South African Weather Service

ANNUAL PERFORMANCE PLAN

2026/27

DOCUMENT CONTROL

Version and amendment schedule

Version	Version date	Author	Description of amendments
1	2025-10-03	Dithuso Mogapi	Document created
2	2025-12-05	Dithuso Mogapi	Include B-BBEE and revised Air Quality-related indicators
3	2026-01-08	Dithuso Mogapi	Improvement of TIDs post internal audit
4	2026-01-13	Dithuso Mogapi	Forewords included
5	2026-01-22	Dithuso Mogapi	Update of 2026/27 Budget and MTEF Estimates
6	2026-01-26	Dithuso Mogapi	Update of TIDs post external review
7	2026-01-30	Dithuso Mogapi	Inclusion of the approved Executive Authority statement
8	2026-02-25	Dithuso Mogapi	Updated Strategic Risks

Approval and control schedule

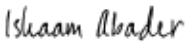
Approved by	Designation	Responsibility	Signature	Date of approval	Document status
Mr Ishaam Abader	Chief Executive Officer	Accounting Officer		5 March 2026	Final
Ms Sandika Daya	Board Chairperson	Accounting Authority		5 March 2026	

TABLE OF CONTENTS

Abbreviations and acronyms

AI	Artificial Intelligence
API	Application Programming Interface
APP	Annual Performance Plan
B-BBEE	Broad-Based Black Economic Empowerment
BCP	Business Continuity Plan
COP	Conference of the Parties
CRM	Customer Relationship Management
CSIR	Council for Scientific and Industrial Research
DCDT	Department of Communications and Digital Technologies
DDM	District Development Model
DFFE	Department of Forestry, Fisheries and the Environment
DR	Data-as-a-Service
DTIC	Department of Trade, Industry and Competition
EW4All	Early Warnings for All
GANP	Global Air Navigation Plan
GASP	Global Aviation Safety Plan
GAW	Global Atmosphere Watch
GBON	Global Basic Observing Network
GISC	Global Information System Centre
GNU	Government of National Unity
GPC-LRF	Global Producing Centre for Long-Range Forecasts
HPC	High Performance Computing
ICAO	International Civil Aviation Organization
ICT	Information and Communications Technology
IDP	Integrated Development Plan
IMHEWS	Integrated Multi-Hazard Early Warning Systems
IMO	International Maritime Organization
IoT	Internet of Things
IRP	Integrated Resource Plan

ML	Machine Learning
MTDP	Medium-Term Development Plan
NDP	National Development Plan
NDMC	National Disaster Management Centre
NFCS-SA	National Framework for Climate Services – South Africa
NSDF	National Spatial Development Framework
PFMA	Public Finance Management Act, 1999 (Act No. 1 of 1999, as amended)
PMU	Project Management Unit
PoE	Portfolio of Evidence
PPP	Public – Private Partnership
QA/QC	Quality Assurance and Quality Control
RADAR	Radio Detection and Ranging
RBON	Regional Basic Observing Network
RSMC	Regional Specialised Meteorological Centre
RTC	Regional Training Centre
RTH	Regional Telecommunications Hub
SAAQIS	South African Air Quality Information System
SACAA	South African Civil Aviation Authority
SADC	Southern African Development Community
SANAS	South African National Accreditation System
SAWS	South African Weather Service
SAWS Act	South African Weather Service Act, 2001 (Act No. 8 of 2001, as amended)
SCM	Supply Chain Management
SDGs	Sustainable Development Goals
SLAs	Service-Level Agreements
SOLAS	Safety of Life at Sea
TAF	Terminal Aerodrome Forecast
WIGOS	WMO Integrated Global Observing System
WMO	World Meteorological Organization
WYPD	Women, Youth and Persons with Disabilities

Executive Authority's Statement

"Weather and climate information protects lives and livelihoods"

The South African Weather Service's (SAWS) 2026/27 Annual Performance Plan is tabled at a defining moment as South Africa and the world seek to accelerate climate change response efforts. Climate-related inclement weather and the risks associated with these are no longer far-flung threats. They are a daily reality for communities, the economy and the state, with the poorest and most vulnerable bearing the greatest burden.

Recent years have seen a marked increase in extreme weather events, including floods, droughts, heatwaves and severe storms, with devastating social and economic consequences. The tragic June 2025 floods in Mthatha, and the January 2026 floods in Mpumalanga and Limpopo are a stark reminder that early warning systems, reliable climate information and coordinated disaster risk reduction are matters of life and death.

The mandate of the SAWS is therefore not merely technical. It is integral to government's constitutional responsibility to protect life, property and the environment, and to advance sustainable development. SAWS underpins national priorities such as disaster risk reduction, climate adaptation, food security, aviation safety, water management and the resilience of key economic sectors.

It is worth noting that, through SAWS, South Africa is the first G20 country to finalise an Early Warnings for All (EW4All) Roadmap. Led by the SAWS in partnership with the National Disaster Management Centre, Department of Communications and Digital Technologies, the South African Red Cross Society and others, the roadmap provides a clear framework to strengthen early warning systems across all four EW4All pillars. It also makes clear the scale of investment required, estimated at R1 billion, to protect lives and livelihoods.

The 2026/27 APP is therefore more than an annual planning document. It is a clear statement of government's commitment to strengthening weather and climate services, improving governance and accountability, and ensuring that public resources deliver maximum public value. I am encouraged by the focus on financial discipline, audit outcomes, transformation and ethical conduct.

Working together, SAWS will continue to fulfil its critical mandate thus saving lives, reducing losses and supporting economic stability.

Mr Willie Aucamp, MP
Minister of Forestry, Fisheries and the Environment

Accounting Officer's Statement

The 2026/27 Annual Performance Plan (APP) of the South African Weather Service (SAWS) translates the organisation's five-year Strategic Plan into concrete, measurable actions for the year ahead.

It is the product of an intensive strategic planning process undertaken in September 2025, which brought together management and the Board to critically assess the operating environment, institutional capabilities and strategic risks. The outcome was a focused, realistic plan to advance the SAWS' mandate in a context of growing climate complexity and persistent financial constraints.

From an administrative and operational perspective, the SAWS continues to operate in an increasingly demanding environment. Climate change and variability are amplifying the scale and sophistication of the services expected from a national meteorological and hydrological service.

At the same time, the organisation is required to deliver these services against a backdrop of declining baseline funding, ageing infrastructure, skills constraints, and rising technology costs. The APP responds to this reality by prioritising operational resilience, governance discipline and targeted investments that maximise impact within available resources.

A key strategic focus for the 2026/27 financial year is the reliability and availability of core observational systems. The APP sets clear performance targets to ensure the integrity of the national climate database, the Global Atmosphere Watch programme, weather RADAR infrastructure and Priority Areas Air Quality Monitoring Stations.

These systems and networks form the backbone of forecasting, research, and climate services, and their sustained functionality is non-negotiable if the SAWS is to continue delivering credible and actionable information. Maintaining high levels of data availability in the face of ageing infrastructure and constrained capital budgets remains a significant administrative challenge, requiring careful planning, preventative maintenance and innovative partnerships.

The APP also emphasises research and innovation as enablers of service excellence. The commitment to conduct 35 research studies during the year reflects our recognition that scientific advancement is essential to improving forecast accuracy, understanding climate trends and developing new or enhanced products and services.

Research outputs are not pursued in isolation; they are deliberately aligned to user needs across sectors such as agriculture, aviation, disaster risk reduction, energy and health. The signing-off of new and improved meteorological products during the year will further strengthen SAWS' relevance and value proposition to both public- and private-sector clients.

Community outreach and public awareness remain integral to the SAWS' mission to save lives and protect property. The APP's target of reaching 3,4 million people in vulnerable communities through awareness programmes reflects a deliberate effort to bridge the gap between scientific information and community-level action.

"The SAWS delivers weather and climate services in the public interest"

Similarly, planned media engagement sessions are intended to enhance the clarity, consistency and reach of weather and climate messaging. These initiatives recognise that early warnings are only effective if they are understood, trusted and acted upon.

Governance and institutional integrity remain central pillars of our administrative agenda. The APP outlines clear targets for achieving an unqualified audit opinion with no material findings, strengthening internal controls and improving compliance across all functional areas.

In parallel, the entity is committed to advancing transformation through improved Broad-Based Black Economic Empowerment performance and ethical procurement practices. These governance objectives are not compliance exercises; they are fundamental to building a credible, accountable institution capable of sustaining public confidence and attracting strategic partnerships.

Financial sustainability is another critical theme underpinning the APP. While the core grant from the fiscus remains essential, the SAWS continues to diversify its revenue base through unregulated commercial activities. The target to generate more than R32 million in commercial revenue during the year is both ambitious and necessary to supplement constrained public funding.

These resources will be reinvested in operational priorities, technology upgrades, and service improvements, thereby reducing pressure on the baseline allocation without compromising the organisation's public good mandate.

Human capital and organisational capability are equally important considerations. Delivering on the APP requires a skilled, motivated, and ethical workforce operating within a supportive institutional culture. Management remains committed to strengthening leadership, improving performance management and fostering collaboration across disciplines and regions.

The lessons of recent years, including operational disruptions and external shocks, have reinforced the importance of organisational agility and resilience. These are qualities that this APP seeks to entrench.

In implementing this APP, the SAWS will continue to work closely with its shareholder department, the Board, disaster management authorities, sector partners, humanitarian organisations, and the media. Effective coordination and shared accountability are essential to navigating the complex risks posed by climate change and extreme weather.

While the challenges ahead are significant, the organisation enters the 2026/27 financial year with a clear strategic direction, a committed workforce, and a renewed focus on operational excellence.

This document is therefore both a statement of intent and a practical roadmap for delivery. Management remains fully committed to executing it with discipline, transparency, and a steadfast focus on the public good that the SAWS exists to serve.

Ishaam Abader

Mr Ishaam Abader
Chief Executive Officer
South African Weather Service

Official sign-off

It is hereby certified that this Annual Performance Plan for 2026/27:

i) Was developed by the management of the South African Weather Service, under the guidance of the Department of Forestry, Fisheries and the Environment (DFFE).
ii) Considers all the relevant policies, legislation and other mandates for which the South African Weather Service is responsible.
iii) Accurately reflects the Impact, Outcomes and Outputs which the South African Weather Service will endeavour to achieve over the period 2025/26 to 2029/30.

Mr Dithuso Mogapi
Specialist: Strategy, Planning, and Reporting — Signature: Dithuso Mogapi

Mr Rudzani Malala
Acting Executive: Infrastructure and Information Systems — Signature: Rudzani Malala

Ms Petro Dekker
Executive: Corporate Services — Signature: Petro Dekker

Mr Tokollo Mojapelo
Acting Chief Financial Officer — Signature: Tokollo Mojapelo

Dr Jonas Mphepya
Executive: Weather and Climate Services — Signature: Jonas Mphepya

Mr Ishaam Abader
Chief Executive Officer — Signature: Ishaam Abader

Ms Sandika Daya
Board Chairperson — Signature:

Approved by:

Mr Willie Aucamp, MP
Executive Authority — Signature:

PART A:
OUR MANDATE

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

1.1 Updated legislative mandates

There are no updates to the legislative mandates presented in the approved South African Weather Service Strategic Plan 2025 – 2030, which reflects the following:

1.1.1 Constitutional mandate

In terms of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996 as amended), the mandate of the South African Weather Service aligns with Chapter 2, Section 24 (the environment), which states:

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 -

   (i) prevent pollution and ecological degradation
   (ii) promote conservation
   (iii) secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development

1.1.2 Legislation defining the South African Weather Service's core mandate

The mandate of the South African Weather Service (SAWS) is primarily derived from the South African Weather Service Act (Act No. 8 of 2001), as amended through the SAWS Amendment Act (Act No. 48 of 2013). This legislative framework establishes the SAWS and defines its responsibilities as a Schedule 3A public entity under the Public Finance Management Act (PFMA) (Act No. 1 of 1999) and the associated Treasury Regulations. In terms of the SAWS Act, the entity is mandated to:

- Provide reliable weather services that support both the public good and its commercial ventures.
- Deliver aeronautical and marine meteorological services to meet international and domestic obligations.
- Provide ambient air quality services.
- Be the long-term custodian of a reliable national climatological and ambient air quality record.

These mandates enable the SAWS to contribute to national goals of environmental sustainability, public safety, and socio-economic development. The strategic outcomes and impact set out in the 2025 – 2030 Strategic Plan incorporate these requirements, thereby maintaining alignment with its legislative responsibilities.

a) Objectives of the SAWS

As stipulated in the South African Weather Service Act, 2001 (Act No. 8 of 2001, as amended), the core objectives of the SAWS include:

- Maintaining, extending, and improving the quality of meteorological and ambient air quality-related information services for the benefit of all South Africans.
- Providing good public services and commercial services to the public, thereby ensuring equitable access to weather-related information.
- Ensuring the ongoing collection of meteorological and ambient air quality data across South Africa and the surrounding southern oceans, to support the needs of both current and future generations.
- Acting as the Aviation Meteorological Authority, fulfilling the international obligations of the Government under the Convention of the International Civil Aviation Organization (ICAO).
- Delivering services that are sensitive to the demographic realities of the country, ensuring inclusivity and responsiveness to local needs.
- Fulfilling additional weather-related or ambient air quality information obligations, as directed by the Minister.
- Serving as the custodian of the South African Air Quality Information System (SAAQIS), which supports national air quality monitoring and management efforts.

b) Legislative framework

The SAWS' mandate is grounded in the Constitution of the Republic of South Africa and further defined by national legislation and policy frameworks, including the:

- **South African Weather Service Act, 2001 (Act No. 8 of 2001, as amended):** Provides the primary legislative framework for the establishment and operation of the SAWS. It outlines the SAWS' mandate to provide meteorological and climate services to ensure public safety, support socio-economic development, and meet the needs of government, industry, and the public. The Act also designates the SAWS as the authoritative voice on meteorology and weather warnings, including compliance with international obligations.
- **National Environmental Management Act, 1998 (Act No. 107 of 1998):** Aligns the SAWS with the principles of sustainable development and environmental protection. The SAWS contributes to preventing ecological degradation, promoting conservation, and supporting sustainable use of natural resources through its climate and environmental data services.
- **National Climate Change Response Policy (2011):** Sets out South Africa's approach to climate change. The SAWS supports national mitigation and adaptation efforts by providing the data and information required for resilience planning, including early warning services for extreme weather and support for disaster risk management.
- **Disaster Management Act, 2002 (Act No. 57 of 2002):** Entrusts the SAWS with providing meteorological services that contribute to disaster risk reduction, including issuing early warnings for severe weather to protect lives and property, and collaborating with disaster management authorities to improve preparedness and response.
- **Public Finance Management Act, 1999 (Act No. 1 of 1999):** Governs the SAWS as a public entity, requiring efficient operations, sound financial management, and accountability and transparency in the use of public funds.
- **National Environmental Management:** Air Quality Act, 2004 (Act No. 39 of 2004): The SAWS supports implementation by providing critical atmospheric and air quality monitoring data, enabling the country to track pollution levels and take measures to improve air quality in line with national health and environmental goals.
- **Climate Change Act, 2024 (Act No. 22 of 2024):** Positions the SAWS as the Anchor and Technical Implementing Entity for the National Framework for Climate Services, including implementing climate services for adaptation planning; providing climate projections and adaptation scenarios; and supporting local and provincial government on risk and vulnerability assessments, needs analyses, and response planning.

