



**South African
Weather Service**

ANNUAL PERFORMANCE **PLAN**

2025/26



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**South African
Weather Service**

ANNUAL PERFORMANCE PLAN

2025 / 2026

DOCUMENT CONTROL

Version and Amendment Schedule

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Approval and Control Schedule

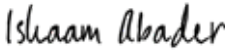
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Mr Ishaam Abader	Chief Executive Officer	Accounting Officer		7 March 2025	Final
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ABBREVIATIONS AND ACRONYMS

AAQMS	Ambient Air Quality Monitoring Stations
AI	Artificial Intelligence
ARS	Automatic Rainfall Station
AWS	Automatic Weather Station
B-BBEE	Broad-Based Black Economic Empowerment
DFFE	Department of Forestry, Fisheries and the Environment
DRR	Disaster Risk Reduction
ECMWF	European Centre for Medium-Range Weather Forecasts
GBON	Global Basic Observing Network
GISC	Global Information System Centre
GNU	Government of National Unity
GPC-LRF	Global Producing Centre for Long-Range Forecasts
HPA	Highveld Priority Area
HPC	High-performance computer
ICAO	International Civil Aviation Organization
ICT	Information and Communications Technology
NDP	National development Plan
PFMA	Public Finance Management Act
PPP	Public-Private Partnership
RADAR	Radio Detection and Ranging
RSMC	Regional Specialised Meteorological Centre
RWC	Regional WMO Integrated Global Observing System Centre
SAAQIS	South African Air Quality Information System
SANAS	South African National Accreditation System
SAWS	South African Weather Service
SCM	Supply Chain Management
SOLAS	Safety Of Life At Sea
TAF	Terminal Aerodrome Forecast
UM	Unified Model
VPA	Vaal Priority Area
WBPA	Waterberg Bojanala Priority Area
WMO	World Meteorological Organization

EXECUTIVE AUTHORITY'S STATEMENT

"The ocean is the warmest it has ever been as recorded by humans, not only at the surface but also for the upper 2,000 metres."



I have the pleasure of presenting the South African Weather Service (SAWS) Annual Performance Plan (APP) for the 2025/26 financial year.

The APP comes at a time when we have been witnessing several severe global weather events, with damaging flooding in Europe and Asia, and catastrophic wildfires ravaging in the United States, to name but a few. While the World Meteorological Organization (WMO) has confirmed in January 2025 that 2024 was the hottest year on record at 1.55 degrees Celsius above pre-industrial temperatures, South African temperature records indeed confirm that we experienced the hottest year in the country on record, with many records being broken.

Furthermore, according to the WMO, "the ocean is the warmest it has ever been as recorded by humans, not only at the surface but also for the upper 2,000 metres," and about 90 per cent of the excess heat from global warming is stored in the ocean, "making ocean heat content a critical indicator of climate change".

During 2024, the SAWS remained at the forefront of meteorology and climatology in South Africa, with multiple severe weather warnings and other information widely communicated to the public regularly. Our country is prone to weather hazards such as flash floods, heat waves, tropical cyclones and droughts. While we cannot stop extreme weather from occurring, with effective forecasting and timely issuance of warnings, we can protect lives and properties against the impacts.

The SAWS' strategic plan for the next five years aligns with the priorities of the Government of National Unity, which focuses on Inclusive Economic Growth, Poverty Alleviation and Cost of Living Reduction, and building a capable and developmental state. Its strategic focus on modernising infrastructure and enhancing technological capabilities will contribute to economic growth, with several elements aimed at reducing the impacts of climate and weather events, which often affect vulnerable communities disproportionately.

I am satisfied with the four broad performance targets set out in this document. These are the safeguarding of life and property through meteorological solutions to all South Africans, and data availability; research; the upgrade, expansion and optimisation of infrastructure; and best practice in administration, among which are sound corporate governance, brand positioning and stakeholder network development.

With the new SAWS Board having assumed duty on 1 January 2025, I look forward to seeing the great strides the organisation intends to take in fulfilment of its mandate in 2025/26.

A handwritten signature in black ink, appearing to read 'Dion George', written over a horizontal line.

Dr Dion George, MP

Minister of Forestry, Fisheries and the Environment

ACCOUNTING OFFICER'S STATEMENT

"SAWS aims to improve the accuracy and reliability of weather forecasts and climate data, driving better decision-making across sectors such as aviation, marine, and public safety."



The South African Weather Service (SAWS) was established in 2001 in terms of the South African Weather Service Act, 2001 (Act No. 8 of 2001, as amended). It is classified as a Schedule 3(a) Public Entity in terms of the Public Finance

Management Act, 1999 (Act No. 1 of 1999). Apart from the legislation above, the SAWS' mandate is grounded in the Constitution of the Republic of South Africa and further defined by specific national legislation and policy frameworks, including National Climate Change Response Policy (2011), the Disaster Management Act, 2002 (Act No. 57 of 2002; the Air Quality Act, 2004 (Act No. 39 of 2004) and Climate Change Act, 2024 (Act No. 22 of 2024).

