioning strategy Implementation plan reports	4 Repositioning strategy implementation plan reports approved by Exco	1 Repositioning strategy implementation plan report approved by Exco	1 Repositioning strategy implementation plan report approved by Exco	1 Repositioning strategy implementation plan report approved by Exco	1 Repositioning strategy implementation plan report approved by Exco
Ethics Framework	Ethics Framework approved by the Board	No target	Conduct ethics risk assessment	Ethics framework tabled at Exco	Ethics Framework approved by the Board
Number of CSR project initiatives implemented	2 CSR project initiatives implemented	Annual CSR Plan approved by Exco	One CSR project implemented	Mid-year CSR progress report	One CSR project implemented
Unqualified audit report	Unqualified audit report	No target	Unqualified audit report	No target	No target

I.1.6. Programme 1: Administration: Sub – programme 2: Corporate Services Outcomes, Outputs, Output Indicators and Targets

Table 8: Programme 1: Administration: Sub-programme 2: Corporate Services Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited actual performance			Estimated performance	MTEF period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Financially sustainable, capable and well governed organisation	HR strategy that responds to attracting and retaining of core and critical skills	Number of HR interventions implemented	New target	New target	New target	30% Implementation of the approved HCM Strategy	4 Implemented projects of the HCM Strategy	4 Implemented projects of the HCM Strategy	4 Implemented projects of the approved HCM Strategy

I.1.7. Programme 1: Administration: Sub – programme 2: Corporate Services Output indicators, Annual and Quarterly Targets

Table 9: Programme 1: Administration: Sub – programme 2: Corporate Services Output Indicators, Annual and Quarterly

Output indicators	Annual target 2026/2027	Q1	Q2	Q3	Q4
Number of HR interventions implemented	4 Implemented projects of the HCM Strategy	1 implemented project (Review and redesign the organisational structure)	1 implemented project (Develop Remuneration Strategy and PayScale)	1 implemented project (Develop Job Profiles, Evaluations, and Grading)	1 implemented project (Conduct Organisational Culture Survey/ Assessment)

I.1.8. Programme 1: Administration: Sub – programme 3: Finance and Supply Chain Management Outcomes, Outputs, Output Indicators and Targets.

Table 10: Programme 1: Administration: Sub- programme 3: Finance and Supply Chain Management Outcomes, Output

Outcome	Outputs	Output indicators	Annual targets						
			Audited actual performance			Estimated performance	MTEF period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Financially sustainable, capable and well governed organisation	Financial sustainability plan is implemented	Number of financial sustainability plan initiatives implemented	New target	New target	Financial sustainability plan developed	Implementation of 12 financial sustainability plan initiatives	Implementation of 1 financial sustainability plan initiative (Finalize, approve, and publish the robust product and tariff catalogue for operational and commercial use.)	Implementation of 1 financial sustainability plan initiative (Institutionalisation and optimisation of financial sustainability mechanisms)	Implementation of 1 financial sustainability plan initiative (Implementation of the financial sustainability plan initiative related to the Radioactive Waste Management Fund)

1.1.9. Programme 1: Administration: Sub- programme 3: Finance and Supply Chain Management Output indicators, Annual and Quarterly Targets

Table 11: Programme 1: Administration: Sub- programme 3: Finance and Supply Chain Management Output Indicators, Annual and Quarterly Targets

Output indicators	Annual target 2026/2027	Q1	Q2	Q3	Q4
Number of financial sustainability plan initiatives implemented	Implementation of 1 financial sustainability plan initiative (Finalize, approve, and publish the robust product and tariff catalogue for operational and commercial use	Develop, a standardized tariff-setting methodology for all products and solutions.	Complete a comprehensive mapping of all current and planned products / solutions to support tariff application.	Apply the approved tariff methodology to the full suite of products and solutions, and conduct review cycles	Finalize, approve, and publish the robust product and tariff catalogue for operational and commercial use.

1.1.10. Programme 1: administration: explanation of planned performance over the medium-term period

To have a financially sustainable, capable and well governed organisation NRWDI must focus on the human and financial resources in the organisation. NRWDI embarked on a repositioning strategy as the licence holder of Vaalputs Radioactive Waste Disposal Facility to remain competitive, relevant, and to capture new strategic opportunities in the nuclear and waste management sector. An important requirement of King V Report is an ethics framework which is a set of principles, values, policies, and practices that guide ethical behaviour and decision-making within an organisation thereby leading to ethical leadership ensuring accountability. Corporate Social Investment (CSI) around the Vaalputs Radioactive Waste Disposal Facility is critical in supporting sustainable community development, building trust, and ensuring the long-term social licence to operate for NRWDI. An unqualified audit is important because it confirms that an organisation's financial statements are accurate, compliant, and transparent, reflecting strong governance and effective internal controls. It builds confidence among stakeholders, regulators, and funders, enhances the organisation's credibility and reputation, supports financial sustainability, and demonstrates responsible management of resources HR interventions that are planned actions by Human Resources ensure improvement in employee performance, engagement, and organisational effectiveness. A financial sustainability plan ensures that an organisation can meet its current and future financial obligations while continuing to grow and deliver value.

Strategic support at NRWDI comprises of a multitude of activities which are conducted by specific units within the organisation. All these activities need to be timeously co-ordinated and meticulously implemented to ensure that the organisation can execute its mandate. Financial viability and sustainability (compliance to the PFMA and Treasury Regulations) must be tracked and monitored to ensure sustainable operations, support effective asset management, and deliver appropriate levels of service to stakeholders.

NRWDI seeks to ensure that governance protocols are adhered to by employing robust internal control systems. Key contributions to such will be made by the Risk and Internal Audit departments and the Board Secretariat. Performance Planning, Reporting, Monitoring and Evaluation will determine the effectiveness of NRWDI in terms of meeting its mandate and the requirements of the Shareholder. The monitoring and evaluation processes are a strategic imperative, executed via the Office of the CEO, Strategy and Planning department and reported on, at defined intervals. The Human Capital strategy seeks to understand and anticipate the organisations talent needs. The strategy will focus on attracting, maintaining, and retaining appropriate human capital and providing opportunities for employee growth and advancement.

All outputs in Programme 1: Administration will contribute jointly towards the achievement of the outcome i.e., financially sustainable, capable and well governed organisation. The Administration division will utilise their resources plan appropriately to ensure that outputs are achieved on time and within the allocated budget.

I.I.I.I. Programme I: ADMINISTRATION: Programme Resource Considerations

Table 12: Budget Allocation for Programme I and sub programmes as per the ENE and/or the EPRE

Expenses	Audited Outcome			Budget estimate	Approved budget	Medium Term Estimates		
Rand thousand	2022/23	2023/24	2024/25	2025/26		2026/27	2027/28	2028/29
<u>Objective/Activity</u>								
Administration								
Compensation of employees	25 185	26 781	23 614	28 780	27 962	30 037	31 009	31 870
Salaries and wages	25 185	26 781	23 614	28 780	27 962	30 037	31 009	31 870
Goods and services	8 478	11 109	9 177	6 588	12 447	9 009	9 806	10 172
Administrative fees	24	30	34	50	35	50	51	48
Advertising	84	144	282		43		49	50
Minor assets	22	2	189				19	20
Audit costs: External	866	1 083	1 361	1 000	1 200	1 600	1 651	1 702
Catering: Internal activities	34	20	38		5		39	41
Communication (G&S)	229	233	241	100	320	250	259	266
Computer services	848	1 857	736	500	934	434	544	560
Consultants: Business and advisory services	647	585	517	500	450	500	544	560
Legal services (G&S)	399	535	373	250	906	250	325	335
Contractors: Maintenance and repairs of other machinery and equipment	24	230	215	-	6			
Contractors: Other	23	390	495	350	1 128	350	362	373
Agency and support/ outsourced services	1 810	1 073	907	300	3 736	300	356	439
Consumable supplies	16	34	38	20	20	25	49	50
Consumables: Stationery, printing and office supplies	297	174	22	150	153	150	197	204
Operating leases	940	1 158	1 364	1 400	1 400	3 150	3 251	3 352
Travel and subsistence	591	1 693	958	300	390	300	395	407
Training and development	23	47	69	100	156	100	113	117
Operating payments	203	359	323	218	315	200	247	254
Venues and facilities	251	249	69	150	50	150	168	172
Depreciation	1 147	1 192	946	1 200	1 200	1 200	1 187	1 222
Losses from Sale of fixed assets		21		-	-			
Total Expenditure	33 663	37 890	32 791	35 368	40 409	39 046	40 815	42 042