1.2 Updated policy mandates

Policy mandates guiding the SAWS over 2025 – 2030 remain as set out in the Strategic Plan, with updates and emphasis on the sub-sections below:

1.2.1 Global and regional policy alignment

- **United Nations 2030 Agenda for Sustainable Development (SDGs):** Positions meteorological, climate and air quality services as enablers of climate action, food security, health, resilient infrastructure and disaster risk reduction.
- **Paris Agreement (2015) and subsequent Conference of the Parties (COP) decisions**, together guide national requirements for climate information, early warnings, adaptation planning and finance.
- **Sendai Framework for Disaster Risk Reduction 2015 – 2030:** Elevates multi-hazard early warning systems and risk information. The SAWS leads impact-based forecasting and warnings.
- **World Meteorological Organization (WMO) policy directions:** WMO Unified Data Policy, Global Basic Observing Network, and Early Warnings for All (EW4All) – driving open baseline data, interoperability and universal access to life-saving alerts.
- **African Union Agenda 2063:** Calls for climate-resilient development and regional cooperation. The SAWS contributes via continental and Southern African Development Community (SADC) partnerships.
- **SADC Vision 2050 and Regional Indicative Strategic Development Plan (2020 – 2030):** Prioritise climate resilience, regional data exchange and sectoral services (aviation, marine, agriculture). The SAWS' work entails observing, forecasting and providing information services.

1.2.2 National policy framework

- **National Development Plan Vision 2030 (NDP):** Highlights reliable weather, climate and air quality information as foundational to inclusive growth, human security, health and infrastructure planning.
- **Government of National Unity (GNU) Statement of Intent:** Sets out the priorities on inclusive growth, social justice, capable institutions and public safety, aligning with the SAWS' role in authoritative warnings, operational reliability and decision-ready data services.
- **Medium-Term Development Plan (MTDP) 2024 – 2029:** Links long-term developmental goals to medium-term delivery. The SAWS aligns directly with Priority 1 (inclusive growth and job creation) and Priority 3 (a capable, ethical and developmental state), and indirectly with Priority 2 (reducing poverty and the cost of living) through risk reduction and climate services.
- **National Climate Change Response Policy (2011) and National Climate Change Adaptation Strategy (2019):** Frames national adaptation objectives and information need that the SAWS supports through climate services, scenarios and early-warning capabilities.
- **National Framework for Climate Services (NFCS-SA):** Provides the user-driven, sector-linked approach for delivering climate services across government and the economy.
- **District Development Model (DDM) and national spatial frameworks (e.g., NSDF 2050):** Requires geo-referenced, decision-ready climate and air quality information for local planning and service delivery.

1.2.3 Sectoral policy frameworks and plans

- **Aviation:** International Civil Aviation Organization (ICAO) Global Air Navigation Plan (GANP) and Global Aviation Safety Plan (GASP) emphasise high-quality aeronautical meteorological services and data availability. The SAWS' aviation services align with these frameworks.
- **Marine and blue economy:** IMO-aligned marine safety and information provisions, coastal risk and storm-surge readiness, and ocean-climate services inform the SAWS' marine forecasting priorities.
- **Energy transition and infrastructure:** Integrated Resource Plan (IRP 2023) and grid modernisation agendas increase demand for wind/solar forecasting, climate risk assessments and asset-resilience analytics.
- **Air quality management:** National Framework for Air Quality Management and associated planning guidance require robust monitoring, calibration and forecasting. The SAWS supports national and municipal air quality information needs (e.g., SAAQIS integration).
- **Agriculture, water and health policies:** Sector strategies call for seasonal outlooks, drought/flood intelligence, heat-health alerts and climate services to support resilience and public health outcomes that are provided by the SAWS.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

2.1 Alignment to the Government of National Unity (GNU) / MTDP 2024 – 2029 priorities

The SAWS' strategic initiatives over the 2025 – 2030 planning period (2026/27 update) align with the three Medium-Term Development Plan (MTDP) priorities as follows:

2.1.1 Drive inclusive growth and job creation

The SAWS' strategic focus on modernising infrastructure and enhancing technological capabilities contributes directly to economic growth. Key elements of the plan that support this priority include:

- **Revenue diversification and public – private partnerships:** The SAWS aims to expand its revenue streams by developing PPPs and offering commercial weather services to sectors such as agriculture, energy, and transportation, among others. These sectors are vital for South Africa's economic growth, and the SAWS' contribution will enable better planning, risk management, and decision-making. In line with the Commercial Strategy, this includes packaged, subscription-based services and the implementation of an innovation and commercialisation project pipeline.
- **Support for renewable energy and agriculture:** Through its solar and wind energy services, the SAWS supports the green economy, enabling the expansion of renewable-energy projects. Additionally, the entity's agro-meteorology services provide essential weather and climate data to enhance agricultural productivity, directly contributing to economic growth and food security. Sector offers will be scaled up via Application

Programming Interface (API) access, tailored advisories, and service-level commitments.

- **Innovation and technological modernisation:** Investment in high-performance computing, real-time data analytics, and digital transformation will improve the SAWS' service delivery and provide accurate weather forecasts that are critical for key economic sectors such as mining, construction, and logistics. The Commercial Strategy prioritises API-first delivery, decision-support dashboards and rapid R&D-to-market pathways.

2.1.2 Reduce poverty and tackle the cost of living

The SAWS' strategic plan incorporates several elements aimed at reducing the impacts of climate and weather events, which often disproportionately affect vulnerable communities:

- **Disaster risk reduction:** The SAWS' improved forecasting capabilities and early warning systems help prevent and mitigate the impact of extreme weather events such as floods, droughts, and storms. These services are crucial for protecting communities, infrastructure, and livelihoods, particularly in poor and rural areas. The 2026/27 efforts emphasise last-mile reach through multilingual, multi-channel impact-based warnings and partner networks.
- **Support for agriculture and food security:** By providing accurate climate information to farmers, the entity enables better crop planning and management, reducing losses due to unexpected weather changes. This, in turn, helps stabilise food supply and pricing, contributing to poverty alleviation and reducing the cost of living for South Africans. Seasonal outlooks and locally packaged advisories will be expanded for smallholders and commercial producers.
- **Access to accurate weather information:** The SAWS' commitment to providing accessible and actionable weather data ensures that low-income communities and individuals can make informed decisions – from disaster preparedness to optimising energy and water usage – thus reducing costs in everyday living. Simple tools for community use will complement digital channels and open-data baselines.
- **DDM support:** Provide geo-referenced climate and air quality inputs for municipal planning and service delivery. This includes easy-to-use datasets and templates aligned to local Integrated Development Plans (IDPs) and service plans.

2.1.3 A capable and developmental State

The SAWS contributes to the vision of building a capable and developmental state through institutional reforms and enhanced governance:

- **Strengthening governance and accountability:** The entity's strategic plan emphasises internal governance reforms, including improved performance management, streamlined supply-chain processes, and enhanced risk management. These reforms are aligned with the MTDP's priority of establishing transparent, efficient, and accountable public institutions. A clean audit focus will be elevated through strong internal controls, systems and the management of portfolio of evidence.
- **Building human capacity and skills development:** The SAWS is focused on cultivating a high-performance organisational culture by investing in skills development and improving employee engagement. These efforts will help create a capable public institution that can effectively deliver on its mandate and contribute to the state's developmental objectives. Succession for scarce scientific/technical roles, commercial/sales skills, and targeted recruitment are priority actions.
- **Partnerships for development:** By collaborating with global and regional organisations such as the WMO and engaging in multi-sector partnerships, the entity positions itself as a leader in delivering climate and weather services that support national development goals. Partnerships also advance location-based / back-engineering options, enhance the resilience of the observation network, and unlock co-funding.
- **Cyber resilience and infrastructure:** An enterprise cyber-resilience roadmap and prioritised refurbishment of critical observation and ICT assets will protect availability, data integrity and business continuity.
- **Programme and project delivery:** A proposal-ready pipeline and Project Management Unit (PMU) practices will accelerate delivery of adaptation, early warning and commercial projects in 2026/27.

The 2025 – 2030 Strategic Plan (2026/27 update) is well-aligned with the priorities of the GNU and MTDP. By focusing on infrastructure modernisation, revenue diversification, disaster risk reduction, and institutional reform, the SAWS is not only driving inclusive economic growth but also contributing to poverty alleviation and the establishment of a capable and developmental state. These efforts will enhance the entity's role in supporting national resilience to climate change, while

boosting socio-economic development across South Africa.

2.2 Alignment to DFFE strategic priorities

The SAWS aligns its strategic initiatives to the Department of Forestry, Fisheries and the Environment's (DFFE) "Big 6" priorities as follows, highlighting how 2026/27 delivery will reinforce policy implementation across climate, biodiversity, oceans, regulation and fiscal sustainability.

i) **Climate change (Climate Change Act: cleaning and greening**): The SAWS underpins climate action with authoritative weather, climate and air quality information, enabling mitigation inventories, adaptation planning and impact-based early warnings. Priority Areas monitoring via SAAQIS, Cape Point, and regional GAW stations, along with the National State of the Climate report, provides decision-ready evidence for the national response. In 2026/27, the SAWS will continue to enhance climate-risk intelligence and expand packaged services to support adaptation across sectors.

ii) **KISS (Kruger – Kirstenbosch – iSimangaliso):** The SAWS supplies climate and air quality science that supports conservation planning and biodiversity resilience. Seasonal and drought outlooks inform ecosystem management, while collaborative research (e.g., with the South African National Biodiversity Institute (SANBI) strengthens biodiversity-related climate datasets. The 2026/27 focus is on more accessible, geo-referenced products to aid protected-area operations and restoration efforts.

iii) **FILLER (Fair Industry for Lions, Leopards, Elephants and Rhinos):** The SAWS contributes indirectly to species protection by providing forecasts and climate modelling that guide habitat management and enforcement analytics. Severe-weather and drought warnings reduce ecosystem stress and help prioritise interventions. In 2026/27, the SAWS will refine tailored advisories that integrate exposure and sensitivity layers for high-risk habitats.

iv) **Fishing for Freedom (oceans economy and marine conservation):** Marine and coastal forecasts from the SAWS support ocean safety, fisheries and aquaculture, including rip-current alerts and storm-surge intelligence. With marine forecasting operations consolidated in Cape Town, the entity will continue to enhance sea-state, coastal flood and ocean – climate services to inform harbour operations, small-scale fisheries and marine conservation plans.

v) **RESET (Regulatory Efficiency Strategy for Environmental Turbocharge):** The SAWS strengthens regulatory efficiency through high-quality aeronautical meteorology (with ICAO / South African Civil Aviation Authority (SACAA) compliance), national climate and air quality information systems, and improved ICT resilience. Aeronautical forecast accuracy above 95% and continuous assurance of observing networks support safety and compliance. In 2026/27, the SAWS advances cyber-resilience and evidence management to sustain audit readiness and service reliability.

vi) **Money (fiscal responsibility and donor mobilisation):** The SAWS supports fiscal sustainability by diversifying revenue and mobilising partner funds for public good services. The Commercial Strategy sets a path to grow the non-regulated share of revenue. Sustainability will also be strengthened by expanding externally funded programmes e.g., IMHEWS (Integrated Multi-Hazard Early Warning Systems). For 2026/27, the entity will scale subscription products, strengthen key-account management, and drive external sales through a phased market- and product-development approach.

3. UPDATES ON RELEVANT COURT RULINGS

There have not been any recent court rulings with a significant impact on the South African Weather Service.

PART B:
OUR STRATEGIC FOCUS

4. THE SAWS VISION, MISSION AND CORE VALUES

The SAWS' management and staff are aligned with the entity's ethos, with the Vision, Mission and Values deemed still relevant in the current business landscape. All are geared to contribute actively and support initiatives aimed at achieving organisational goals and objectives and enabling the sustainability of the SAWS.

Vision

South African Weather-related Solutions for Everyone, Everyday

The vision articulates the desired end state in which the SAWS is central to a situation where citizens, communities and business sectors use information, products and services across the weather, climate and related environmental space to support socio-economic development and build resilience.

Mission

To provide meteorological solutions for improved quality of life for all in South Africa

Meteorological solutions include:

- Weather-related solutions
- Climate-related solutions
- Air quality solutions
- Other related environmental solutions, including water

South African Weather Service

Core Values

Integrity

A consistent sense of honesty, truthfulness and trust in one's own actions while valuing others' opinions and beliefs.

Collaborative

An approach to working together in a mutually beneficial environment with internal and external stakeholders to reach organisational goals.

Solution-oriented science

A quest for science excellence to find weather, climate and air quality solutions for all.

Passion for service excellence

A desire to deliver exceptionally high work and performance standards.