This legislative framework helps the SAWS, amongst other organisations, to play a role of Anchor and Technical Implementing Entity for National Climate Services Framework, through the implementation of climate services/climate information for adaptation planning, providing support for climate change projections and adaptation scenarios, as well as support for local and provincial government on risk and vulnerabilities, needs assessments and response planning.

Our funding model comprises a grant from the government through the Department of Forestry, Fisheries and the Environment (DFFE) to finance our public good services, while generating revenue through paid-for commercial services on a cost-recovery basis.

During 2025/26, we will put shoulder to the wheel to enhance our service provision, operationalise the National Climate Change Act, 2024, while continuing to enhance our meteorological-related body of knowledge, and sustaining our meteorological and air quality infrastructure.

By upgrading our RADAR systems, expanding air quality monitoring networks, and embracing digital transformation, the SAWS aims to improve the accuracy and reliability of weather forecasts and climate data, driving better decision-making across sectors such as aviation, marine, and public safety. Additionally, the SAWS will increase its role in climate change research and develop innovative products that address emerging customer needs, thus enhancing its competitiveness in the market.

The SAWS is also committed to organisational growth and sustainability, with efforts focused on increasing unregulated commercial revenue, maintaining its Broad-Based Black Economic Empowerment (B-BBEE) rating, and expanding public awareness initiatives to better prepare

vulnerable communities for extreme weather events. Through these programmes, the SAWS will strengthen its brand, increase its market share, and foster employee satisfaction, ensuring it remains a leading provider of meteorological and climate services in the country while contributing to national resilience and Sustainable Development Goals. Moreover, the development and retention of our key asset, being the employees, remain a main focus, while keeping an eye on the need to meet employment equity obligations.

We have done relatively well in all these areas and continue to do so. That said, there will always be room for improvement. In line with the medium-term targets, we will implement a nominal increase in the targets applicable to each indicator.

We are indebted to the former Board, whose term ended on 31 December 2024, and to the Minister of Forestry, Fisheries and the Environment for the unfailing support they have given us over the difficult last couple of years. We welcome the new Board, whose term commenced on 1 January 2025 with open arms and look forward to exciting and fruitful cooperation.

We remain committed to the non-negotiable need to perform optimally while observing the highest standards of good governance and integrity.



Mr Ishaam Abader

Chief Executive Officer

South African Weather Service

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- (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 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 2025/2026 to 2029/2030.

Mr Dithuso Mogapi

Specialist: Strategy, Planning, and Reporting

Signature: 

Ms Petro Dekker

Executive: Corporate Services

Signature: 

Mr Norman Mzizi

Chief Financial Officer

Signature: 

Mr Mnikeli Ndabambi

Executive: Infrastructure and Information Systems

Signature: 

Dr Jonas Mphepya

Executive: Weather and Climate Services

Signature: 

Mr Ishaam Abader

Chief Executive Officer

Signature: 

Ms Sandika Daya

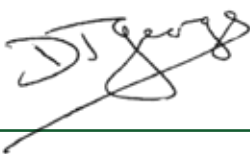
Board Chairperson

Signature: 

Approved by:

Dr Dion George, MP

Executive Authority

Signature: 



PART A: **OUR MANDATE**



PART A: OUR MANDATE

1. Constitutional Mandate

In terms of the Constitution of the Republic of South Africa, Act No. 108 of 1996 (as amended), the mandate of the South African Weather Service is aligned to Chapter 2 section 24 on the environment, which reads as follows:

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; and*
 - (iii) *secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.*

2. Legislative 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 defines the establishment and responsibilities of the SAWS as a Schedule 3A public entity under the Public Finance Management Act (PFMA), Act No. 1 of 1999, along with associated Treasury Regulations. As per the SAWS Act, the entity is mandated to:

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

These mandates ensure that the SAWS contributes to the national goals of environmental sustainability, public safety, and socio-economic development. The strategic outcomes and impact outlined by the SAWS incorporate these requirements to ensure alignment with its legislative responsibilities.

2.1 Objects of the SAWS

As stipulated in the South African Weather Service Act, Act No. 8 of 2001 (as amended), the core objects 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 public good 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.

2.2 Legislative Framework

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

1. **South African Weather Service Act (Act No. 8 of 2001, as amended):** This Act provides the primary legislative framework for the establishment and operation of the SAWS. It outlines the organisation's 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 mandates the SAWS to serve as the authoritative voice on meteorology, including providing weather warnings and ensuring compliance with international obligations.
2. **National Environmental Management Act (Act No. 107 of 1998):** As part of its environmental stewardship, the SAWS is aligned with the principles of sustainable development and environmental protection under the National Environmental Management Act. The SAWS contributes to preventing ecological degradation, promoting conservation, and supporting sustainable use of natural resources through its climate and environmental data services.
3. **National Climate Change Response Policy (2011):** In alignment with the National Climate Change Response Policy, the SAWS plays a critical role in providing data and information necessary for climate change mitigation and adaptation strategies. This policy mandates the SAWS to support national efforts in addressing climate variability and resilience planning, including providing early warning systems for extreme weather events and supporting disaster risk management.