I.2. PROGRAMME 2: RADIOACTIVE WASTE DISPOSAL OPERATIONS

I.2.1 Purpose

The purpose of Programme 2 is to provide national radioactive waste disposal and related services that are safe, technically sound, socially acceptable, environmentally responsible and economically feasible. The programme ensures that radioactive waste from past, present and future nuclear activities is managed in a manner that protects human health, safeguards the environment, and prevents the transfer of undue burdens to future generations. This work is central to South Africa's long-term environmental stewardship, nuclear safety obligations and sustainable development commitments.

Programme 2 contributes to MTDP Priority 1: Inclusive Growth and Job Creation through the development, operation and expansion of radioactive waste disposal infrastructure that creates employment, strengthens technical capacity, stimulates local economic activity and supports broader industrial participation. The programme's operational footprint-particularly at Vaalputs and in surrounding communities-creates opportunities for skills development, local sourcing and sustainable job creation linked to infrastructure upgrades and long-term disposal services.

The programme also supports MTDP Priority 3: A Capable, Ethical and Developmental State by ensuring that waste disposal operations are executed in a manner that is compliant, transparent and aligned to national and international nuclear safety standards. Through operational excellence, robust monitoring systems and responsible environmental management, Programme 2 strengthens public confidence, institutional credibility and state capability in the management of radioactive waste.

The following activities are inherently part of the Radioactive Waste Operations Division:

- i. Operating and maintaining the national low-level radioactive waste disposal repository at Vaalputs, ensuring safe, compliant and continuous disposal operations.
- ii. Managing, operating and monitoring all operational disposal facilities and predisposal activities at disposal sites, including waste acceptance, classification, handling and site-specific monitoring.
- iii. Managing ownerless radioactive waste on behalf of the State and developing appropriate waste management plans for such waste streams.
- iv. Providing accessible information and education to communities living near disposal facilities, as well as to the broader public, to promote understanding, safety awareness and social acceptance.
- v. Maintaining the Vaalputs waste disposal inventory database and submitting the required annual inventory report to the national nuclear regulator.

1.2.2. Programme 2: Radioactive Waste Disposal Operations: Outcomes, Outputs, Output Indicators and Targets

Table 13: Programme 2: Radioactive Waste Disposal Operations: Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited actual performance			Estimated performance	MTEF period		
			2022 /23	2023 /24	2024 /25	2025/26	2026/27	2027/28	2028/29
Safe and secure management, and disposal of low-level radioactive waste	Compliance with the Vaalputs licence conditions	Percentage acceptance rate for the disposal of waste packages received from waste generators for disposal	New target	New target	New target	100%	100% acceptance rate for the disposal of waste packages received from waste generators for disposal	100% acceptance rate for the disposal of waste packages received from waste generators for disposal	100% acceptance rate for the disposal of waste packages received from waste generators for disposal
		Number of independent SHEQ audit report demonstrating compliance with the Vaalputs operational procedures	New target	New target	New target	New target	1X independent SHEQ audit report demonstrating compliance with the Vaalputs operational procedures	2X independent SHEQ audit report demonstrating compliance with the Vaalputs operational procedures	2X independent SHEQ audit report demonstrating compliance with the Vaalputs operational procedures
		Disabling Injury Incident Rate (DIIR)	New target	New target	New target	Disabling Injury Incident Rate (DIIR) less than 1	Disabling Injury Incident Rate (DIIR) less than 1	Disabling Injury Incident Rate (DIIR) less than 1	Disabling Injury Incident Rate (DIIR) less than 1
		LTO Waste Disposal Operations Readiness Plan	New target	New target	New target	New target	Operations readiness plan for the disposal of Reactor Pressure Vessel Heads approved by Exco	80% implementation of the Operations readiness plan for the disposal Reactor Pressure Vessel Heads	100% implementation of the Operations readiness plan for the disposal Reactor Pressure Vessel Heads.

1.2.3. Programme 2: Radioactive Waste Disposal Operations: Output Indicators, Annual and Quarterly Targets

Table 14: Programme 2: Radioactive Waste Disposal Operations: Output Indicators, Annual and Quarterly Targets

Output indicators	Annual target 2026/2027	Q1	Q2	Q3	Q4
Percentage acceptance rate for the disposal of waste packages received from waste generators	100% acceptance rate for the disposal of waste packages received from waste generators for disposal	100% acceptance rate for the disposal of waste packages received from waste generators for disposal	100% acceptance rate for the disposal of waste packages received from waste generators for disposal	100% acceptance rate for the disposal of waste packages received from waste generators for disposal	100% acceptance rate for the disposal of waste packages received from waste generators for disposal
Number of independent SHEQ audit report demonstrating compliance with the Vaalputs operational procedures	IX independent SHEQ audit report demonstrating compliance with the Vaalputs operational procedures	No target	No Target	No Target	IX independent SHEQ audit report demonstrating compliance with the Vaalputs operational procedures
Disabling Injury Incident Rate (DIIR)	Disabling Injury Incident Rate (DIIR) less than 1	Disabling Injury Incident Rate (DIIR) less than 1	Disabling Injury Incident Rate (DIIR) less than 1	Disabling Injury Incident Rate (DIIR) less than 1	Disabling Injury Incident Rate (DIIR) less than 1
LTO Waste Disposal Operations Readiness Plan	Operations readiness plan for the disposal of Reactor Pressure Vessel Heads approved by EXCO	No target	Operations readiness plan for the disposal of Reactor Pressure Vessel Heads submitted to MANCO	Operations readiness plan for the disposal of Reactor Pressure Vessel Heads approved by MANCO	Operations readiness plan for the disposal of Reactor Pressure Vessel Heads approved by EXCO

1.2.4. Programme 2: radioactive waste disposal operations: explanation of planned performance over the medium-term period

To ensure safe disposal of all radioactive waste classes, the Vaalputs National Waste Disposal facility must be operated within the Vaalputs Nuclear Installation Licence conditions. The following key activities will focus on the operation and management of Vaalputs by:

- Verifying that waste packages presented for disposal meet all the requirements of the Vaalputs Waste Acceptance Criteria;
- Commissioning an independent SHEQ audit which will demonstrate compliance with the Vaalputs operational procedures;
- Ensuring that the Disabling Injury Incident Rate (DIIR) is less than 1;
- Ensuring that there is an operations readiness plan for the disposal of the Reactor Pressure Vessel Heads is approved by Exco.