5. UPDATED SITUATIONAL ANALYSIS

5.1 Strategic context

The SAWS plays a critical role in providing authoritative weather, climate and air quality services that safeguard lives and livelihoods and support economic activity. This role is growing as climate variability and extreme events increase risks to people, infrastructure and the economy. The entity's relevance is reinforced by entrenched partnerships with the WMO and regional bodies, positioning it as a leading provider of meteorological services in South Africa and the Southern African region.

As a WMO member, the SAWS holds several specialised designations, including the Global Information System Centre (GISC), Regional Specialised Meteorological Centre (RSMC-Pretoria), Global Producing Centre for Long-Range Forecasts (GPC-LRF), Regional Training Centre (RTC-Pretoria), and Regional Telecommunications Hub (RTH-Pretoria). These roles strengthen South Africa's capacity to produce, exchange and apply high-quality meteorological information across the region.

In support of WMO system reforms, the SAWS is aligning with the WMO Integrated Global Observing System (WIGOS), including the Global Basic Observing Network (GBON) and Regional Basic Observing Network (RBON). Implementation requires compliant observation practices and performance reporting. The entity will continue to monitor GBON performance (baseline and targets) and elevate WIGOS contributions in its 2026/27 Annual Operational Plan. Establishing and hosting a Regional WIGOS Centre is under consideration to improve regional observing effectiveness and open channels for technical collaboration and funding.

Within South Africa, the SAWS provides aeronautical, marine, and public good meteorological services, as well as air quality and climate services that support national adaptation planning, disaster risk reduction, and sector resilience. Climate policy developments (e.g., national adaptation objectives, indicators, and sub-national planning requirements) further expand demand for decision-ready climate information and early warnings, with the SAWS as a key technical implementer.

The operating context remains demanding. COVID-19 and a January 2025 cyberattack marked the 2020 – 2025 period. Despite these shocks, the SAWS met 80% of its five-year targets, but financial sustainability and non-regulated revenue remain areas for improvement. Looking ahead, Board discussions emphasised enterprise cyber-resilience, fit-for-purpose infrastructure and information systems, an updated operating model and stronger commercial pathways to stabilise revenue while protecting core public good delivery.

Air quality expectations are also rising. The DFFE's proposed centre-of-excellence approach highlights the need for integrated monitoring (including calibration and low-cost sensor protocols), modelling/forecasting, SAAQIS enhancements and nationwide municipal support – areas where the entity is a central delivery partner.

5.2 External environmental analysis

5.2.1 PESTEL analysis

The updated PESTEL analysis summarises the external forces shaping SAWS' operating context for 2026/27 and the Medium-Term Development Plan (MTDP) period. It draws on the Board strategic review (September 2025), the DFFE presentations (including air quality imperatives), and the Commercial Strategy environmental scan. The lens is the SAWS' dual mandate: delivering authoritative public good services (warnings, climate, and air quality information) while strengthening financial sustainability through market-ready offerings.

The analysis highlights material opportunities and risks across political, economic, social, technological, environmental, and legal/policy domains. It informs decisions about where the SAWS must concentrate effort, sequence investments (particularly in cyber resilience and observation network availability), and scale partnerships. It also provides the evidence base for outputs and output indicator targets in Part C, as well as the risk-mitigation linkages, ensuring a clear line of sight from the external environment to the SAWS' 2026/27 performance plan.

"Strategic focus supports effective service delivery"

Political

Under the GNU and MTDP 2024 – 2029, early warnings, climate adaptation and air quality intelligence are priority public goods. The DFFE's "centre-of-excellence" thrust for air quality opens a practical route for national integration: calibrated monitoring (including low-cost sensor protocols), modelling/forecasting capacity, SAAQIS upgrades and technical support to municipalities. Regionally, SADC cooperation and WMO system reforms (e.g., WIGOS/GBON) give the SAWS a platform to lead standards-aligned observing and data exchange. Counter-pressures include municipal instability that disrupts projects and co-funding, as well as geopolitics that lengthen lead times and increase costs for imported observation and ICT components.

2026/27 response: *Formalise a DFFE – SAWS joint delivery map (roles, milestones, funding channels), prioritise municipal support packages through the DDM, and maintain contingency sourcing for critical spares.*

Economic

Flat/declining grants, regulated tariff constraints, and exchange-rate volatility tighten operating space, particularly for capital expenditure on RADAR and observing networks. The commercial baseline remains small relative to need. Still, demand exists in energy (wind/solar forecasts aligned to Integrated Resource Plan (IRP) timelines), agriculture (seasonal and short-term agro-meteorology), logistics/aviation, marine and insurance. Donor finance (EW4All, climate-adaptation windows, bilateral partners) is available where proposals are "implementation ready".

2026/27 response: *Execute the Commercial Strategy pathways:*

i) API-first data products and subscriptions;
ii) packaged sector solutions with service-level commitments;
iii) key-account / Customer Relationship Management (CRM) discipline in priority sectors; and
iv) a proposal-ready pipeline and PMU practices to mobilise external funding and partnerships – all while protecting public good delivery.

Social

Climate and air pollution risks are rising and unevenly distributed; peri-urban and low-income communities bear disproportionate impacts from floods, heat, smoke, and poor air quality. Stakeholders need warnings that translate hazards into practical actions, in the right language and channel, and local officials need simple, geo-referenced tools they can use.

2026/27 response: *Scale impact-based, multilingual alerts; expand heat-health and air quality guidance; and provide easy-to-use, district-level climate and air quality layers and templates for DDM planning, agriculture extension and disaster-management teams.*

Technological

Advances in High-Performance Computing (HPC), cloud, automation, Artificial Intelligence (AI) / Machine Learning (ML) and the internet of things (IoT) enable faster, decision-ready services and reduce the unit cost of delivery; marine forecasting consolidation and modern APIs extend reach to partners and developers. Set against this are legacy systems, uneven data governance, and the January 2025 cyberattack, which exposed weaknesses in evidence management and business continuity. Observation uptime is also challenged by vandalism, power quality and parts availability.

2026/27 response: *Implement an enterprise cyber-resilience roadmap (Business Continuity Plan (BCP) / Disaster Recovery (DR), segmented networks, immutable backups and evidence repositories), sequence refurbishment for the most critical observation assets, and complete the data-productisation work (catalogue, metadata, licensing and usage telemetry) that underpins both audit readiness and commercial credibility.*

Environmental

The frequency and intensity of extreme events (floods, heatwaves, severe storms, coastal surges) elevate the value of authoritative observations, forecasts, and attribution science. Demand is growing for coastal risk and sea-state services, drought/flood intelligence for agriculture and water management, and fine-scale air quality information linked to health outcomes.

2026/27 response: *Strengthen end-to-end early-warning value chains (from observing gaps to last-mile communication), expand coastal and rip-current services and storm-surge guidance, and deepen seasonal and sub-seasonal outlooks that support planting, reservoir operations and disaster readiness.*

Legal / policy

National climate and air quality policies – together with WMO standards (WIGOS/GBON) and open-data norms – raise expectations for compliant observing, quality management, data sharing and transparent reporting. At the same time, ambiguity around IP/cost recovery for value-added products can create friction if not managed effectively. The Board also elevated a "clean audit" as a non-negotiable.

2026/27 response: *Strengthen portfolio of evidence trails, clarify data-licensing and cost-recovery rules for value-added services, and track WIGOS/GBON compliance through a visible "observing performance" dashboard that links to capex/refurbishment priorities.*

What does this mean for the 2026/27 delivery?

i) **Advance policy-driven demand:** Focus on multi-hazard early warnings, adaptation services and air quality intelligence as core public goods.

ii) **Co-lead the DFFE centre-of-excellence:** Monitoring and calibration (including low-cost sensors), modelling/forecasting, SAAQIS upgrades, and municipal support.

iii) **Stabilise finances without drift from mandate:** Grow non-regulated income via APIs/subscriptions and packaged sector solutions; mobilise donor/partner funds through a proposal-ready pipeline.

iv) **Apply Commercial Strategy disciplines:** Pricing and packaging, key-account / CRM, ring-fenced delivery capacity and Project Management Unit practices.

v) **Harden the platform:** Deliver cyber-resilience (BCP/DR, segmented networks, immutable backups), observation-network availability, and disciplined data governance/productisation to support service reliability and clean-audit outcomes.

vi) **Board priorities:** Clean audit and data policy / productisation are non-negotiable.

vii) **Make it usable locally:** Produce geo-referenced, district-level products and simple tools that municipalities, farmers and first responders can readily apply via District Development Model channels.

viii) **Enable execution:** Conclude the operating-model review, accelerate recruitment/succession in scarce commercial, scientific and technical roles.

5.3 Internal environmental analysis

5.3.1 Performance summary

The SAWS enters 2026/27 with a mixed but stabilising operational baseline. In 2024/25, the entity achieved 9 of 12 annual targets (75%). Performance was materially disrupted by the January 2025 cyberattack, which affected ICT systems and evidence trails, contributing to a regression from a clean audit to an unqualified audit opinion. Despite this operational shock, core forecasting services remained resilient, research output was strong (38 peer-reviewed publications and two completed PhDs), and progress continued across marine forecasting and public outreach. The strategic review undertaken in 2024/25 identified four institutional imperatives:

i) Restoring and sustaining a clean audit.

ii) Elevating enterprise cyber-resilience, extending beyond ICT security to business continuity, data integrity and observation-network robustness.

iii) Completing the operating-model review to clarify service standards, risk ownership and internal accountabilities.

iv) Delivering the Commercial Strategy through a broadened financial model, including increased donor/external funding, marine-sector regulation progress and strengthened commercial revenue in regulated sectors such as aviation.

The 2025/26 second quarter (July to September 2025) performance results indicated that recovery efforts were taking hold. The SAWS achieved 10 of its 12 performance indicators (83,33%), an improvement on 7 of 13 indicators (53,85%) in the first quarter. Core operational performance remained strong: aerodrome warning accuracy stayed above 99%; TAF accuracy increased to 95,27%; and SOLAS marine product availability remained above target at 99,73%.

Tier-1 RADAR availability remained steady at 83,25%, reinforcing the recovery momentum following the 2024/25 restoration work. Climate-data availability improved from 82,73% in the first quarter to 89,53% in the second quarter, and Priority Areas Air Quality Stations available on SAAQIS met minimum data requirements significantly, rising to 96,67%. Greenhouse-gas data availability, while still below target, improved from 59,47% to 64,52%, with recalculation to occur after the correction of the Technical Indicator Description.

Financial recovery remains gradual. Year-to-date revenue to September 2025 remains 19,1% below budget, reflecting under-expenditure on conditional grants and delayed restoration of some commercial systems. Non-regulated commercial revenue remains below target, while regulated aviation revenue exceeds expectations. Debtors' days improved modestly from 47 to 43 between the first and second quarters, and liquidity remained steady with a current ratio of 1,5:1.

These dynamics frame the internal-environment analysis and inform the updated SWOT, with the combined 2024/25 annual results and 2025/26 mid-year performance providing a clearer baseline for the outputs and targets in this APP.

a) Organisation, operating model, and governance

The SAWS delivers its dual mandate through four programmes (Weather and Climate Services; Research and Innovation; Infrastructure and Information Systems; and Administration). In 2024/25, the SAWS achieved 9 of 12 annual targets (75%). Performance was affected by the January 2025 cyberattack, which disrupted ICT systems and evidence trails, contributing to a regression from a clean audit to an unqualified opinion.

The Board emphasised that a clean audit is non-negotiable and called for clearer risk ownership, stronger evidence management (TIDs / portfolio of evidence), and internal service-delivery standards (SLAs) between corporate support and core programmes. An operating model review is underway to balance scientific leadership and commercialisation with strategic management and accountability for delivery.

The 2025/26 quarter 2 performance reflects operational stabilisation, but governance reforms – particularly in auditability, evidence management and enterprise risk – remain central to restoring external confidence.

b) People, capability, and culture

Headcount increased from 451 to 452 in 2024/25; personnel spend rose by 0,3%. A human-capital plan is in place: job-evaluation and remuneration benchmarking were completed; 16 managers enrolled in the WITS MDP; 64 bursaries (R1,8 million) supported pipeline skills; no performance rewards were paid (National Treasury guidance). The Board highlighted high attrition and the need to fill acting appointments in scarce scientific/technical roles as constraints, requiring targeted recruitment, succession planning, and a strengthened employee-value proposition.

The Board continued to highlight high attrition and the need for acting appointments in scarce scientific and technical roles. These constraints remained evident at mid-year of 2025/26 and require targeted recruitment, stronger succession planning, and a refined employee-value proposition aligned with the SAWS' specialist skills needs.

c) Employment equity (building a diverse workforce)

The SAWS aims to mirror South Africa's economically active population across all levels. As at 31 March 2025, the workforce showed progress with clear gaps to target:

- Male representation totalled 252 against a target of 268, while female representation was 195 against a target of 227.
- At senior levels, top management was on target (males 4/4, females 1/1), whereas senior management reflected a shortfall on the female side (8 versus 12), while men were at 8 versus a target of 7.

- In the professional pipeline, professionally qualified stood at 56 males vs 62 target and 39 females vs 50 target, signalling the need to accelerate recruitment and progression, particularly for women.
- At the operational core, skilled roles showed 142/152 (male) and 115/131 (female), and semi-skilled 42/43 (male) and 30/31 (female), indicating manageable gaps if hiring and internal development are paced to plan.
- Persons with disabilities total ten (target 11), distributed across professional, skilled and semi-skilled levels, suggesting that reaching the target in 2026/27 is achievable with focused placement and support.

These patterns remained broadly unchanged at mid-year of 2025/26 and continue to guide targeted recruitment and development efforts.

d) Observing infrastructure, ICT and cyber resilience

Observation networks (RADAR, Lightning Detection, Web-Based Camera (WEBCAM) Network, surface observations, upper-air, marine/coastal, air quality) underpin the entity's services but, in some instances, are reliant on ageing assets that are subject to vandalism/theft and foreign-exchange-driven spares constraints. The 2025 cyber incident elevated enterprise cyber-resilience (beyond IT security) to include business continuity, disaster recovery, data integrity and observation-network resilience. It requires developing an integrated ICT strategy that covers the full observation system and an evidence repository to ensure auditability. Focus must be placed on implementing an enterprise cyber-resilience roadmap (segmented networks, immutable backups, tested disaster recovery), sequencing refurbishments for our highest-risk assets, and publishing an observability and performance dashboard linked to capex priorities.