1.2.5. Programme Resource Considerations

Table 15: Budget Allocation for programme 2 and Sub Programme as per the ENE and/or the EPRE

Expenses	Audited Outcome			Budget estimate	Approved budget	Medium Term Estimates		
Rand thousand	2022/23	2023/24	2024/25	2025/26		2026/27	2027/28	2028/29
<u>Objective/Activity</u>								
Radioactive Waste Disposal Operations								
Compensation of employees	2 160	2 143	2 504	2 084	2 091	18 328	18 914	19 501
Salaries and wages	2 160	2 143	2 504	2 084	2 091	18 328	18 914	19 501
Goods and services	233	256	24	75	493	37 242	38 273	39 528
Administrative fees						15	15	16
Advertising						110	114	117
Minor assets						50	52	53
Audit costs: External						350	361	372
Catering: Internal activities						50	52	53
Communication (G&S)	23	23	14	20	23	223	230	237
Computer services						157	162	167
Contractors: Maintenance and repairs of other fixed structures						282	291	300
Contractors: Maintenance and repairs of other machinery and equipment						2 241	2 313	2 384
Contractors: Other						250	258	266
Agency and support/ outsourced services					450	7 636	7 880	8 125
Inventory-fuel						2 750	2 838	2 926
Consumable supplies						1 314	1 356	1 398
Consumables: Stationery, printing and office supplies						62	64	66
Transport						1 303	1 345	1 386
Travel and subsistence	209	232	10	55	20	1 234	1 273	1 313
Training and development	1	1				250	258	266
Operating payments						18 095	18 513	19 156
Venues and facilities						30	31	32
Depreciation						840	867	894
Total Expenditure	2 393	2 399	2 528	2 159	2 584	55 570	57 187	59 029

I.3. PROGRAMME 3: SCIENCE, ENGINEERING AND TECHNOLOGY

I.3.1. Purpose

The purpose of this programme is to develop and implement radioactive waste management solutions for the safe storage and disposal of all classes of radioactive waste through scientific, engineering and technological means. This aligns directly with the mandate of NRWDI Act (Act No. 53 of 2008), which requires the Institute to develop and manage disposal solutions for radioactive waste on a national basis.

In fulfilling this mandate, the programme undertakes the following core functions:

- i. To conduct research and develop plans for the long-term management of radioactive waste storage and disposal;
- ii. To design and implement disposal solutions for all classes of radioactive waste;
- iii. To investigate the need for any new radioactive waste disposal facilities;
- iv. To site, design and construct such new facilities as may be required;
- v. To assist generators of small quantities of radioactive waste in all technical aspects related to the disposal of such waste;
- vi. To develop and manage an intellectual property (IP) system for the protection of technology designs, innovations, and related IP rights; and
- vii. To co-operate with any person or institution on matters relating to the above functions of the programme.

The goal of the programme is to advance scientific knowledge and engineering capability in radioactive waste management and to convert that knowledge into practical, safe and sustainable disposal technologies that serve South Africa's long-term national interest.

Programme 3 contributes to MTDP Priority 1: Inclusive Growth and Job Creation by developing scientific, engineering and technological solutions that stimulate economic activity, create specialised employment opportunities and build advanced technical skills within the nuclear and waste-management sectors. Major initiatives - such as the Centralised Interim Storage Facility and future deep geological repositories - generate jobs during research, design and construction phases, while also creating sustained technical and operational roles. The programme's strong partnerships with universities and technical institutions further expand skills pipelines, enhance scientific capability and support broader industrial participation in the national radioactive-waste value chain.

Programme 3 also contributes to MTDP Priority 2: Poverty Reduction and Tackling the High Cost of Living by supporting local economic participation and capability- development in communities located near radioactive-waste infrastructure. Through the creation of specialised technical opportunities, enhancement of scientific skills and development of local infrastructure, the programme promotes employment stability and supports socio-economic upliftment. In addition, by ensuring the safe, efficient and long-term management of radioactive waste, the programme reduces potential environmental and financial risks that could otherwise create future burdens for communities and the State.

Furthermore, Programme 3 supports MTDP Priority 3: A Capable, Ethical and Developmental State by ensuring that South Africa maintains a credible base of scientific, engineering and technological expertise required for long-term radioactive-waste management. Through rigorous research, robust design processes, transparent technical practices and collaboration with national and international partners, the programme strengthens state capacity to plan, license, oversee and operate complex nuclear-waste systems. This contributes to ethical, evidence-based decision-making, enhances regulatory readiness and reinforces public confidence in the safe and responsible management of radioactive waste.

1.3.2. Programme 3: Science, Engineering and Technology: Outcomes, Outputs, Output Indicators and Targets

Table 16: Programme 3: Science, Engineering and Technology: Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited actual performance			Estimated performance	MTEF period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Advancement of the development and implementation of solutions for the management of radioactive waste	CISF Project Plans developed	CISF Project Plans	Preliminary design developed (Target Removed)	Feasibility stage outcomes action plan	Implementation of CISF Gateway Review Outcomes Action Plan	5-year plan to establish the CISF by 2030 approved by Exco	100% acceptance rate for the disposal of waste packages received from waste generators for disposal	Detailed design developed	Site preparations completed
	Environmental Impact Assessment (EIA) performed	EIA reports	EIA phase I performed ie: Application to CA lodged (Target removed)	New target	Environmental Impact Assessment process initiated	Environmental scoping report submitted to DFFE	EIA report submitted to DFFE	No target	No target
	Borehole disposal plan developed	Borehole disposal plan	New target	New target	New target	New target	Borehole disposal plan approved by EXCO	Borehole disposal site selection criteria approved by EXCO	Borehole disposal high-level reference design plan approved by EXCO
	DGR plan developed	DGR plan	New target	New target	New target	New target	DGR plan approved by EXCO	DGR site selection criteria approved by EXCO	DGR high-level reference design plan approved by EXCO

1.3.3 Programme 3: Science, Engineering and Technology: Outputs, Output Indicators and Targets

Table 17: Output Indicators, Annual and Quarterly Targets

Output indicators	Annual target 2026/2027	Q1	Q2	Q3	Q4
CISF Project Plans	Updated Feasibility Study approved by TOC	Initial update of Feasibility Study drafted	Second update of Feasibility Study drafted	Updated Feasibility Study reviewed by TAC	Updated Feasibility Study approved by TOC
EIA reports	EIA report submitted to DFFE	First EIA report drafted	Second EIA report drafted	EIA report reviewed by TAC	EIA report submitted to DFFE
Borehole Disposal Plan	Borehole disposal plan approved by EXCO	Literature review on borehole disposal plan compiled	Borehole disposal plan drafted	Borehole disposal plan reviewed by TAC	Borehole disposal plan approved by Exco
DGR Plan	DGR plan approved by EXCO	Literature review on DGR plan compiled	DGR plan drafted	DGR plan reviewed by TAC	DGR plan approved by EXCO

1.4.3 Programme 3: Science, Engineering And Technology: Explanation Of Planned Performance Over The Medium-Term Period

There is currently no national “away from reactor site” storage and disposal infrastructure available for spent nuclear fuel except for the “on-reactor site” infrastructure. This programme will focus on the establishment of a national centralised interim spent fuel storage facility by 2030 for the safe storage of Koeberg and SAFARI-I spent fuel and other high-level wastes from the country’s nuclear reactors. A project plan will be required to provide a roadmap, milestones and schedules as well as indicate resources required for achieving this outcome by 2030.

The key activities for Programme 3 are as follows:

- The development of CISF project plans;
- Performance of the Environmental Impact Assessment (EIA);
- The development of the borehole disposal plan;
- The development of the DGR plan.