The 2025/26 second quarter results show stabilisation: RADAR availability remained above target at 83,33% and climate-data replication had improved. Nonetheless, the observation and ICT environment requires an integrated ICT and cyber-resilience strategy, segmented networks, immutable backups, tested disaster-recovery procedures, prioritised refurbishment of high-risk assets, and an observing performance dashboard linked to capex priorities.

e) Finance, commercial readiness and market interface

Total revenue in 2024/25 was R638 million, of which R29 million was non-regulated commercial revenue; the latter remains small and volatile versus need. The strategic review flagged financial sustainability risks from declining grants and exchange-rate erosion of capex. The Commercial Strategy (2025 – 2030) provides a pathway to stabilise finances via API-first data products, subscription/packaged sector solutions (energy, agriculture, logistics/aviation, marine, insurance, etc.), tiered pricing and key-account / CRM, and a proposal-ready pipeline led by a cross-functional Project Management Unit (PMU). Focus will also be given to mobilising donor/partner funds (external funding).

The 2025/26 mid-year performance indicated that non-regulated revenue remained below target due to delayed systems restoration, while regulated aviation revenue exceeded expectations. Recovery of commercial performance will depend on disciplined implementation of the Commercial Action Plan during the second half of the 2025/26 financial year.

f) Broad-Based Black Economic Empowerment (B-BBEE)

The SAWS remains compliant with the Broad-Based Black Economic Empowerment Act, 2013 (Act No. 46 of 2013) and the Department of Trade, Industry and Competition (DTIC) requirements. In 2024/25, the entity implemented Enterprise Development for 16 beneficiaries and Supplier Development for 27 beneficiaries and applied preferential procurement by sourcing from suppliers that are B-BBEE Level 4 or higher. The SAWS has applied the relevant Codes of Good Practice in key areas: a preferential procurement policy with supplier performance management and development; partnership criteria aligned with the approved Commercial Strategy; and support for B-BBEE through incentives / grants / investment schemes with appropriate level requirements.

Although verification initially reflected a Level 6 outcome in early 2025/26, the final assessment confirmed that the entity retains its Level 4 rating, ensuring continuity in market positioning and government-wide procurement compliance.

g) Data governance, research, innovation and productisation

Value, auditability and market credibility depend on disciplined data governance (catalogue, metadata, Quality Assurance / Quality Control, licensing, telemetry). The entity produced 38 peer-reviewed articles in 2024/25. However, the R&D-to-operations / market pipeline needs faster conversion into APIs, dashboards and tailored advisories with defined SLAs. The strategic review urged data productisation and evidence-trail discipline to support both commercial offerings and audit readiness. Focus must therefore be given to finalising data-product rules (licensing / pricing / telemetry), prioritising research-to-product transitions, and publishing a product roadmap with quarterly drops.

Mid-year progress confirmed movement on product prototypes and on the development of the National State of the Climate indicator. Priority actions include finalising data-product rules (licensing, pricing, telemetry), strengthening R&D-to-operations pathways and publishing a product roadmap to support predictable delivery.

h) Partnerships, intergovernmental coordination and spatial delivery

Demand for interoperable climate, weather and air quality services is growing under the GNU and the MTDP. The SAWS' WMO designations (GISC, RSMC-Pretoria, GPC-LRF, RTC-Pretoria and RTH-Pretoria) and ICAO/SACAA compliance remain important anchors of international credibility.

Domestically, the DFFE's centre-of-excellence approach provides a platform for calibration, modelling, SAAQIS upgrades and municipal support. District-ready, geo-referenced products remain essential for local planning and last-mile usability. Partnerships with universities, the South African National Biodiversity Institute (SANBI), Council for Scientific and Industrial Research (CSIR) and municipalities will continue to expand technical capacity and co-funding opportunities.

For 2026/27, focus areas include formalising the DFFE – SAWS delivery map, strengthening DDM support, implementing localisation and supplier development objectives, and increasing the participation of women, youth, and persons with disabilities in skills and outreach initiatives.

5.3.2 SWOT Analysis

The SWOT in the 2025 – 2030 Strategic Plan remains relevant. For the 2026/27 APP, it has been refreshed to reflect the updated situational analysis, incorporating emerging policies, PESTEL shifts, performance trends from the 2024/25 Annual Report and the 2025/26 performance-to-date, and the September 2025 Board strategic review. The update preserves the original intent while tightening emphasis where the evidence has changed, highlighting areas for improvement, key risks, and opportunities to leverage to pursue the SAWS' strategic outcomes.

Table 1: *SWOT Analysis*

STRENGTHS	WEAKNESSES
• **Authoritative national capability:** WMO designations (GISC, RSMC, GPC-LRF, RTC, RTH) and ICAO/SACAA compliance. • **Operational resilience:** Core services held through COVID-19, and January 2025 cyberattack; Q1 2025/26 accuracy high (aerodrome ~99.98%, TAF ~94%). • **Scientific depth:** 38 peer-reviewed publications (2024/25); strong university/research links. • **Climate and air quality custodianship:** SAAQIS; Cape Point and regional GAW; national climate datasets / State of the Climate. • **Marine capability:** Consolidated marine forecasting (Cape Town); rip-current / sea-state services. • **Footprint, partnerships and customer responsiveness:** National observing presence; partnerships across disaster management, agriculture, energy and municipalities; impact-based warnings and SLAs.	• **Ageing infrastructure:** Obsolescence, vandalism and foreign exchange-driven spares; uneven uptime despite recovery efforts. • **Cyber and audit discipline:** Gaps in BCP/DR, immutable backups and PoE; regression from clean to unqualified audit. • **Human capital constraints (including culture/engagement):** Attrition and acting posts in scarce roles; recruitment/succession too slow. • **Data/product discipline:** Incomplete catalogue / metadata / QA; limited telemetry; inconsistent SLAs. • **Fragile commercial base:** Small, volatile, non-regulated revenue; debtor days and cost-to-serve pressures. • **Internal service standards:** Support-to-core SLAs not embedded; variable HR / SCM / ICT cycle times.
OPPORTUNITIES	**THREATS**
• **Policy pull:** GNU/MTDP and DFFE air quality centre-of-excellence (calibration, low-cost sensors, modelling, SAAQIS, municipal support). • **Climate Change Act:** Demand for adaptation objectives, scenarios, indicators and sub-national planning. • **Commercial pathways:** API-first products, subscriptions / sector packages; pricing and key-account / CRM; PMU for commercialisation, and donor / partner funds (incl. EW4All). • **Technology leverage:** HPC, cloud, automation, AI/ML to speed delivery and cut unit costs; modern APIs for partners/developers. • **Localisation:** Back engineering and local supply to reduce lifecycle costs and improve resilience. • **DDM enablement:** District-ready, geo-referenced products and training for municipal planning.	• Climate variability and extremes. • **Fiscal and foreign exchange pressure:** Declining grants, tariff ceilings and exchange-rate volatility inflate Capex/Opex. • **Cyber and operational risk:** Attacks, power quality and vandalism threaten uptime, data integrity and auditability. • **Competitive dynamics:** Regional NMHS growth and private providers; open-data norms shift value to analytics/services. • **Talent risk:** Ongoing attrition in scarce skills; long time-to-hire amid increasing global competition for these scarce resources. • **Last-mile gaps:** Digital divide, language barriers and data costs limit impact for vulnerable communities.

5.3.3 Planning implications for 2026/27 and the period of the MTEF

The Strategic Plan's Problem-and-Solution Tree remains the primary logic chain guiding 2026/27 MTEF planning. Building on that foundation, the updated situational analysis, performance-to-date, the September 2025 Board strategic review, and DFFE strategic direction are consolidated below into 2026/27 and MTEF planning implications, structured under the strategic priorities of the 2025 – 2030 Strategic Plan.

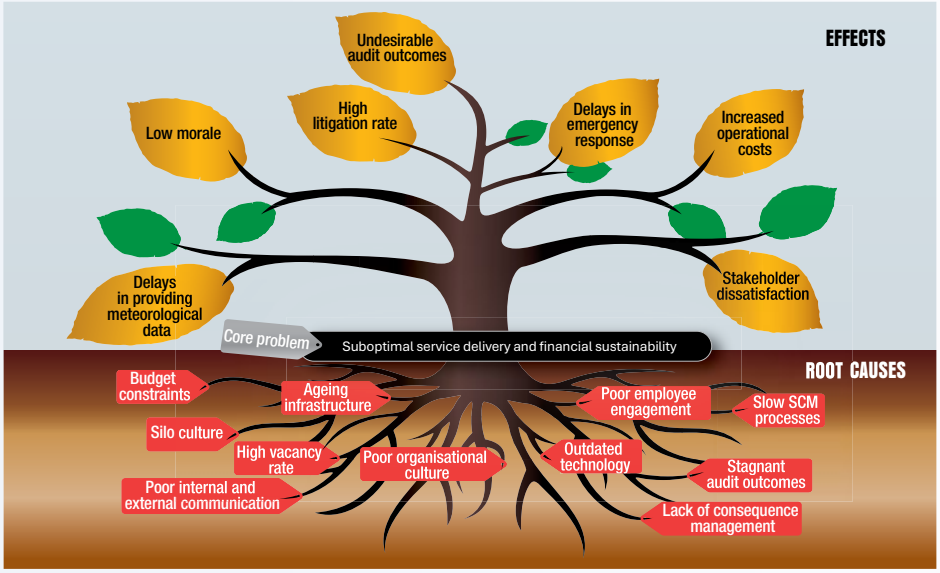


Figure 1: *Problem Tree Analysis*

1) Enhancing climate adaptation and resilience

The SAWS seeks to scale multi-hazard, impact-based warnings with practical "what-to- do" guidance, publish DDM-ready district toolkits (geo-referenced climate and air quality layers), expand seasonal and sub-seasonal outlooks for agriculture and water, and strengthen coastal and marine services (sea-state, rip-current and storm-surge guidance). Sector packages will include IRP-aligned wind and solar forecasts for energy, deeper agro-advisories (planting/harvest windows, drought/flood intelligence), and hazard and climate-risk layers to inform infrastructure planning. Over the MTEF, the entity will extend district coverage and training annually, embed attribution and sector analytics (agri – water – health – coastal), and institutionalise the National State of the Climate as a standing decision input.

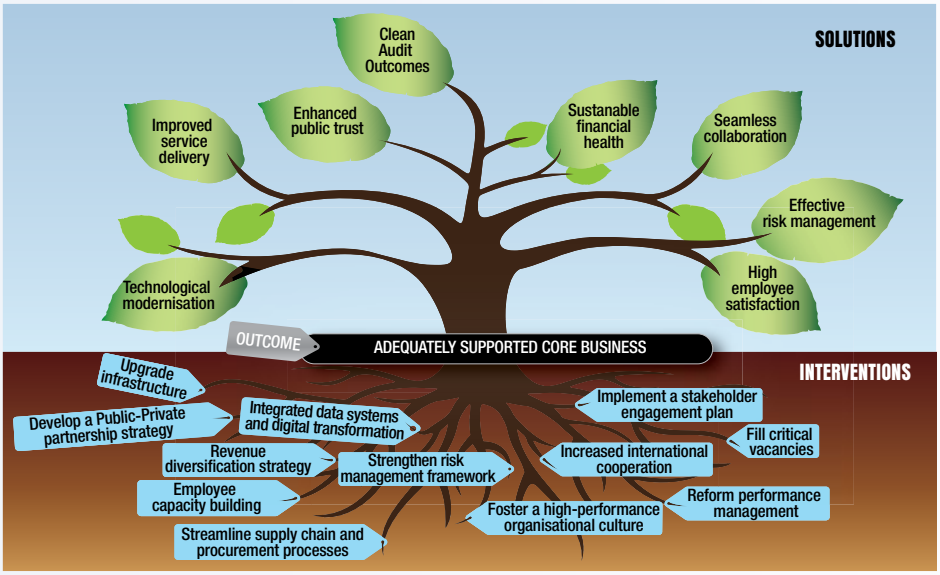


Figure 2: *Solution Tree Analysis*

2) Innovation and research development

The SAWS will seek to operationalise AI/ML for nowcasting and post-processing, fast-track three to five research-to-product conversions (APIs, dashboards, tailored advisories) with defined SLAs, and deepen marine modelling within the Cape Town hub. Partnerships with universities or the CSIR will focus on downscaling, ensemble climate products, and real-time analytics on cloud/HPC platforms. Over the MTEF, the SAWS will deliver regular "innovation drops", expanding into health / air quality exposure analytics and sector decision tools.

3) Building strategic partnerships and international collaboration

The SAWS will formalise a DFFE – SAWS delivery map for an air quality centre of excellence (calibration, including low-cost sensors; modelling; SAAQIS upgrades; municipal support), progress hosting of regional WIGOS/GBON functions, and leverage WMO roles (GISC, RSMC, GPC-LRF, RTC, RTH) for skills and funding. Regionally, the entity will structure SADC service compacts (aviation, marine, drought/flood outlooks) and a proposal pipeline with development partners. Across the MTEF, the SAWS will grow donor- and externally funded projects and consolidate its position as a regional climate service hub.

4) Infrastructure and technological modernisation

The SAWS will sequence the refurbishment/replacement of RADAR, upper-air, automated weather stations, and air quality stations; publish an observing-performance dashboard; upgrade HPC, storage, and networks; and implement enterprise cyber-resilience (segmented networks, immutable backups, tested DR, protected evidence repositories). Over the MTEF, major network refurbishments will be completed, preventive maintenance with localised spares will be adopted, and digital pipelines (API-first, automated QA/QC, telemetry) will underpin faster, more reliable releases.

5) Customer-centric service delivery

The SAWS will focus on closing expectation – delivery gaps through sector-specific packages (energy, agriculture, logistics/aviation, marine, insurance), standardised customer experience (response times, formats, languages/channels) and stronger community-level warning reach via partner networks. Emergency use cases remain a priority: high aviation accuracy, practical last-mile alerts, and simple "how-to-use" kits for municipalities and first responders. Over the MTEF, the SAWS will expand packages, improve user satisfaction and extend self-service and developer access.