1.4.4 Programme Resource Considerations

Table 18: Budget Allocation for programme 3 and Sub Programmes as per the ENE and/or the EPRE

Expenses	Audited Outcome			Budget estimate	Approved budget	Medium Term Estimates		
Rand thousand	2022/23	2023/24	2024/25	2025/26		2026/27	2027/28	2028/29
<u>Objective/Activity</u>								
Science, Engineering and Radwaste, Technology								
Compensation of employees	4911	5014	4525	4851	5077	5090	5265	5419
Salaries and wages	4911	5014	4525	4851	5077	5090	5265	5419
Goods and services	50	271	100	80	6543	130	133	137
Administrative fees	-	-	-	-	-	-	-	-
Communication (G&S)	23	23	10	20	23	30	30	32
Contractors: Other	-	-	-	-	-	-	-	-
Agency and support / outsourced services	-	-	-	-	6500	-	-	-
Consumable supplies	-	-	-	-	-	-	-	-
Consumables: Stationery, printing and office supplies	-	-	-	-	-	-	-	-
Travel and subsistence	12	248	90	60	20	80	83	84
Operating payments	15	-	-	-	-	20	20	21
Total Expenditure	4961	5285	4625	4931	11 620	5220	5398	5556

1.4. PROGRAMME 4: RADIOACTIVE WASTE COMPLIANCE MANAGEMENT

1.4.5 Purpose

The purpose of Programme 4 is to ensure that NRWDI fulfils its NRWDI's mandate for the national disposal of radioactive waste while meeting is executed in full compliance with nuclear licensing requirements, statutory obligations and international standards. The programme provides the systems, controls and professional capability required to uphold safety, health, environmental and quality requirements, ensuring that all disposal activities remain safe, credible and legally compliant. It also supports the Institute in fulfilling the responsibilities associated with holding a nuclear authorisation by maintaining the management systems necessary for regulatory oversight and continual improvement.

In executing this mandate, Programme 4 undertakes the following activities:

- i. Developing, maintaining and monitoring nuclear licensing processes, including applications, amendments and compliance submissions;
- ii. Managing quality, health, safety, environmental and radiation-protection systems to ensure alignment with national and international standards;
- iii. Implementing safeguards, nuclear security and related regulatory requirements;
- iv. Conducting internal compliance oversight, inspections and assurance to verify adherence to licensing conditions and governance frameworks;
- v. Coordinating regulatory engagements with oversight bodies to ensure transparency and timely compliance; and
- vi. Providing independent compliance support to operational divisions to ensure safe, reliable and lawful radioactive waste disposal.

Programme 4 contributes to MTDP Priority 3: A Capable, Ethical and Developmental State by ensuring that radioactive-waste disposal operations are conducted in a compliant, transparent and ethically sound manner, aligned with national and international nuclear safety expectations. Through rigorous assurance systems, robust monitoring, proactive risk management and strengthened regulatory coordination, the programme enhances state capacity to oversee nuclear-related activities, reinforces institutional credibility and builds public confidence in the safe and responsible management of radioactive waste.



1.4.2 Programme 4: Radioactive Waste Compliance Management: Outcomes, Outputs, Output Indicators and Targets

Table 19: Programme 4: Radioactive Waste Compliance Management: Outcome, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited actual performance			Estimated performance	MTEF period		
			2022 /23	2023 /24	2024/ 25	2025/26	2026/27	2027/28	2028/29
Compliance with applicable legislation and regulatory requirements for the disposal of Radioactive Waste	Integrated Management system (IMS) Framework	IMS implementation plan	New target	New target	IMS Framework submitted for approval	IMS Framework implementation close out plan	ISO compliant IMS processes	IMS certification	Maintenance of the IMS Certification
	Internal Compliance Assurance and Enforcement	Number of internal SHEQ Audit Reports	New target	New target	New target	2 x Internal SHEQ Audit Reports	2 x Internal SHEQ Audit Reports	2 x Internal SHEQ Audit Reports	2 x Internal SHEQ Audit Reports
		Number of internal regulatory Inspection Reports	New target	New target	New target	2 x internal Regulatory Inspection Reports	2 x internal Regulatory Inspection Reports	2 x internal Regulatory Inspection Reports	2 x internal Regulatory Inspection Reports
	Nuclear Safety and Security Enhancement Process	NSS process document and baseline safety culture survey report	New target	New target	New target	Nuclear Safety and Security Enhancement Process Document and Baseline safety approved by EXCO	Nuclear Safety and Security Enhancement plan approved by Exco	NSS culture survey and report approved by Exco	Updated NSS Culture Enhancement Plan
	Compliance Assurance Framework	Compliance Assurance Framework and Implementation Plan	New target	New target	New target	New target	Compliance Assurance Framework and Implementation Plan approved by Exco	Implementation of Compliance Assurance Framework	Implementation of Compliance Assurance Framework
	NIL Implementation Processes and Procedures (NIPP)	NIPP Priority 1 & 2 Documents optimisation	New target	New target	New target	New target	Develop and review NIPP Priority 1 & 2 Documents optimisation	Implementation of NIPP Priority Documents	Implementation of NIPP Priority Documents

1.4.6 Programme 4: Radioactive Waste Compliance Management Output Indicators, Annual and Quarterly Targets

Table 20: Programme 4: Radioactive Waste Compliance Management Output Indicators, Annual and Quarterly Targets

Output indicators	Annual target 2026/2027	Q1	Q2	Q3	Q4
IMS implementation plan	ISO compliant IMS processes	No Target	IMS System Readiness Audit (Internal)	No target	IMS System Implementation Audit (Internal)
Number of internal SHEQ Audit Reports	2 x Internal SHEQ Audit Reports	No Target	Internal SHEQ Audit Report (SHE legal compliance)	No target	Internal SHEQ Audit Report (verification of outstanding actions)
Number of internal regulatory Inspection Reports	2 x internal Regulatory Inspection Reports	Regulatory Inspection Report (NIL-43 Gap Analysis)	No Target	Regulatory Inspection Report (Based on Q1 Outcome)	No Target
Nuclear Safety and Security Enhancement Process	NSS Enhancement plan approved by EXCO	No Target	Draft NSS Enhancement plan reviewed by MANCO	No target	NSS Enhancement plan approved by EXCO
Compliance Assurance Framework and Implementation Plan	Compliance Assurance Framework and Implementation Plan approved by Exco	Draft Compliance Assurance Framework	Compliance Assurance Framework approved by EXCO	Draft Compliance Assurance Implementation Plan	Compliance Assurance Implementation Plan approved by EXCO
NIPP Priority 1 & 2 Documents optimisation	Develop and review NIPP Priority 1 & 2 Documents optimisation	100% of NIPP priority 1 completed (approved by COO as per NRWDI-PRO-0024)	Develop/ review NIPP priority 2 documents (25%) (approved by COO as per NRWDI-PRO-0024)	Approved Quarter 2 NIPP priority 2 documents (approved by COO as per NRWDI-PRO-0024)	Develop/ review NIPP priority 2 documents (50%) (approved by COO as per NRWDI-PRO-0024)

1.4.5 Programme 4: radioactive waste compliance management: explanation of planned performance over the medium-term period

The output indicators contribute directly towards achieving the NRWDI mandate, namely, to manage radioactive waste disposal on a national basis. It therefore also supports all the activities for Programs 2 and 3. Compliance with the requirements and conditions of a nuclear authorisation is a prerequisite for any nuclear related projects and operations. In this regard the Nuclear Installation Licence requires that an Integrated Management System be established and implemented in accordance with the safety standards and regulatory practices for nuclear- related projects and operations. For NRWDI to manage the radioactive waste disposal operations and any other nuclear-related activities on a national basis.

Compliance Assurance and Enforcement will assist in ensuring that NRWDI as a holder of a nuclear authorisation complies with the requirements of the Nuclear Installation Licence (NIL). The compliance assurance activities take into consideration the training sessions, awareness sessions, audits, and inspections.

The key activities for Programme 4 are as follows:

- ISO Compliant IMS processes;
- 2 Internal SHEQ audit reports;
- 2 Internal Regulatory Inspection Reports;
- NSS Enhancement Plan approved by Exco;
- Compliance Assurance Framework and Implementation Plan approved by Exco;
- Development and review of the NIPP Priority 1 and 2 documents.

1.4.6 Programme Resource Consideration

Table 21: Budget Allocation for programme 4 and Sub Programmes as per the ENE and/or the EPRE

Expenses	Audited Outcome			Budget estimate	Approved budget	Medium Term Estimates		
Rand thousand	2022/23	2023/24	2024/25	2025/26		2026/27	2027/28	2028/29
Objective/Activity								
Radioactive Waste Compliance Management								
Compensation of employees	6831	7936	9037	9410	9996	9828	10 167	10 464
Salaries and wages	6831	7936	9037	9410	9996	9828	10 167	10 646
Goods and services	875	869	1072	155	282	260	286	296
Advertising	-	-	-	-	-	-	-	-
Communication (G&S)	46	55	79	50	50	100	103	106
Contractors: Other	572	391	748	-	-	-	-	-
Agency and support / outsourced services	15	16	91	-	99	-	19	20
Consumable supplies	-	-	-	-	-	-	-	-
Travel and subsistence	181	350	104	105	118	110	113	117
Operating payments	61	57	50	-	15	50	51	53
Total Expenditure	7706	8805	10 109	9565	10 278	10 088	10 453	10 760

2 UPDATED KEY RISK AND MITIGATION FROM STRATEGIC PLAN

Table 22: Key risks and mitigation measures.

OUTCOME	RISK TITLE	RISK DESCRIPTION	RISK MITIGATION MEASURES
I. Financially sustainable, capable, and well-governed organisation.	Resistance to change resulting from the repositioning strategy.	The repositioning strategy would require new structures, processes, behaviours, and capabilities. Staff may perceive the changes as threatening, unclear or disruptive. Resistance may manifest as low engagement, non-compliance, slow adoption of new processes, or active pushbacks. The risk would be heightened if communication is limited, leadership is inconsistent, or the change process is poorly supported.	- Develop and implement a comprehensive change-management plan. - Establish Change Champions across the organisation. - Provide training and capacity-building for staff on new roles or systems. - Conduct frequent, transparent communication about the strategy, benefits, timelines and impacts. - Create platforms (forums, Q&A sessions, newsletters) for engagement and feedback. - Ensure visible, consistent leadership support for the repositioning strategy. - Strengthen leadership capability to manage resistance and guide teams through change. - Involve employees early in planning and decision-making. - Address concerns proactively and provide clarity on job security, role changes or expectations. - Monitor resistance levels through surveys, feedback tools or performance data. - Provide coaching/counselling support where anxiety or resistance is high.
	Delays in the approval of the Ethics Framework.	The Ethics Framework may not be developed on time for approval as the task will be the responsibility of the Company Secretary who is yet to be appointed.	- Appoint a team to oversee the development of the Ethics Framework should there be delays in the appointment of the Company Secretary. - Task to be formally reflected in team leader and members performance compacts.
	Failure to effectively implement approved CSR initiatives in line with the NRWDI CSR Plan, Strategy/ Framework.	Failure to effectively implement approved CSR initiatives in line with the NRWDI CSR Framework.	- Secure CSR budget and leverage partnerships. - Enhance coordination with partners through MoUs and clear workplans. - Implement structured community consultation and feedback mechanisms. - Align CSR communication to demonstrate impact and accountability.
	Insufficient budget to implement restructuring initiatives, the remuneration strategy, and to fill vacant positions necessary to achieve strategic priorities.	Insufficient financial and human resources to meet operational demands and achieve strategic priorities, including inability to fill approved organisational-structure posts due to lack of funding.	- Additional government funding and/or funding from waste generators, as well as unlocking funding as provided for in section 21 of the Act. - Prioritise critical roles during budgeting cycles. - Submit motivations for additional funding or reallocation. - Explore alternate staffing models (contracting, secondments, interns).
	Financial Viability and Sustainability of NRWDI.	NRWDI may become financially unsustainable and unable to fulfil its statutory mandate due to funding constraints.	- Number of financial sustainability plan initiatives implemented: Implement 12 financial sustainability plan initiatives. - Explore supplementary revenue streams. - Implement financial monitoring and early warning indicators.

OUTCOME	RISK TITLE	RISK DESCRIPTION	RISK MITIGATION MEASURES
2. Safe and secure management and disposal of low-level radioactive waste.	Non-Compliance Leading to License Revocation.	Failure to comply with nuclear safety, security, or regulatory requirements may result in the revocation or suspension of NRWDI's Nuclear Installation License.	• Approval for disposal issued to waste generators once WAC compliance verification is completed. • Schedule pre-shipment inspections once confirmation that shipments will be sent is received. • Implement ALARA programme. • Monitoring of worker dose exposure records. • Monitoring of Disabling Injury Incident Rate (DIIR). • Implement Safety Culture Awareness Sessions. • Ensure full implementation of safety and security programmes. • Strengthen internal nuclear compliance monitoring structures. • Address audit findings timeously. • Conduct periodic internal reviews and readiness assessments. • Build specialised technical capacity and training. • Accurate estimation of the Decommissioning Liability and create a ring-fenced fund to offset the Decommissioning Liability.
3. Advancement of the development and implementation of solutions for the management of radioactive waste.	Delay in the completion of the CISF Feasibility Study.	The feasibility study for the Central Interim Storage Facility (CISF) may not be completed within scheduled timelines, affecting downstream licensing and project implementation.	• Track and monitor progress on Gateway Review Actions. • Strengthen project management and tracking mechanisms. • Escalate procurement bottlenecks early. • Ensure effective stakeholder engagement. • Secure stable funding for the project phases. • Conduct periodic progress reviews.
	EIA Report delay.	Delays or failure to finalise the EIA report required for regulatory approvals, leading to project schedule impacts.	• Ensure to receive regular feedback and progress reports on for the duration of the project. • Strengthen project oversight on the EIA process. • Ensure timely stakeholder engagement. • Monitor and drive consultant performance. • Provide additional resources if needed. • Early engagement with regulators (DFFE/DEE).
	Delay or failure to develop the Borehole Disposal Plan	Failure to develop the Borehole Disposal Plan may impede long-term waste management planning, affecting compliance with national waste disposal requirements.	• Engage with Necsa, government and IAEA to ensure alignment. • Have MOUs in place for sharing of information with international technical partners. • Secure specialised expertise through partnerships or consultants. • Ensure adequate budget allocation. • Conduct phased geological and safety assessments.
	Delay or failure to develop the Deep Geological Repository (DGR) Plan.	Failure to develop the Deep Geological Repository (DGR) Plan may impede long-term waste management planning, affecting compliance with national waste disposal requirements and delaying future project phases.	• Engage with government and waste generators to ensure alignment. • Have MOUs in place for sharing information with international technical partners. • Secure specialised expertise through partnerships or consultants. • Strengthen the DGR planning roadmap. • Ensure adequate budget allocation. • Conduct phased geological and safety assessments. • Improve project governance.