6) Organisational excellence and internal governance

Priority will be given to concluding the operating-model review, instituting support-to-core SLAs (HR, SCM, ICT, Finance) with quarterly clinics and restoring a clean audit outcome. People priorities include targeted hiring and succession in scarce ICT / engineering / forecasting / data / commercialisation roles, leadership development and stronger internal communication and consequence management.

7) Financial sustainability and cost management

Work will be done on implementing a balanced financial sustainability model: scale donor/external-funded projects (with PMU and a proposal-ready pipeline), expand commercial services within regulated sectors (especially aviation) and progress marine regulation for predictable funding, while launching API/subscription offers and packaged sector solutions in non-regulated areas with clear pricing and key-account / CRM discipline. Over the MTEF, diversification will be pursued across these pillars, while tightening budgeting and cost-to-serve visibility, and ensuring aligned resource allocation.

"This plan sets clear priorities for 2026/27 delivery"

PART C:
MEASURING OUR PERFORMANCE

6. INSTITUTIONAL PERFORMANCE INFORMATION

Part C sets out the outcomes, outputs and indicators used to assess the SAWS' contribution to the MTDP 2024 – 2029. It follows a results-based, Theory of Change approach, with a clear line of sight from strategic initiatives to outputs, outcomes and impact. The strategic framework summarises what the SAWS aims to achieve and how planned work will deliver the intended results.

The SAWS is constituted by four programmes which inform the packaging of this 2026/27 APP.

Programme and purpose	Sub-programme and purpose
Programme 1: Weather and climate services To safeguard life and property and provide meteorological solutions to all South Africans.	**Sub-programme 1.1: Warnings, alerts, and advisors** To provide timeous and accurate impact-based early warnings, alerts and advisories to safeguard life and property against the impact of severe weather on land, oceans, and in the air.
	Sub-programme 1.2: Data availability To ensure data availability to support climate change projections and adaptation scenarios.
Programme 2: Research and innovation To develop meteorological solutions to inform wise socio-economic choices.	**Sub-programme 2.1: Research** To generate new scientific insights in atmospheric and related sciences in collaboration with relevant stakeholders. To expand the existing knowledge base and intelligence related to climate change.
Programme 3: Infrastructure and information systems To upgrade, expand and optimise infrastructure.	**Sub-programme 3.1: Optimal management of infrastructure** To ensure optimal infrastructure and systems uptime of observations, information dissemination and exchange that enables the SAWS to achieve its mandate.
Programme 4: Administration (including corporate and regulatory services) To provide leadership, non-regulated commercial services, corporate services, effective cooperative governance, and environmental education and awareness.	**Sub-programme 4.1: Sound corporate governance** To provide business management and leadership, and commercial revenue generation to support sustainability.
	Sub-programme 4.2: Brand positioning and stakeholder network development To develop and maintain various platforms for engagement with stakeholders to extend the reach and increased awareness of the SAWS brand. To promote engagement of stakeholders for mutually beneficial relationships.

The above programmes contribute to the attainment of the outcomes through programme-level outputs, output indicators, and annual and quarterly targets, as reflected in the sections below.

6.1 Programme 1: Weather and Climate Services

Purpose: *To safeguard life and property and provide meteorological solutions to all South Africans.*

6.1.1 Outcomes, outputs, output indicators, and targets

Sub-programme 1.1: *Warnings, alerts and advisories*

Purpose: *To provide timeous and accurate impact-based early warnings, alerts and advisories to safeguard life and property against the impact of severe weather on land, oceans and in the air.*

Outcome	Outputs	Output indicators	Audited performance			Estimated performance	MTEF period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Strengthened service delivery to the public and economic sectors	Safety of life and property for Marine, Aviation, and Disaster Risk Reduction sectors	Percentage accuracy of Terminal Aerodrome Forecast (TAF)	96,71%	94,99%	94,05%	94%	94%	94%	94%
		Percentage accuracy of aerodrome warnings	98,56%	99,22%	98,67%	98%	98%	98%	98%
		Percentage availability of national weather bulletins (FPZA41)	97,95%	98,76%	97,33%	98%	98%	98%	98%
		Percentage availability of SOLAS coastal (FQZA30) product	N/A	N/A	N/A	98%	98%	98%	98%
		Percentage availability of SOLAS deep sea (FQZA31) product	N/A	N/A	N/A	98%	98%	98%	98%

Sub-programme 1.2: *Data availability*

Purpose: *To ensure data availability to support climate change projections and adaptation scenarios.*

Outcome	Outputs	Output indicators	Audited performance			Estimated performance	MTEF period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Operationalisation of the National Climate Change Act	Support for climate change projections, adaptation scenarios and Nationally Determined Contribution	Percentage availability of climate data on the national climate database	90,1%	91,42%	85,62%	85%	92%	93%	95%
		Percentage availability of Global Atmosphere Watch data	78,11%	87,89%	67,99%	88%	85%	88%	90%
		Number of climate change indicators included in the National State of the Climate Report	N/A	N/A	12	20	25	30	30

6.1.2 Output indicators, annual and quarterly targets

Sub-programme 1.1: *Warnings, alerts and advisories*

Purpose: *To provide timeous and accurate impact-based early warnings, alerts and advisories to safeguard life and property against the impact of severe weather on land, oceans and in the air.*

Outcome: Strengthened service delivery to the public and economic sectors Output: Safety of life and property for Marine, Aviation, and Disaster Risk Reduction sectors					
Output indicators	**Annual targets 2026/2027**	**Q1**	**Q2**	**Q3**	**Q4**
Percentage accuracy of Terminal Aerodrome Forecast (TAF)	94% accuracy of Terminal Aerodrome Forecast (TAF)	94% accuracy of Terminal Aerodrome Forecast (TAF)	94% accuracy of Terminal Aerodrome Forecast (TAF)	94% accuracy of Terminal Aerodrome Forecast (TAF)	94% accuracy of Terminal Aerodrome Forecast (TAF)
Percentage accuracy of aerodrome warnings	98% percentage accuracy of aerodrome warnings	98% percentage accuracy of aerodrome warnings	98% percentage accuracy of aerodrome warnings	98% percentage accuracy of aerodrome warnings	98% percentage accuracy of aerodrome warnings
Percentage availability of national weather bulletins (FPZA41)	98% availability of national weather bulletins (FPZA41)	98% availability of national weather bulletins (FPZA41)	98% availability of national weather bulletins (FPZA41)	98% availability of national weather bulletins (FPZA41)	98% availability of national weather bulletins (FPZA41)
Percentage availability of SOLAS coastal (FQZA30) product	98% availability of SOLAS coastal (FQZA30) product	98% availability of SOLAS coastal (FQZA30) product	98% availability of SOLAS coastal (FQZA30) product	98% availability of SOLAS coastal (FQZA30) product	98% availability of SOLAS coastal (FQZA30) product
Percentage availability of SOLAS deep sea (FQZA31) product	98% availability of SOLAS deep sea (FQZA31) product	98% availability of SOLAS deep sea (FQZA31) product	98% availability of SOLAS deep sea (FQZA31) product	98% availability of SOLAS deep sea (FQZA31) product	98% availability of SOLAS deep sea (FQZA31) product

Sub-programme 1.2: *Data availability*

Purpose: *To ensure data availability to support climate change projections and adaptation scenarios.*

Outcome: Operationalisation of the National Climate Change Act Output: Support for climate change projections, adaptation scenarios and Nationally Determined Contribution					
Output indicators	**Annual targets 2026/2027**	**Q1**	**Q2**	**Q3**	**Q4**
Percentage availability of climate data on the national climate database	92% availability of climate data on the national climate database	92% availability of climate data on the national climate database	92% availability of climate data on the national climate database	92% availability of climate data on the national climate database	92% availability of climate data on the national climate database
Percentage availability of Global Atmosphere Watch data	85% availability of Global Atmosphere Watch data	85% availability of Global Atmosphere Watch data	85% availability of Global Atmosphere Watch data	85% availability of Global Atmosphere Watch data	85% availability of Global Atmosphere Watch data
Number of climate change indicators included in the National State of the Climate Report	25 climate change indicators included in the National State of the Climate report	Report on the identification of potential indicators	Report on the selection of indicators relevant to South Africa	Report on the audit of available data sets to calculate indices	25 climate change indicators included in the National State of the Climate report

6.1.3 Explanation of planned performance over the medium-term

Contribution to outcomes, impact and mandate (including WYPD)

Programme 1 delivers the SAWS core public good mandate by safeguarding life and property and providing decision-ready weather and climate services for the public and economic sectors. The work of Programme 1 underpins Outcomes 1 (Strengthened service delivery to the public and economic sectors) and 2 (Operationalisation of the National Climate Change Act) through two sub-programmes: Warnings, alerts and advisories; and Data availability.

Priorities include scaling impact-based, multilingual warnings with practical "what-to-do" guidance; maintaining high aviation and marine reliability; and expanding district-ready climate and air quality layers for DDM planning. Inclusion is embedded through outreach and awareness in vulnerable areas, tailoring products and channels to improve access for women, youth and persons with disabilities, and by using plain-language products in multiple languages to improve last-mile usefulness.

Planned performance for 2026/27

Regarding the warnings, alerts and advisories (contributor to Outcome 1), the entity will maintain high accuracy and availability across operational platforms while broadening reach and usability.

- Planned 2026/27 targets include: TAF accuracy: 94%, aerodrome warning accuracy: 98%, national weather bulletin availability (FPZA41): 98%, and SOLAS marine product availability: 98%.
- Delivery actions: strengthen impact-based forecasting workflows and partner dissemination (including community and municipal channels), sustain aviation competency and digital products aligned to ICAO requirements, and expand coastal hazards services (sea state, rip-current, storm surge).
- Data availability (contributor to Outcome 2): Provide reliable climate and atmospheric datasets to support projections, adaptation scenarios and the State of the Climate.
- Planned 2026/27 targets include climate data availability on the national database: 92%, Global Atmosphere Watch (GAW) data availability: 85%, and 25 climate-change indicators included in the National State of the Climate Report.
- Delivery actions: improve end-to-end data governance and QA/QC, stabilise ingest and replication pipelines, and increase the breadth and resolution of indicators relevant to agriculture, water, health and coastal planning.

These actions continue the Strategic Plan's trajectory while addressing current external and internal priorities: stronger multi-hazard early warnings; sector-specific climate services (energy, agriculture, infrastructure, and marine); and data products that are dependable, accessible, and auditable for decision-making across government and society.

6.1.4 Resource considerations

Programme	Audited outcomes (R'000)			Estimated expenditure (R'000)	MTEF expenditure estimates (R'000)		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 1: Weather and Climate Services	14 810	15 639	7 079	29 283	93 712	61 659	40 231

"Information enables preparedness and risk reduction"

6.2 Programme 2: Research and Innovation

Purpose: *To develop meteorological solutions to inform wise socio-economic choices.*

6.2.1 Outcomes, outputs, output indicators, and targets

Sub-programme 2.1: *Research*

Purpose: *To generate new scientific insights in atmospheric and related sciences in collaboration with relevant stakeholders. To expand the existing knowledge base and intelligence related to climate change.*

Outcome	Outputs	Output indicators	Audited performance			Estimated performance	MTEF period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Enhanced meteorological-related body of knowledge	Enhanced knowledge base in atmospheric and related sciences	Number of research studies conducted to generate new scientific insights in atmospheric and related sciences	53	36	38	30	35	40	40
		Number of new or enhanced meteorological products and services signed off	4	4	1	3	3	3	4

6.2.2 Output indicators, annual and quarterly targets

Sub-programme 2.1: *Research*

Purpose: *To generate new scientific insights in atmospheric and related sciences in collaboration with relevant stakeholders. To expand the existing knowledge base and intelligence related to climate change.*

Outcome: Enhanced meteorological-related body of knowledge Output: Enhanced knowledge base in atmospheric and related sciences					
Output indicators	Annual targets 2026/2027	Q1	Q2	Q3	Q4
Number of research studies conducted to generate new scientific insights in atmospheric and related sciences	35 research studies conducted to generate new scientific insights in atmospheric and related sciences	N/A	N/A	N/A	35 research studies conducted to generate new scientific insights in atmospheric and related sciences
Number of new or enhanced meteorological products and services signed off	3 new or enhanced meteorological products and services signed off	N/A	N/A	N/A	3 new or enhanced meteorological products and services signed off

6.2.3 Explanation of planned performance over the medium-term

Contribution to outcomes, impact and mandate (including WYPD)

Programme 2 advances the SAWS' mandate by generating new science and turning it into operational value, thereby improving the accuracy, relevance, and usability of forecasts, warnings, and climate services. Research output feeds directly into core operations (under Programme 1) and infrastructure and information systems (under Programme 3), supporting national priorities for disaster risk reduction, adaptation planning and air quality intelligence. The programme also widens participation through bursaries, internships and research partnerships that prioritise women, youth and persons with disabilities, strengthening the pipeline of scarce skills in forecasting, climate science, data science and marine/coastal modelling.

Planned performance for 2026/27

In 2026/27, the entity will:

- Deliver at least three research-to-product conversions (e.g., AI/ML post-processing and nowcasting modules; coastal surge / rip-current and sea-state enhancements; sector-ready seasonal/sub-seasonal tools) with defined SLAs.
- Sustain and modestly increase the peer-reviewed publication output (building on the recent baseline) with a stronger emphasis on operational relevance.
- Publish decision-ready datasets/APIs with complete metadata and QA/QC to support climate and air quality services.
- Run joint projects with universities and science councils (downscaling, ensemble climate products, attribution and exposure analytics) using cloud/HPC pipelines for faster iteration.

Over the MTEF, the programme will institutionalise a quarterly "innovation drop" cadence, expand health and air quality exposure analytics, and deepen tech-transfer so that more research prototypes move into sustained operations, while growing the postgraduate pipeline with explicit WYPD participation targets.