OUTCOME	RISK TITLE	RISK DESCRIPTION	RISK MITIGATION MEASURES
4. Compliance with applicable legislation and regulatory requirements for the disposal of radioactive waste.	Failure to implement the Integrated Management System (IMS) framework.	NRWDI's failure to fully implement its Integrated Management System framework, resulting in fragmented processes and reduced organisational performance.	- Integrate various Management Systems. - Alignment of VLP and NRWDI systems. - Continual implementation and improvement of Integrated Management System. - IMS Implementation Plan. - Train staff on IMS responsibilities. - Align QMS, safety, security, and environmental systems under IMS. - Strengthen governance and monitoring. - Conduct periodic IMS audits and inspections.
	Failure to implement the nuclear safety and security program.	Inadequate implementation of the required nuclear safety and security programme, leading to non-compliance.	- Implementation of Nuclear Safety and Security Culture Plan. - Strengthen safety and security programmes. - Conduct regular readiness reviews. - Address audit and inspection findings promptly. - Ensure competency and training of staff.
	Failure to develop and implement the NIL Implementation Procedures and Process.	NIL violation that can lead to license suspension.	- Implementation of NIPP Priority 1 & 2 schedule. - Obtain internal approval of all the documents. - Submission of approved documents to the regulator for approval.

4. PUBLIC ENTITIES

NRWDI does not have any public entities.

5. INFRASTRUCTURE PROJECTS

The CISF is an infrastructure project.

Table 23: Infrastructure Projects

No.	Project Name	Programme	Description	Outputs	Start date	Completion date	Total estimated cost	Current year expenditure
I	CISF	3	Establishment of a CISF on Vaalputs site for long-term storage of spent fuel	CISF operational	2024	2030	R1,9 billion	R12 million (on EIA and Design)

6. PUBLIC PRIVATE PARTNERSHIP

NRWDI does not have any public-private partnerships.



PART D

TECHNICAL INDICATOR DESCRIPTIONS (TIDS)



PROGRAMME 1: ADMINISTRATION: SUB- PROGRAMME: OFFICE OF THE CEO

Indicator title	Repositioning strategy and implementation plan reports approved by Exco
Definition	NRWDI is the license holder of Vaalputs and with the CISF project scheduled for completion in 2030, it will require different competencies, capabilities and funding requirements. NRWDI will need a repositioning strategy to meet future scenarios.
Source of data	Implementation plan reports on the various stages of the implementation of the strategy will be drafted and tabled at Exco for approval,
Method of calculation/ Assessment	Repositioning strategy implementation plan reports compiled and tabled at Exco for approval.
Means of verification	Repositioning strategy implementation plan reports approved by Exco
Assumptions	Service provider delivers as per expectations
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	CEO

Indicator title	Ethics Framework
Definition	An Ethics Framework is a structured system of principles, values, standards and processes that guide how individuals and organisations make decisions, behave and interact in an ethical and responsible manner:
Source of data	Ethics Framework Ethics Risk assessment reports
Method of calculation/ Assessment	Ethics framework developed and approved by the Board
Means of verification	Ethics framework developed and approved by the Board
Assumptions	Company secretary appointed by 1st April 2026
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Non - Cumulative
Reporting cycle	Quarterly
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	CEO

Indicator title	Ethics Framework
Definition	Measures the number of CSR initiatives implemented in alignment with the approved CSR Framework. A CSR initiative is a formally approved project (EXCO) that delivers defined community benefits such as STEM programmes, community upliftment, skills development or environmental stewardship. A project is counted as implemented once all deliverables are completed and supported with evidence.
Source of data	CSR project files; project implementation reports; attendance registers; photographic evidence; procurement documentation; EXCO approvals; quarterly performance reports.
Method of calculation/ Assessment	Simple count of completed CSR project initiatives per financial year. A project qualifies when: (1) it has formal approval, (2) implementation has been completed, and (3) supporting evidence has been submitted and verified.

Indicator title	Ethics Framework
Means of verification	Signed project completion reports; beneficiary lists; attendance registers; photographs; media evidence; signed quarterly performance reports; EXCO/Board approval records.
Assumptions	Availability of approved CSR budget; timely SCM processes; continued partnership support (Eskom, Necsa, SPU, MTN, etc.); community access and cooperation through VPSIF and municipal platforms.
Disaggregation of beneficiaries	None. (Indicator measures number of projects, not beneficiary groups.)
Spatial transformation (where applicable)	Not applicable. CSR initiatives will primarily support Vaalputs-hosting communities within the Namakwa District.
Calculation type	Cumulative (year-to-date count).
Reporting cycle	Quarterly and Annual.
Desired performance	Achievement of the annual target of 2 CSR project initiatives implemented.
Indicator responsibility	Communications & Stakeholder Relations Unit.

Indicator title	Unqualified audit report
Definition	The entity has to obtain an audit report without material findings and without material financial misstatements which is reflected in the 2nd quarter.
Source of data	AGSA Audit report as received on 31st July
Method of calculation/ Assessment	AGSA Audit report without adverse findings
Means of verification	AGSA Audit Report and AGSA Management Report
Assumptions	Adequate resources in the NRWDI
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	CEO

PROGRAMME I: ADMINISTRATION: SUB- PROGRAMME: OFFICE OF THE CEO

Indicator title	Number of HR interventions implemented
Definition	Various HR interventions will be implemented to improve organisational performance by addressing issues that affect people, culture, productivity and compliance.
Source of data	Current organogram and new organogram Remuneration strategy and pay scales Job descriptions, job evaluations Survey documents and organisational culture assessment report
Method of calculation/ Assessment	Current organogram and new organogram Remuneration strategy and pay scales Job descriptions, job evaluations Survey documents and organisational culture assessment report
Means of verification	Current organogram and new organogram Remuneration strategy and pay scales Job descriptions, job evaluations Survey documents and organisational culture assessment report
Assumptions	Funding is available for the implementation, finalisation of the SCM process on time.

Indicator title	Number of HR interventions implemented
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Executive: Corporate Services

PROGRAMME 1: ADMINISTRATION: SUB-PROGRAMME – FINANCE AND SUPPLY CHAIN MANAGEMENT

Indicator title	Number of financial sustainability plan initiatives implemented
Definition	NRWDI will have to develop a robust suite / catalogue of products and solutions with well-informed tariffs which will need to be approved and published for operational and commercial use, (document no PLN-0069)
Source of data	Robust suite / catalogue of products and solutions with well-informed tariffs
Method of calculation/ Assessment	Simple count of the robust suite / catalogue of products and solutions with well-informed tariffs
Means of verification	Reviewed costing and tariff documents catalogue of products and solutions with well-informed tariffs
Assumptions	Adequate resources in the finance division
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	CFO

PROGRAMME 2: RADIOACTIVE WASTE OPERATIONS

Indicator title	Percentage acceptance rate for the disposal of waste packages received from waste generators for disposal
Definition	Waste packages received from waste generators can only be accepted for disposal at Vaalputs if these waste packages meet the requirements of the Vaalputs Waste Acceptance Criteria
Source of data	Waste shipment records/waste disposal records
Method of calculation/ Assessment	Actual number of waste packages disposed/ number of waste packages received from waste generators x 100
Means of verification	Waste shipment records/ Waste Disposal Records
Assumptions	- NRWDI Vaalputs NIL holder - Checklist fully completed for every waste consignment - WAC checklists filed in records system
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A

Indicator title	Percentage acceptance rate for the disposal of waste packages received from waste generators for disposal
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Number of waste packages received /number of waste packages dispose of x100%
Reporting cycle	Quarterly
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Chief Operations Officer

Indicator title	Number of independent SHEQ audit report demonstrating compliance with the Vaalputs operational procedures
Definition	An independent SHEQ (Safety, Health, Environment and Quality audit is required for Vaalputs being the national radioactive waste management facility. The independent audit report will provide the necessary assurance which is critical for public safety, regulatory compliance and risk management. Note: Independent in this context means that audit is undertaken by a third party independent from Head Office or Vaalputs operations
Source of data	Independent SHEQ audit report
Method of calculation/ Assessment	Simple count
Means of verification	Independent SHEQ audit report
Assumptions	Resources and budget available
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Non- Cumulative
Reporting cycle	Annually
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Chief Operations Officer