6.2.4 Resource considerations

Programme	Audited outcomes (R'000)			Estimated expenditure (R'000)	MTEF expenditure estimates (R'000)		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 2: Research and Innovation	4 361	3 249	2 281	2 446	3 512	3 908	4 008

"Capability investment strengthens sustainability"

6.3 Programme 3: Infrastructure and Information Systems

Purpose: *To upgrade, expand and optimise infrastructure.*

6.3.1 Outcomes, outputs, output indicators, and targets

Sub-programme 3.1: *Optimal management of infrastructure*

Purpose: *To ensure optimal infrastructure and systems uptime of observations, information dissemination and exchange that enables the SAWS to achieve its mandate.*

Outcome	Outputs	Output indicators	Audited performance			Estimated performance	MTEF period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Sustainable meteorological and air quality infrastructure	Optimal core technical and technological capability	Percentage availability of Tier-1 weather RADAR systems	52,23%[1]	44,25%[2]	80%	83%	85%	85%	88%
		Percentage of Priority Areas Air Quality Stations functionality	N/A	N/A	N/A	New Indicator	75%	80%	90%

6.3.2 Output indicators, annual and quarterly targets

Sub-programme 3.1: *Optimal management of infrastructure*

Purpose: *To ensure optimal infrastructure and systems uptime of observations, information dissemination and exchange that enables the SAWS to achieve its mandate.*

Outcome: Sustainable meteorological and air quality infrastructure Output: Optimal core technical and technological capability					
Output indicators	Annual targets 2026/2027	Q1	Q2	Q3	Q4
Percentage availability of Tier-1 weather RADAR systems	85% availability of Tier-1 weather RADAR systems	85% availability of Tier-1 weather RADAR systems	85% availability of Tier-1 weather RADAR systems	85% availability of Tier-1 weather RADAR systems	85% availability of Tier-1 weather RADAR systems
Percentage of Priority Areas Air Quality Stations functionality	75% of Priority Areas Air Quality Stations functionality	75% of Priority Areas Air Quality Stations functionality	75% of Priority Areas Air Quality Stations functionality	75% of Priority Areas Air Quality Stations functionality	75% of Priority Areas Air Quality Stations functionality

1 ***Based on all commissioned RADARs***
2 ***Based on all commissioned RADARs***

6.3.3 Explanation of planned performance over the medium-term

Contribution to outcomes, impact and mandate (including WYPD)

Programme 3 ensures the reliability, integrity and security of the SAWS' observing networks, ICT platforms and data systems. These are the backbone for warnings, aviation and marine services, as well as climate and air quality intelligence. By improving Tier-1 RADAR availability, sustaining Priority Areas' air quality monitoring on SAAQIS, and strengthening ICT and cyber-resilience, the programme directly enables outcomes such as lifesaving early warnings and the operationalisation of the National Climate Change Act.

It also supports inclusion by improving uptime and access to decision-ready data for municipalities and sectors serving women, youth, and persons with disabilities (e.g., targeted outreach and district toolkits).

Planned performance for 2026/27

The entity aims to improve Tier-1 RADAR uptime through sequenced refurbishments and prioritised maintenance of peripheral infrastructure (generators, UPS, HVAC). Quarterly RADAR maintenance and calibration are scheduled to sustain the gains. The target is set from a baseline of 80% achieved in 2024/25, with an increasing trajectory over the strategic period.

The SAWS aims to improve the availability and functionality of the Priority Areas Air quality stations on SAAQIS. While the percentage of the Priority Areas Air quality stations on SAAQIS meeting minimum data requirements will be monitored at the Operational Plan level, the focus in the APP will be on the stations' functionality. To achieve the 75% functionality target, the SAWS will relocate stations consistently affected by vandalism and power interruptions to more secure sites, strengthen preventative maintenance and calibration routines, and enhance the availability of critical spares and communication systems across the network. The approach ensures alignment with the expectations of MINTECH Working Group 2 and supports more reliable air quality reporting for regulatory and planning purposes.

ICT and cyber-resilience are cross-cutting enablers for the SAWS. Thus, the entity will implement an enterprise cyber-resilience roadmap, including segmented networks, immutable backups, tested DR, and protected evidence repositories to safeguard continuity and auditability after the January 2025 incident, in line with Board direction. Furthermore, upgrades to the HPC, storage, and networks will support faster model runs and data services.

Regarding data systems and accessibility, the SAWS will strengthen end-to-end data governance (catalogue, metadata, QA/QC, licensing) to improve the availability of climate and GAW data, and will publish stable APIs that feed Programme 1 products and DDM toolkits.

Together, these actions seek to modernise SAWS' platform and keep critical services reliable and accessible – supporting public safety, climate adaptation, and air quality management – and providing the technical foundation for the performance commitments in this APP.

6.3.4 Resource considerations

Programme	Audited outcomes (R'000)			Estimated expenditure (R'000)	MTEF expenditure estimates (R'000)		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 3: Infrastructure and Information Systems	74 224	87 708	110 598	86 051	99 826	103 449	103 858

"Modern systems support reliable services"

6.4 Programme 4: Administration (including Corporate and Regulatory Services)

Purpose: *To provide leadership, corporate services, effective cooperative governance, and environmental education and awareness.*

6.4.1 Outcomes, outputs, output indicators, and targets

Sub-programme 4.1: *Sound corporate governance and financial sustainability*

Purpose: *To provide business management and leadership, and commercial revenue generation to support sustainability.*

Outcome	Outputs	Output indicators	Audited performance			Estimated performance	MTEF period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Corporate sustainability	Corporate governance and financial sustainability managed	External audit outcome	Unqualified external audit opinion, with no material findings	Unqualified external audit opinion, with no material findings	Unqualified external audit opinion, with material findings	Unqualified external audit opinion, with no material findings	Unqualified external audit opinion, with no material findings	Unqualified external audit opinion, with no material findings	Unqualified external audit opinion, with no material findings
		Unregulated commercial revenue generated	R26,04 million	R29,84 million	R29,33 million	R30,62 million	R32,15 million	R36 million	R40 million
		Level of B-BBEE rating	Level 6	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4

Sub-programme 4.2: *Brand positioning and stakeholder network development*

Purpose: *To develop and maintain various platforms for engagement with stakeholders to extend the reach and increased awareness of the SAWS brand.*
To promote engagement of stakeholders for mutually beneficial relationships.

Outcome	Outputs	Output indicators	Audited performance			Estimated performance	MTEF period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Corporate sustainability	Brand awareness and stakeholder network developed	Number of people living in vulnerable areas reached through the SAWS' awareness programmes	N/A	N/A	2,4 million	3 million	3,4 million	4 million	4,5 million
		Number of media information sessions conducted	N/A	N/A	2	4	4	6	8

6.4.2 Output indicators, annual and quarterly targets

Sub-programme 4.1: *Sound corporate governance and financial sustainability*

Purpose: *To provide business management and leadership, and commercial revenue generation to support sustainability.*

Outcome: Corporate sustainability Output: Corporate governance and financial sustainability managed					
Output indicators	**Annual targets 2026/27**	**Q1**	**Q2**	**Q3**	**Q4**
External audit outcome	Unqualified external audit opinion, with no material findings	N/A	Unqualified external audit opinion, with no material findings	N/A	N/A
Unregulated commercial revenue generated	R32 150 000 unregulated commercial revenue generated	R8 000 000 unregulated commercial revenue generated	R16 000 000 unregulated commercial revenue generated	R24 000 000 unregulated commercial revenue generated	R32 150 000 unregulated commercial revenue generated
Level of B-BBEE rating	Level 4 B-BBEE rating	N/A	Level 4 B-BBEE rating	N/A	N/A

Sub-programme 4.2: *Brand positioning and stakeholder network development*

Purpose: *To develop and maintain various platforms for engagement with stakeholders to extend the reach and increased awareness of the SAWS brand. To promote engagement of stakeholders for mutually beneficial relationships.*

Outcome: Corporate sustainability Output: Brand awareness and stakeholder network developed					
Output Indicators	**Annual Targets 2026/27**	**Q1**	**Q2**	**Q3**	**Q4**
Number of people living in vulnerable areas reached through the SAWS' awareness programmes	3,4 million people living in vulnerable areas reached through the SAWS' awareness programmes	850 000 people living in vulnerable areas reached through the SAWS' awareness programmes	1 700 000 people living in vulnerable areas reached through the SAWS' awareness programmes	2 550 000 people living in vulnerable areas reached through the SAWS' awareness programmes	3 400 000 people living in vulnerable areas reached through the SAWS' awareness programmes
Number of media information sessions conducted	Four (4) media information sessions conducted	One (1) media information session conducted	One (1) media information session conducted	One (1) media information session conducted	One (1) media information session conducted

"Performance links delivery to outcomes"

NOTE: check figures format R000 000 000 vs R0,00 million

6.4.3 Explanation of planned performance over the medium-term

Contribution to outcomes, impact and mandate (including WYPD)

Programme 4 sustains the SAWS' ability to deliver its mandate by ensuring financial resilience, strong governance, and effective stakeholder communication and transformation.

Through this Programme, the entity will support outcomes on lifesaving services and climate delivery by:

- Diversifying and stabilising the funding base.
- Strengthening brand visibility and public awareness, especially in vulnerable communities.
- Advancing B-BBEE and inclusion (women, youth and persons with disabilities) through supplier development, enterprise development and equitable access to services.

The programme builds on the 2024/25 baseline of total revenue of R638 million, with non-regulated revenue amounting to R29,33 million, and recent awareness and transformation efforts in the form of Supplier and Enterprise Development cohorts, while addressing Board priorities on commercial growth, financial sustainability, and reclaiming an unqualified audit outcome with no material findings (clean audit).

Planned performance for 2026/27

Financial sustainability and revenue diversification: Execute a balanced model that grows:

(1) donor/external-funded projects (proposal-ready pipeline with a ring-fenced PMU),
(2) commercial services within regulated sectors, especially aviation (digital product enhancements, SLAs, key account management), and
(3) implementation of the Commercial Strategy, including non-regulated offers via API/subscription products and packaged sector solutions (energy, insurance, agriculture, logistics/aviation, marine, etc.) with clear pricing and CRM discipline.

Governance, audit readiness, and compliance: Restore and sustain a clean audit by strengthening evidence management (TIDs/PoE), conducting quarterly internal control reviews, improving SCM cycle times, and implementing consequence management. Maintain ICAO/SACAA and WMO compliance linkages through consistent document trails and service evidence.

Public awareness, brand and access: Scale multi-channel, multilingual awareness campaigns targeting vulnerable communities, schools and local officials; co-deliver community sessions with DDM and disaster-management partners; expand digital self-service and developer access (APIs/portals). Track reach and engagement to guide content and channels, with an annual target to reach 3,4 million people in vulnerable areas.

Transformation and inclusion (B-BBEE, WYPD): The SAWS will work to maintain its B-BBEE Level 4 rating in 2026/27 and progressively improve its transformation performance over the MTEF. This includes strengthening Supplier and Enterprise Development support and applying targeted preferential procurement thresholds for women-, youth-, and black-owned suppliers. In parallel, the organisation will expand internships, bursaries and outreach initiatives for women, youth and persons with disabilities, and ensure that public-facing materials, platforms and events are accessible and inclusive.

Together, Programme 4 strengthens the entity's financial foundation, brand and compliance posture, creating the enabling conditions for Programmes 1 – 3 to deliver reliable services and climate information at scale over 2026/27 and the MTEF.

6.4.4 Resource considerations

Programme	Audited outcomes (R'000)			Estimated expenditure (R'000)	MTEF expenditure estimates (R'000)		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 4: Administration (Incl. Corporate and Regulatory Services)	71 838	77 348	74 664	60 550	68 993	71 594	72 419

7. OVERVIEW OF 2026/27 BUDGET AND MTEF: ESTIMATES

7.1 Expenditure estimates

Description	Audited Annual Financial Statements	ENE Allocations over MTEF Period 2025/26 to 2028/29			
	2024/25 R'000	2025/26 R'000	2026/27 R'000	2027/28 R'000	2028/29 R'000
Revenue					
Operational allocation *Conversion of Capital Y1 & Y2	304 100	179 890	212 172	221 315	233 328
Air Quality Information Unit	21 282	22 240	23 130	24 286	25 500
Early Warning Systems	-	8 864	9 219	9 680	10 164
National Fire Danger rating system	149	-	-	-	-
Operations Climate Change Act	-	-	60 000	30 000	-
Sub-total - Government grant opex	**325 531**	**210 994**	**304 521**	**285 281**	**268 992**
Early Warning System: Additional Allocation	86 034	126 794	132 877	138 651	145 584
Infrastructure Investment: Equipment	-	47 148	48 095	49 543	53 088
Infrastructure additional allocation	-	-	-	-	-
Cash Surplus Capex (Prior Year)	-	-	-	-	-
Sub-total - Government grant capex	**86 034**	**173 942**	**180 972**	**188 194**	**198 672**
Sub-total - Government grant	**411 565**	**384 936**	**485 493**	**473 475**	**467 664**
Commercial Income - non-statutory	29 341	30 618	32 149	33 680	35 211
Statutory - Aviation Income	149 125	147 000	157 000	167 000	177 000
Other income, Interest and Donor Funds	48 331	34 210	36 605	39 000	41 395
Total Revenue	**638 362**	**596 764**	**711 247**	**713 155**	**721 270**
Expenditure					
Employee Costs	(301 572)	(345 490)	(369 684)	(393 878)	(418 071)
Administrative and Operating Costs	(249 875)	(178 330)	(266 042)	(240 610)	(220 517)
Total Expenditure	**(551 447)**	**(523 821)**	**(635 726)**	**(634 488)**	**(638 588)**
Operating (Deficit) / Surplus Before Depreciation and Amortisation	86 915	72 943	75 521	78 667	82 682
Impairment Loss	(1 871)	-	-	-	-
Bad Debts written-off	538	-	-	-	-
Gain / (Loss) on disposal of assets	3	-	-	-	-
Depreciation and Amortisation	(35 062)	(48 886)	(52 308)	(55 730)	(59 152)
Surplus / (Deficit) before Valuations	**50 523**	**24 057**	**23 213**	**22 937**	**23 530**
Fair Value Adjustments and Actuarial Valuations	(339)	-	-	-	-
Gains / (Loss) from Foreign Exchange	454	-	-	-	-
Surplus / (Deficit) for the year	**50 638**	**24 057**	**23 213**	**22 937**	**23 530**
Capital Expenditure	(86 033)	(24 057)	(23 213)	(22 937)	(23 530)
Net Surplus / (Deficit) after CAPEX for the year	**(35 395)**	**0**	**-**	**0**	**0**