Indicator title	Disabling Injury Incidence Rate (DIIR)
Definition	The Disabling Injury Incident Rate (DIIR) is a measure of the number of disabling injuries that occur per 200 000 hours worked. A disabling injury is an injury that prevents an employee from performing their regular work duties beyond the day of the injury
Source of data	Safety records
Method of calculation/ Assessment	$\text{"DIIR"} = \left(\frac{\text{Number of Disabling Injuries}}{\text{Total Employee-Hours Worked}} \right) \times 200,000$
Means of verification	Safety Records
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Non- Cumulative
Reporting cycle	Quarterly
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	COO

Indicator title	LTO Waste Disposal Operations Readiness Plan
Definition	An operations readiness plan for the disposal of Reactor Pressure Vessel Heads is a structured plan that ensures everything required for the safe, compliant and efficient disposal is prepared and is in place before operations begin. It confirms that people, processes, equipment, facilities and regulatory approvals are ready to execute the disposal without safety, quality or environmental failures.
Source of data	Operations readiness plan, minutes of Manco and Exco meetings
Method of calculation/ Assessment	Simple count
Means of verification	Operations readiness plan, minutes of Manco and Exco meetings
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Non- Cumulative
Reporting cycle	Quarterly
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	COO

PROGRAMME 3: SCIENCE, ENGINEERING AND TECHNOLOGY

Indicator title	CISF Project Plans
Definition	Feasibility Study updated and finalised to meet all requirements for the Feasibility Stage of the CISF project.
Source of data	- Gateway Review Report and Action Plan - Literature. - Consultants - Data from past/similar projects - Inputs from reviewers
Method of calculation/ Assessment	Feasibility Study reviews and approval by the authorised body
Means of verification	- Reviews by the Technical Advisory Committee (including a document review action list and/or tracked changes) - Tracked changes by different reviewers - Approval by TOC
Assumptions	Availability of financial and human resources. Continuity of support by the CISF Project Framework Agreement parties (i.e., Necsa, Eskom and DEE).
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Cumulative
Reporting cycle	Annually (tracking and monitoring is done on the quarterly basis)
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Chief Technology Officer

Indicator title	EIA Reports
Definition	EIA reports are documents that explain in detail how far the EIA has advanced towards its completion, outline the activities carried out, the tasks completed, and the milestones reached.
Source of data	• Literature. • Consultants. • Data from past/similar projects • Inputs from reviewers
Method of calculation/ Assessment	Plan reviews and approval by the authorized body
Means of verification	• Reviews by the Technical Advisory Committee (including a document review action list and/or tracked changes) • Tracked changes by different reviewers • Approval by Exco • Confirmation of EIA submission to DFFE
Assumptions	Availability of financial and human resources. Continuity of support by the CISF Project Framework Agreement parties (i.e., Necsa, Eskom and DEE).
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for disabled persons: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation type	Cumulative
Reporting cycle	Annually (tracking and monitoring is done on the quarterly basis)
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Chief Technology Officer

Indicator title	Borehole Disposal Plan
Definition	A document that outlines the activities, timelines and costs for the disposal of disused sealed radioactive sources.
Source of data	• Literature. • Consultants. • Data from past/similar projects • Inputs from reviewers
Method of calculation/ Assessment	Plan reviews and approval by the authorized body
Means of verification	• Reviews by the Technical Advisory Committee (including a document review action list and/or tracked changes) • Tracked changes by different reviewers • Approval by Exco
Assumptions	Availability of financial and human resources. Continuity of support by the Radioactive Waste Disposal Forum
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for disabled persons: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation type	Cumulative
Reporting cycle	Annually (tracking and monitoring is done on the quarterly basis)
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Chief Technology Officer

Indicator title	DGR Plan
Definition	A document that outlines the activities, timelines and costs for the final disposal of spent nuclear fuel from nuclear reactors.
Source of data	- Literature. - Consultants. - Data from past/similar projects - Inputs from reviewers
Method of calculation/ Assessment	Plan reviews and approval by the authorized body
Means of verification	- Reviews by the Technical Advisory Committee (including a document review action list and/or tracked changes) - Tracked changes by different reviewers - Approval by Exco
Assumptions	Availability of financial and human resources. Continuity of support by the Radioactive Waste Disposal Forum
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Cumulative
Reporting cycle	Annually (tracking and monitoring is done on the quarterly basis)
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Chief Technology Officer

PROGRAMME 4: RADIOACTIVE WASTE COMPLIANCE MANAGEMENT

Indicator title	IMS Implementation plan
Definition	A single coherent management system in which all the organisational processes are integrated to enable the organisation's goals, strategies, plans and objectives to be achieved.
Source of data	IMS documents IMS readiness audit IMS implementation audit
Method of calculation/ Assessment	Simple count
Means of verification	IMS documents IMS readiness audit IMS implementation audit
Assumptions	Reviewed and approved Documents
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Non – Cumulative
Reporting cycle	Quarterly
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Executive: Compliance Management

Indicator title	Number of internal SHEQ audits
Definition	A mechanism through which compliance can be monitored, reviewed and demonstrate adherence with legislation, regulations, codes, standards, policies and procedures.
Source of data	SHEQ Audit Reports
Method of calculation/ Assessment	Simple count
Means of verification	2 x Internal SHEQ Audit Reports
Assumptions	Availability of auditors and auditees
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Executive: Compliance Management

Indicator title	Number of internal regulatory inspection reports
Definition	A mechanism through which compliance can be monitored, reviewed and demonstrate adherence with legislation, regulations, codes, standards, policies and procedures.
Source of data	Inspection Reports
Method of calculation/ Assessment	Simple count
Means of verification	2 x internal Regulatory Inspection Reports
Assumptions	Availability of auditors and auditees
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A..
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Executive: Compliance Management

Indicator title	NSS process document and baseline safety culture survey report
Definition	A plan that describes the required actions to create, embed and enhance a strong nuclear safety and security culture and visible safety leadership within the organisation based on the outcome of the baseline safety culture survey
Source of data	NSS process document and baseline safety culture survey report
Method of calculation/ Assessment	Simple count
Means of verification	1 x NSS process document 1 x baseline safety culture survey report
Assumptions	Service provider appointed
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A

Indicator title	NSS process document and baseline safety culture survey report
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A..
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Executive: Compliance Management

Indicator title	Compliance Assurance Framework and Implementation Plan
Definition	A Compliance Assurance Framework is a structured system that helps an organisation identify, manage, monitor, and report its compliance with applicable laws, regulations, and internal policies. Implementing a Compliance Assurance Framework is important because it reduces legal and regulatory risks, strengthens governance and accountability, supports early detection and correction of non-compliance, and demonstrates due diligence to regulators and stakeholders.
Source of data	Framework and Implementation Plan
Method of calculation/ Assessment	Simple count
Means of verification	Draft Compliance Assurance Framework Approved Compliance Assurance Framework Draft Compliance Assurance Implementation Plan Approved Compliance Assurance Implementation Plan
Assumptions	Service provider appointed
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Executive: Compliance Management

Indicator title	NIPP Priority 1 & 2 Documents optimisation
Definition	Licensing Documents describing the processes that set out the requirements necessary for NRWDI to adhere to the conditions of the NIL.
Source of data	Licensing Documents (reviewed and approved)
Method of calculation/ Assessment	Simple count
Means of verification	Licensing Documents (an excel spreadsheet in programme is available in Programme 4)
Assumptions	Reviewed and approved Documents
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Executive: Compliance Management

AMENDMENTS TO THE STRATEGIC FOCUS IN THE STRATEGIC PLAN 2025/26 TO 2029/30

The Strategic Plan 2025-2030 for the National Radioactive Waste Disposal Institute (NRWDI) was approved by the Minister of Energy and Electricity on 29th March 2025 and tabled in Parliament on 18th June 2025. The Strategic Plan 2025-2030 was prepared based on Department of Performance Monitoring and Evaluation's (DPME) Revised Framework for Strategic Plans and Annual Performance Plans.