7.2 Asset and liability management

	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29
	Audited	Budget			
	R'million				
ASSETS					
Carrying value of assets	391	566	589	612	635
Inventory	12	3	5	7	7
Receivables and prepayments	49	26	21	23	23
Cash and cash equivalents	314	53	14	16	17
Operating lease asset	0,27				
Total assets	**767**	**646**	**629**	**658**	**682**
LIABILITIES					
Accumulated surplus / deficit	522	586	561	586	607
Operating lease	-	3	4	6	6
Trade and other payables	49	22	28	33	33
Provisions	195	35	36	33	36
Total equity and liabilities	**767**	**646**	**629**	**658**	**682**

7.3 Cash flow projections

CASH FLOW DATA	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29
	Audited figures	Budget			
	R'million				
Cash flow from operating activities	160	(38)	37	81	84
Cash flow from investing activities	(67)	(223)	(76)	(79)	(83)
Cash flow from financing activities	-	-	-	-	-
Net increase / (decrease) in cash and cash equivalents	92	(261)	(39)	2	1
Cash and cash equivalents at the beginning of the year	222	314	53	14	16
Estimate of available cash	**314**	**53**	**14**	**16**	**17**

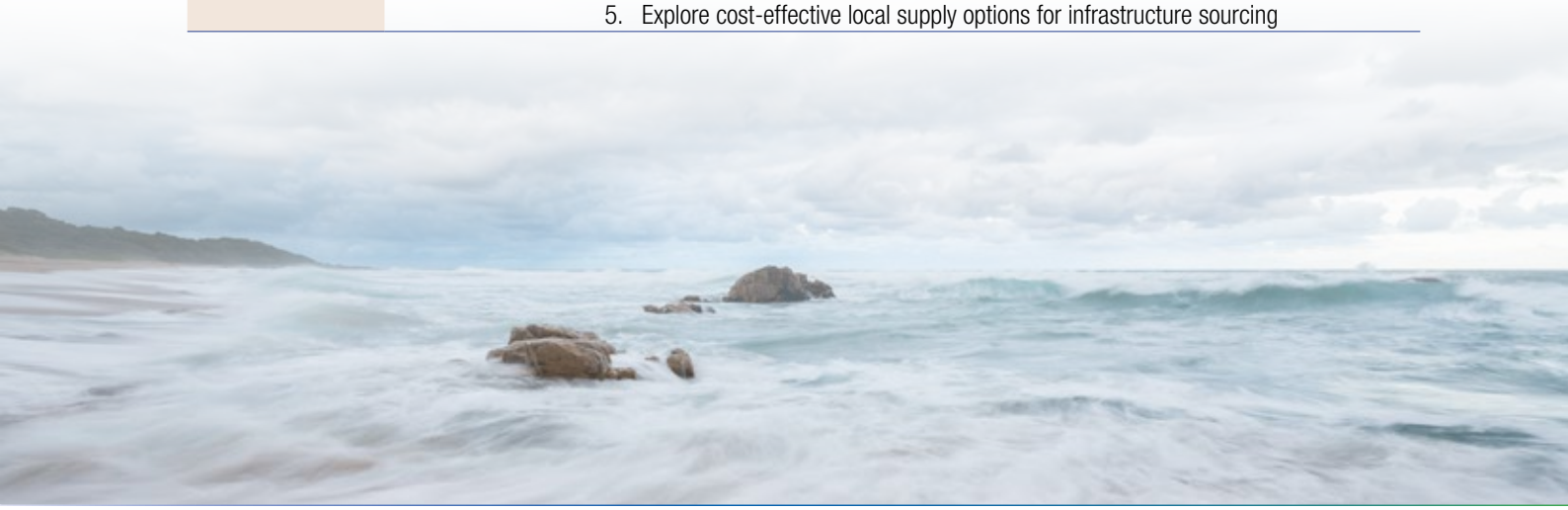
7.4 Capital expenditure programmes

ACQUISITIONS	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29
	Audited figures	Budget			
	R'million				
Air quality equipment	4,02	17,45	5,90	6,15	6,46
Meteorological equipment	22,42	42,66	14,43	15,03	15,80
Radar equipment	4,29	77,95	26,36	27,46	28,86
Computer servers / equipment and HPC	16,96	55,75	18,85	19,64	20,64
Computer software	1,55	1,00	0,34	0,35	0,37
Furniture and fittings	2,87	0,30	0,10	0,11	0,11
Buildings and leasehold improvements	1,37	2,00	0,68	0,70	0,74
Office equipment	1,01	3,01	1,02	1,06	1,11
Motor vehicles	1,80	-	-	-	-
Fences	0,93	1,00	0,34	0,35	0,37
Tools and other equipment	11,22	22,19	7,50	7,82	8,22
Total acquisitions	**68,45**	**223,31**	**75,52**	**78,67**	**82,68**

8. UPDATED KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

The strategic risks identified in the 2025 – 2030 Strategic Plan are updated as follows:

Outcomes	Key Risks	Risk Mitigations
Programme 1: Weather and Climate Services		
Operationalisation of the National Climate Change Act	Failure to fulfil the statutory climate service mandate of the South African Weather Service as required by the SAWS Act (Act 8 of 2001)	1. Submission of the new proposals to various stakeholders to source funds 2. Include five more climate change indicators in the State of the Climate Report 3. Implementation of the development of a Climate course based on signed agreements 4. Conduct awareness campaigns to educate the public and stakeholders 5. Launch the multilingual climate change terminology booklet 6. Finalisation of the National Framework (NFCS) for the 2026 Climate Services plan 7. Implementation of partnership agreements & plans with stakeholders
Programme 3: Infrastructure and Information System		
Sustainable meteorological and air quality infrastructure	Loss of competitive advantage	1. Procurement of the storage capacity and servers 2. Re-development and procurement of the new solutions 3. Procurement of the Information, Communication and Technology (ICT) infrastructure monitoring tool 4. Review of the Enterprise Architecture to cover the digital transformation initiatives 5. Review of the ICT Strategy in line with the applicable standards
	ICT security breaches	1. Address key gaps identified in the vulnerability assessment 2. Develop core cybersecurity strategies (patch management, threat & vulnerability management, ICT security) 3. Procure essential cybersecurity tools — automated vulnerability scanning, SIEM solution, and a cyber-resilient backup system 4. Conduct regular penetration testing and implement corrective actions 5. Modernise the ICT environment by phasing out legacy applications and upgrading security configurations 6. Explore modern technologies and AI solutions to strengthen security capability 7. Update the Disaster Recovery Plan 8. Ensure risk-based budgeting for critical ICT systems, including emergency procurement mechanisms
	High Performance Computing failure	1. Implement measures that maintain the stability and continuity of the current system environment until the new system is commissioned 2. Acquire and deploy a modernised system to strengthen operational resilience and support future capacity needs
	Unreliable and unmodernised meteorological and air quality infrastructure	1. Implement and track progress of the Infrastructure Sustainability Plan 2. Submit funding requests for urgent air-quality instrument replacements and consumables 3. Strengthen and improve infrastructure site security through the Sustainability Plan 4. Review infrastructure reliability improvements and update residual risk ratings 5. Explore cost-effective local supply options for infrastructure sourcing



Outcomes	Key Risks	Risk Mitigations
Programme 4: Administration (Including Corporate and Regulatory Services)		
Corporate sustainability	Financial Sustainability	1. Define and review the activities of the year1 commercial strategy implementation plan for informing year 2 2. Formalise and implement a commercial strategy that prioritises value-added weather and climate services over raw data provision, aligned with international open-data trends, WMO principles, and regulatory requirements such as the Climate Change Act 3. Implementation of cost efficiency initiatives 4. Review and adjust the procurement plan and priority list as and when required 5. Execute and monitor monthly brand and product campaigns on all available digital platforms and the quarterly bulk email platform for new lead generation and conversion 6. Monitor the quarterly social media followership growth and website traffic growth 7. Review of the SCM processes and procedures as per the latest legislations
	Decreased productivity and deterioration in service quality	1. Improving recruitment efficiency through consistent monitoring of the Recruitment SLA 2. Building future leadership and technical continuity via targeted succession planning, knowledge-transfer initiatives, and defined career pathways for specialised roles 3. Enhancing talent retention by reviewing the Employee Value Proposition (EVP), particularly non-monetary benefits for critical skills 4. Aligning workforce planning through a comprehensive skills-gap analysis across key operational and support functions 5. Standardising acting appointments as a structured development and knowledge-transfer tool 6. Optimising organisational design through periodic structure reviews integrated with strategic planning and budgeting 7. Strengthening labour-management relations through regular, structured engagements with unions and employees 8. Assessing organisational culture to identify and address behavioural, leadership, and systemic factors impacting performance and retention
	Reputational risk	1. Ad hoc media strategy implemented as per the ad hoc incident 2. Monitoring of project delivery from start to end 3. Continuous awareness-raising of policies with staff 4. Conduct probity audits for tenders of R10 million and above 5. Implementation of the recommendation of the section 89 assessment report on POPIA compliance
	Governance risk	1. Strengthen collaboration with research institutions that require significant climate-data access 2. Monitor adherence to Memorandum of Understanding(s) (MoUs) governing climate-data sharing with relevant stakeholders 3. Develop and execute a post-survey stakeholder engagement action plan based on feedback received 4. Conduct annual bilateral engagements with relevant stakeholders to maintain coordinated climate-governance efforts

9. PUBLIC ENTITIES

Not applicable to the South African Weather Service.

10. INFRASTRUCTURE PROJECTS

Not applicable to the South African Weather Service.

11. ENTITIES PUBLIC – PRIVATE PARTNERSHIPS (PPPs)

Not applicable to the South African Weather Service.

PART D:
TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 1: WEATHER AND CLIMATE SERVICES

Sub-Programme 1.1: *Warnings, alerts, and advisors*

Indicator title	Percentage accuracy of Terminal Aerodrome Forecast (TAF)
Definition	Terminal Aerodrome Forecast (TAF) is a concise statement of the expected meteorological conditions at an airport during a specified period up to 30 hours for an international airport (Section 6.2.1.6 of the ICAO Annex 3). The forecast is used for planning purposes by airlines, i.e., to give them expected conditions when landing at intended destinations. TAFs are issued for FABL, FACT, FAEL, FAGG, FAKM, FAKN, FALA, FALE, FAMM, FAOR, FAPE, FAPP, FAUP and FAUT.
Source of data	OPMET Databank, Aviation website
Method of calculation / assessment	Quantitative: ((Forecast and Observed + Not Forecast Not Observed) ÷ (Forecast and Observed + Forecast but Not Observed + Not Forecast but Observed + Not Forecast Not observed) x 100)
Means of verification	System-generated aviation evaluation reports, and/or manually generated aviation monthly reports (Mrep)
Assumptions	None
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	94% accuracy of Terminal Aerodrome Forecast (TAF)
Indicator Responsibility	Senior Manager: Aviation Services

Indicator Title	Percentage accuracy of aerodrome warnings
Definition	Aerodrome warnings are issued to provide operators, aerodrome services and others (Airlines, Cargo carriers, Charter companies, private owners, Handlers, engineers, ATCs, Airports management, Air Space Management Centre, etc.) with concise information on meteorological conditions that could adversely affect the aerodrome's facilities and services, and aircraft on the ground, including parked aircraft. Warnings are issued for major airports (FAOR, FALA, FAKN, FACT, FAGG, FALE, FAPE, FAEL, FABL, FAUP, and FAKM) and are disseminated by local arrangements (aviation Stakeholders that are engaged/involved/consulted about hazardous phenomena which may impact their operations), as guided by Section 7.6.2 of ICAO Annex 3). Warnings are issued on an ad hoc basis when the threat is expected to happen within the next 4 hours.
Source of data	OPMET Databank, Aviation website
Method of calculation / assessment	Quantitative: ((Forecast and Observed + Not Forecast Not Observed) ÷ (Forecast and Observed + Forecast but Not Observed + Not Forecast but Observed + Not Forecast Not Observed) x 100)
Means of verification	Manually generated aviation monthly reports (Mrep)
Assumptions	None
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	98% accuracy of aerodrome warnings
Indicator Responsibility	Senior Manager: Aviation Services

"Early warnings reduce disaster risk"

PART D: TECHNICAL INDICATOR DESRIPTIONS

Indicator Title	Percentage availability of national weather bulletins (FPZA41)
Definition	Refers to the availability of National Public Weather bulletins on time over a given period. These are issued twice daily. Set time of submission is no later than 06h00 and 16h00 South African Standard Time.
Source of data	Message Handling System
Method of calculation / assessment	Quantitative: ((Forecast produced on time ÷ (number of days that month x 2)) x 100)
Means of verification	• System-generated Message Handling System reports and/or daily emails of FPZA41 products sent • Manually generated signed-off FPZA41 monthly reports
Assumptions	None
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	98% availability of National weather bulletins (FPZA41)
Indicator Responsibility	Senior Manager: Disaster Risk Reduction

Indicator title	Percentage availability of SOLAS coastal (FQZA30) product
Definition	Refers to the percentage availability of SOLAS coastal (FQZA30) product on time over a given period. The deadlines for publishing FQZA30 are no later than 10:30 and 15:30 South African Standard Time daily.
Source of data	• System-generated Message Handling System reports and/or daily emails of SOLAS product sent • Manually generated signed-off SOLAS monthly reports
Method of calculation / assessment	Quantitative: ((Forecast produced on time ÷ (number of days in that month x 2)) x 100) NB: A quarterly average is calculated as the final performance
Means of verification	Monthly SOLAS Reports (Mrep)
Assumptions	None
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	98% availability of SOLAS coastal (FQZA30) product
Indicator responsibility	Senior Manager: Marine Services

"Reliable forecasts support safer decisions"

Indicator title	Percentage availability of SOLAS deep sea (FQZA31) product
Definition	Refers to the percentage availability of SOLAS deep sea (FQZA31) product on time over a given period. The deadlines for publishing FQZA31 are no later than 11:00 and 16:00 South African Standard Time daily.
Source of data	• System-generated Message Handling System reports and/or daily emails of SOLAS product sent • Manually generated signed-off SOLAS monthly reports
Method of calculation / assessment	Quantitative: ((Forecast produced on time ÷ (number of days in that month x 2)) x 100) NB: A quarterly average is calculated as the final performance
Means of verification	Monthly SOLAS Reports (Mrep)
Assumptions	None
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	98% availability of SOLAS deep sea (FQZA31) product
Indicator responsibility	Senior Manager: Marine Services

Sub-Programme 1.2: *Data availability*

Indicator title	Percentage availability of climate data on the national climate database
Definition	As long-term custodian of a reliable national climate record, reliable and quality data must be available on the national database. Indicator calculates percentage of quality data from automatic weather stations on the national database over a reporting period. The data meets minimum data requirement as outlined in the SAWS Metcap Business Rules. The reported data availability is a snapshot in time. Changes to the database in terms of acquiring further data or removing data due to additional quality check may alter the data availability figures subsequent to the running of the report.
Source of data	Climate Database – five-minute tables
Method of calculation / assessment	Quantitative: (Sum of three months' weighted performance) ÷ 3 NB: For each inspection area: Weighted performance = ((number of stations for inspection area) ÷ (total number of stations for all inspection areas)) x Average data per inspection area NB: Each month's weighted performance = sum of all inspection areas' weighted performance
Means of verification	System-generated automatic weather stations climate data availability reports
Assumptions	Adequate spares for automatic weather stations and adequate sensor uptime
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	92% availability of climate data on the national climate database
Indicator responsibility	Senior Manager: Climate Services

Indicator title	Percentage availability of Global Atmosphere Watch data
Definition	Measures the percentage availability of atmospheric composition data generated by the SAWS GAW Programme across two components: 1. Cape Point Global GAW Laboratory Programme (trace gases, aerosols, mercury, radon); and 2. Regional GAW Programme comprising UV-B Radiation (Irene, Cape Point, Cape Town International, Durban International, De Aar, Gqeberha), Total Column Ozone (Springbok, Irene), and Ozone Profiles (Irene ozonesondes).
Source of data	Cape Point GAW Laboratory instruments and Regional GAW monitoring network
Method of calculation / assessment	Quantitative: Sum of monthly Global Atmosphere Watch data availability averages ÷ 3 NB: Monthly data availability average: (Cape Point Laboratory GAW data recovery % + Regional GAW data recovery %) ÷ 2 NB: Cape Point Laboratory GAW data recovery is the average sum percentage data availability of CO_2, CO, CH_4, O_3, N_2O, Rn and GEM/Hg° NB: Regional GAW data recovery is the average sum percentage data availability of Ozone (Dobson 132-Springbok, Dobson 089-Irene, Umkehr Ozone Profiles-Irene) and UV-B Radiation (Irene, Cape Point, Cape Town International, Durban International, De Aar and Gqeberha) programmes
Means of verification	Manually generated quarterly Global Atmosphere Watch Data Recovery report.
Assumptions	Adequate performance of instrumentation (infrastructure) as well as availability of supporting consumables (gases)
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	85% availability of Global Atmosphere Watch data
Indicator responsibility	Senior Manager: Research and Development

Indicator title	Number of climate change indicators included in the National State of the Climate report
Definition	The SAWS produces the National State of the Climate report annually. Currently, the information provided is limited and not fully relevant to all climate-sensitive sectors. The enhancement aims to address the identified gaps in the current format by adding sector-relevant indices and using more data sets in their calculation.
Source of data	The SAWS observational climate data, trace gas measurements, and remote-sensed sea-surface temperature information
Method of calculation / assessment	Quantitative: Total count of the number of indicators included in the Annual National State of the Climate report
Means of verification	Quarterly progress reports and final report on the production of the Annual National State of the Climate report
Assumptions	Availability of relevant data on servers
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	25 climate change indicators included in the National State of the Climate report
Indicator responsibility	Senior Manager: Climate Services

"Climate variability increases information demand"

PROGRAMME 2: RESEARCH AND INNOVATION

Sub-Programme 2.1: *Research*

Indicator title	Number of research studies conducted to generate new scientific insights in atmospheric and related sciences
Definition	Research output is measured in terms of the number of outputs from the following media: i. Peer-reviewed scientific publications in accredited local and international journals, open-access or subscription journals ii. Peer-reviewed conference contributions published in official conference proceedings or accepted through a conference's scientific review process iii. Contributions to peer-reviewed or editorially reviewed scholarly books and book chapters, authored/co-authored monographs, handbooks, encyclopedias, and international technical compilations, with ISBN or equivalent accreditation iv. Research theses and dissertations submitted for accredited qualifications at NQF Levels 8 – 10 or equivalent international qualifications, reviewed and accepted by academic panels at accredited higher education institutions v. Peer-reviewed project reports and technical papers, including externally reviewed and published deliverables (e.g., WRC, WISER, UN, and WMO), as well as contributions to international technical assessments, guidelines, and intergovernmental publications that undergo formal scientific or technical review Research areas cover atmospheric and related fields, extending to other climate-sensitive sectors. These encompass a range of knowledge domains, including, but not limited to, social, environmental, oceanic, and atmospheric sciences.
Source of data	Accredited Scientific Journals, official conference proceedings and acceptance records, Academic repositories for these/dissertations, scholarly books, book chapters and edited volumes (ISBN), externally peer-reviewed technical reports and guidelines (e.g., WMO, WRC, UN, and similar)
Method of calculation / assessment	Quantitative: Total count of recognised research outputs (Type I-V) in a financial year
Means of verification	Manually generated report on the research output against publication types I-V
Assumptions	• All outputs have undergone independent peer review or accredited editorial/technical review by a recognised institution, publisher, or intergovernmental body. • SAWS staff affiliations or formal collaborations are acknowledged in the authorship. • Grey literature or non-peer-reviewed outputs (e.g., newsletters, blogs, media articles, unreviewed working papers) are excluded.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual – year-end
Desired performance	35 research studies conducted to generate new scientific insights in atmospheric and related sciences
Indicator responsibility	Senior Manager: Research and Development

Indicator title	Number of new or enhanced meteorological products and services signed off
Definition	Measures the number of new or enhanced meteorological products and services developed through the SAWS product development cycle (needs analysis→prototype→translation→sign-off). These products and services may originate from stakeholder engagement, formal client requests, new legislative/policy mandates, or internationally-driven initiatives to add value to existing products and services.
Source of data	• The SAWS observations networks • Model outputs (i.e., numerical weather prediction, regional climate, etc.) • Product-specific and sectoral datasets • Software and platforms • Satellite and third-party / WMO data
Method of calculation / assessment	Quantitative: Total count of the number of new or enhanced products and services
Means of verification	Manually generated signed-off progress and/or final report on produced products and services
Assumptions	Availability of quality data from observation platforms, as well as the reliability of computational systems (HPC, servers)
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual – year-end
Desired performance	Three (3) new or enhanced meteorological products and services signed off
Indicator responsibility	Senior Manager: Research and Development Senior Manager: Marine Services

"Collaboration improves service relevance"

PROGRAMME 3: INFRASTRUCTURE AND INFORMATION SYSTEMS

Sub-Programme 3.1: *Optimal management of infrastructure*

Indicator title	Percentage availability of Tier-1 weather RADAR systems
Definition	RADARs are a critical component for short-term forecasting and issuing of weather warnings. The percentage of the RADAR infrastructure availability is monitored through tracking of the infrastructure uptime. Tier-1 RADARs include: Irene, Bloemfontein, Polokwane, Bethlehem, Durban, Ermelo, Ottosdal and Venetia Mine RADARs.
Source of data	RADAR data files generated and stored on TITAN and Rainbow computers (remote desktop applications) dedicated to the RADAR network
Method of calculation / assessment	Quantitative: Sum of monthly Tier-1 RADAR systems availability averages ÷ 3 NB: Data availability of each RADAR = (number of TITAN files counted ÷ expected files) x 100 NB: Expected files = 240 x number of days in month
Means of verification	Manually generated quarterly RADAR performance report derived from Rainbow / TITAN / LROSE files analysis
Assumptions	There are no electricity and network communications issues that will negatively impact RADAR performance.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	85% availability of Tier-1 weather RADAR systems
Indicator responsibility	Senior Manager: Technical Services

Indicator title	Percentage of Priority Areas Air Quality Stations functionality
Definition	Measures the average percentage functionality of Priority Areas Ambient Air Quality Monitoring stations that are available on the SAAQIS. The stations measure pollutants (SO_2, NO_2, O_3, CO and PM) and are considered functional when the average monthly data availability of these pollutants is ≥75%.
Source of data	Priority Areas Network monitoring reports
Method of calculation / assessment	Quantitative: Sum of monthly Priority Areas Air Quality Stations functionality averages ÷ 3 NB: Monthly functionality = (number of stations with ≥75% monthly data availability of pollutants ÷ total number of Priority Areas stations available on SAAQIS) x 100
Means of verification	Manually generated monthly station reports or monthly reports of the Highveld, Vaal and Waterberg Bojanala Priority Areas uploaded on the SAAQIS.
Assumptions	Availability of resources to operate and maintain the ambient air quality monitoring stations in the National Priority Areas. No external negative impact, i.e. vandalism, theft and electricity challenges.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	75% of Priority Areas Air Quality Stations functionality
Indicator responsibility	Senior Manager: Air Quality Services

PROGRAMME 4: ADMINISTRATION (INCL. CORPORATE AND REGULATORY SERVICES)

Sub-Programme 4.1: *Sound corporate governance and financial sustainability*

Indicator title	External audit outcome
Definition	The indicator measures the results of the external audit (for the previous financial year) conducted by the Auditor-General of South Africa (AGSA). The audit assesses the accuracy of financial statements, compliance with applicable laws and regulations, and the integrity of performance information. Audit outcomes are classified as: • Clean (Unqualified with no Material Findings): Financial statements are free of material misstatements, and there are no material findings on reporting on performance objectives or non-compliance with legislation. • Unqualified: Financial statements contain no material misstatements, but findings have been raised on either reporting on predetermined objectives or non-compliance with legislation, or both these aspects. • Qualified: The financial statements contain material misstatements in specific amounts, or there is insufficient evidence to conclude that specific amounts included in the financial statements are not materially misstated. • Adverse: The financial statements contain material misstatements that are not confined to specific amounts, or the misstatements represent a substantial portion of the financial statements. • Disclaimer: There is insufficient evidence in the form of documentation on which the AGSA can base an audit opinion.
Source of data	• Auditor-General report: Official audit opinion issued by AGSA; and/or • Management report: Communication from external auditors highlighting areas for improvement.
Method of calculation / assessment	The final audit report classifies the outcome into one of the predefined categories (Unqualified with no material findings, Unqualified, Qualified, Adverse or Disclaimer).
Means of verification	Published audit report (previous financial year)
Assumptions	None
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual – in Quarter 2
Desired performance	Unqualified external audit opinion, with no material findings
Indicator responsibility	Chief Financial Officer

Indicator title	Unregulated commercial revenue generated
Definition	Commercial revenue generated from non-regulated ventures identified to contribute to increased total revenue.
Source of data	NetSuite, financial reports
Method of calculation / assessment	Quantitative: Non-regulated revenue from financial reports
Means of verification	Manually generated financial management reports and audited financials
Assumptions	Unregulated commercial revenue data in the Financial Report is accurate and complete.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	R32 150 000 unregulated commercial revenue generated
Indicator responsibility	Senior Manager: Commercial

Indicator title	Level of B-BBEE rating
Definition	A measure of the B-BBEE level of the organisation
Source of data	B-BBEE verification report generated by a SANAS accredited verification agency
Method of calculation / assessment	Qualitative: B-BBEE verification report
Means of verification	B-BBEE Certificate
Assumptions	Required documentation to support the claimed points for the measurement elements is available.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual – in Quarter 2
Desired performance	Level 4 B-BBEE rating
Indicator responsibility	Senior Manager: Governance, Risk and Compliance

Sub-Programme 4.2: *Brand positioning and stakeholder network development*

Indicator title	Number of people living in vulnerable areas reached through the SAWS' awareness programmes
Definition	To create and maintain awareness of the SAWS brand, public good products and services in communities that are identified as vulnerable to impacts of adverse weather. The awareness programmes are conducted through simultaneous radio broadcasts (simulcasts) in identified vulnerable communities.
Source of data	Radio listenership statistics from the latest available Broadcast Research Council of South Africa (BRCSA) research reports. Such statistics are indicative of listenership per radio station utilised for the simulcasts as opposed to the specific radio programme.
Method of calculation / assessment	Quantitative: Actual number of the latest BRCSA radio listenership statistics for the stations utilised
Means of verification	Latest BRCSA radio listenership statistics report
Assumptions	N/A
Disaggregation of beneficiaries	Women, Youth, Persons living with disabilities
Spatial transformation	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	3,4 million people living in vulnerable areas reached through the SAWS' awareness programmes
Indicator responsibility	Senior Manager: Communications and Stakeholder Relations

"Clear targets enable accountability"

Indicator title	Number of media information sessions conducted
Definition	Media information session refers to press conferences/briefings or engagements with journalists, to make announcements to the public regarding developments in weather, climate, and related matters.
Source of data	Report on the Integrated Communications and Stakeholder Relations Strategy
Method of calculation / assessment	Quantitative: Total count of the number of media information sessions conducted
Means of verification	Reports on public awareness programmes implemented per quarter
Assumptions	Positive media response and enthusiasm, as well as acceptance of invitations to attend sessions
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Four (4) media information sessions conducted
Indicator responsibility	Senior Manager: Communications and Stakeholder Relations

“Trusted partnerships strengthen resilience”

South African Weather Service

1263 Heuwel Road, Centurion, Centurion Central, 0157

Private Bag X097, Pretoria 0001

012 367 6000

Follow us on: @SAWeatherServic

WeatherServic

www.weathersa.co.za

The SAWS remains committed to service excellence