With the formal transfer of the nuclear licence from South African Nuclear Energy Corporation (Necsa) to NRWDI, the Institute now assumes full operational responsibility for Vaalputs, consolidating South Africa's radioactive-waste disposal mandate under a dedicated, specialised entity. This transition represents a major step toward institutional clarity and regulatory compliance, reinforcing long-term waste management governance and enabling NRWDI to implement its nationwide strategy for safe disposal of low- and intermediate-level waste. Moreover, the licence ensures that disposal operations at Vaalputs will proceed under robust oversight by the National Nuclear Regulator (NNR), with the facility's adherence to waste-acceptance criteria, safety protocols and environmental safeguards rigorously maintained. Finally, for the broader energy sector, including waste from nuclear, medical, industrial and agricultural sources, this handover underpins greater reliability and transparency in radioactive-waste management, facilitating future expansions such as the planned interim storage of high-level spent fuel in a centralised interim storage facility (CISF) at Vaalputs.

It was necessary for NRWDI to revisit its Strategic Plan to ensure that its vision, values, and strategic outcomes are fully aligned with its responsibilities and obligations as the licence holder.

It is strategically significant to also note that the National Radioactive Waste Disposal Institute (NRWDI) appointed a new CEO, Riedewaan Bakardien on 1st April 2025. This change in leadership comes at a critical moment, just as NRWDI has been granted the licence to operate the Vaalputs Nuclear Waste Disposal Facility. Having a permanent, experienced CEO in place provides stability and clarity of accountability which is vital for translating the regulatory approval into robust operations.

I. OUTCOMES

Outcomes in the strategic plan transform strategy from vision into reality. By defining the indicators and 5-year targets that the organisation is committed to achieving, they drive focus, accountability, alignment, and long-term success. Without clearly articulated outcomes, the strategy cannot be executed effectively or measured meaningfully.

The original Strategic Plan 2025-2030 included the following outcomes:

Outcome	Outcome Indicator	Baseline	Five-year target
1. Financially sustainable, capable and well-governed organisation	Percentage implementation of the support services strategic deliverables	80% implementation of support services strategic deliverables	80% implementation of support services strategic deliverables
2. Safe and secure management of the disposal of all classes of Radioactive Waste	Percentage execution of waste disposal operational activities	95% execution of waste disposal operational activities	95% execution of waste disposal operational activities
3. Innovative and effective solutions for the management of Radioactive Waste disposal	Percentage of innovative and effective solutions researched for the management of Radioactive Waste disposal	No baseline	100% of innovative and effective solutions researched for the management of Radioactive Waste disposal
4. Compliance with applicable legislation and regulatory requirements for the disposal of Radioactive Waste	Percentage compliance with the applicable legislative and regulatory requirements for the disposal of Radioactive Waste	No baseline	100% compliance with the applicable legislative and regulatory requirements for the disposal of Radioactive Waste

Outcome 2 and 3 have been revised as follows:

Outcome	Outcome Indicator	Baseline	Five-year target
2. Safe and secure management, and disposal of low-level radioactive waste	Percentage execution of waste disposal operational activities	No baseline	100% execution of waste disposal operational activities
3. Advancement of the development and implementation of solutions for the management of radioactive waste	Number of development and implementation initiatives for the management of radioactive waste	No baseline	4 completed development and implementation initiatives

Outcome 2 amendments:

The phrase “**all classes of radioactive waste**” in the second outcome has been revised to “**low-level radioactive waste**” to ensure alignment with existing national infrastructure and planned projects. The Vaalputs facility is specifically licensed and engineered to accommodate low-level radioactive waste, and therefore the updated terminology more accurately reflects its operational mandate. In parallel, the forthcoming Centralised Interim Storage Facility (CISF) will be purpose-designed to manage spent nuclear fuel, providing dedicated capacity for higher-level radioactive materials. This refined wording ensures strategic clarity by distinguishing between the roles of current and future waste-management facilities.

The baseline metric has been removed, reflecting the fact that the licence was officially granted in July. In line with the organisation's commitment as a licensed operator, the target has been increased from 95% to 100%.

As the holder of the waste disposal licence, NRWDI is strategically accountable for the full execution of all waste disposal activities, ensuring compliance, operational excellence, and environmental stewardship. Achieving 100% execution reinforces NRWDI's position as a responsible and reliable licence holder and demonstrates its commitment to meeting regulatory and stakeholder expectations

Outcome 3 amendments:

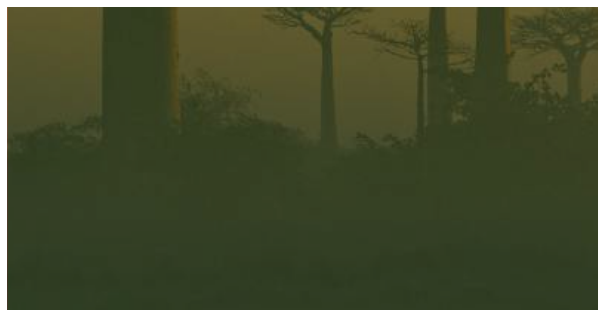
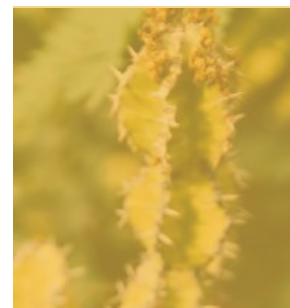
The third outcome, “**Innovative and effective solutions for the management of radioactive waste disposal,**” has been refined and replaced with: “**Advancement of the development and implementation of solutions for the management of radioactive waste.**”

This adjustment shifts the focus from innovation to a strategic emphasis on tangible progress and implementation, ensuring measurable impact in radioactive waste management.

The corresponding indicator has been updated to track the number of initiatives contemplated for the management of radioactive waste. While no baseline existed at the start of the 5-year cycle, the strategic target is to successfully initiate four initiatives by the end of the period.

TECHNICAL INDICATOR DESCRIPTION (for Outcome 3)

Indicator title	Number of development and implementation initiatives for the management of radioactive waste
Definition	This indicator tracks the total number of initiatives undertaken to develop and implement solutions for the safe, effective, and compliant management of radioactive waste. Each initiative represents a planned project, programme, or intervention aimed at improving processes, technologies, or strategies related to radioactive waste management, from conceptual development through to operational execution.
Source of data	- Approved project proposals and plans related to radioactive waste management initiatives. - Progress reports and implementation updates. - Records of completed milestones and outputs for each initiative.
Method of calculation/ Assessment	Actual number of initiatives developed and implemented.
Means of verification	- Approved project proposals and initiation documents for each initiative. - Progress and status reports documenting key milestones and activities completed. - Final project reports or implementation reviews demonstrating completion or operationalisation of solutions. - Meeting minutes or steering committee approvals.
Assumptions	Resources are available for development and implementation.
Disaggregation of beneficiaries (where applicable)	- Target for women: N/A - Target for youth: N/A - Target for disabled persons: N/A
Spatial transformation (where applicable)	- Contribution to spatial transformation priorities: N/A - Spatial impact area: N/A
Calculation type	Cumulative
Reporting cycle	Annual
Desired performance	Equivalent or higher than the targeted performance
Indicator responsibility	Chief Technology Officer



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