4. **Disaster Management Act (Act No. 57 of 2002):** Under the Disaster Management Act, the SAWS is responsible for providing meteorological services that contribute to disaster risk reduction. This includes issuing early warnings for severe weather conditions to protect lives and property and collaborating with disaster management authorities to improve preparedness and response.
5. **Public Finance Management Act (Act No. 1 of 1999):** As a public entity, the SAWS is governed by the financial management requirements outlined in the Public Finance Management Act. This Act ensures that the SAWS operates efficiently, maintains sound financial practices, and upholds principles of accountability and transparency in the use of public funds.
6. **Air Quality Act (Act No. 39 of 2004):** The SAWS supports the implementation of the Air Quality Act by providing critical data on atmospheric conditions and air quality monitoring. This enables the country to track pollution levels and take necessary measures to improve air quality in line with national health and environmental goals.
7. **Climate Change Act (Act No. 22 of 2024):** The SAWS will play a role of Anchor and Technical Implementing Entity for National Climate Services Framework, through implementation of climate services / climate information for adaptation planning, providing support for climate change projections and adaptation scenarios, as well as support for local and provincial government on risk and vulnerabilities, needs assessments and response planning.

3. Institutional Policies And Strategies Governing The Five-Year Planning Period

3.1 Alignment to the Government of National Unity Priorities

The South African Weather Service' (SAWS) strategic plan for the next five years aligns with the priorities of the Government of National Unity (GNU), which focuses on Inclusive Economic Growth, Poverty Alleviation and Cost of Living Reduction, and building a Capable and Developmental State. Below is an overview of how the SAWS's strategic initiatives integrate with these national priorities:

3.1.1 Inclusive Economic Growth

The SAWS's 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 public-private partnerships (PPPs) and offering commercial weather services to sectors like 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.

- **Support for Renewable Energy and Agriculture:** Through its solar and wind energy services, SAWS supports the green economy, enabling the expansion of renewable energy projects. Additionally, the SAWS' agro-meteorology services provide essential weather and climate data to enhance productivity in the agricultural sector, directly contributing to economic growth and food security.
- **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.

3.1.2 Poverty Alleviation and Cost of Living Reduction

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.
- **Support for Agriculture and Food Security:** By providing accurate climate information to farmers, the SAWS 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.
- **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.

3.1.3 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 SAWS' strategic plan emphasises internal governance reforms, including improved performance management, streamlined supply chain processes, and enhanced risk management. These reforms are aligned with the GNU's priority of establishing transparent, efficient, and accountable public institutions.
- **Building Human Capacity and Skills Development:** The SAWS is focused on fostering 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.
- **Partnerships for Development:** By collaborating with global and regional organisations such as the World Meteorological Organization (WMO), and engaging in multi-sector partnerships, the SAWS positions itself as a leader in delivering climate and weather services that support national development goals.

The SAWS' strategic plan for the next five years is well-aligned with the priorities of the Government of National Unity (GNU). 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.

4. Updates on Relevant Court Rulings

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



PART B: **OUR STRATEGIC FOCUS**

PART B: OUR STRATEGIC FOCUS

5. The SAWS Vision, Mission and Core Values

The SAWS' management and staff are aligned to the entity's ethos with the Vision, Mission and Values being deemed as still relevant under the current business landscape and all are geared to actively contribute to, and support all 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

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

6. Situational Analysis

6.1 Strategic Context

The SAWS plays a crucial role in providing weather and climate services, which are becoming increasingly important due to growing societal and environmental challenges such as climate variability, extreme weather events, and the associated risks to lives, infrastructure, and the economy. The entity's relevance is underpinned by its global partnerships with the World Meteorological Organization (WMO) and regional bodies, which position it as a leading provider of meteorological services in South Africa and the Southern African region.

As a key member of the WMO, the SAWS is designated several responsibilities through WMO designations such as 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) as well as Regional Telecommunications Hub (RTH-Pretoria) among others.

Hosting of international centres such as the Regional WMO Integrated Global Observing System Centre (RWC), which seeks to support the implementation and operation of the World Meteorological Organization's Integrated Global Observing System (WIGOS) at the regional or sub-regional level to enhance effectiveness and efficiency of the global meteorological observation system, which in turn supports better weather forecasting, climate monitoring, and disaster risk reduction efforts, is envisaged to help the SAWS access global funding and expertise.

The WMO Integrated Global Observing System (WIGOS) is a framework for all WMO observing systems and for WMO contributions to co-sponsored observing systems in support of all WMO Programmes and activities. The component observing systems of WIGOS comprise of the Global Observing System (GOS) of the World Weather Watch (WWW) Programme, the observing component of the Global Atmosphere Watch (GAW) Programme, the WMO Hydrological Observing System (WHOS) of the Hydrology and Water Resources Programme (HWRP) which includes the World Hydrological Cycle Observing System Programme (WHYCOS), the Global Basic Observing Network (GBON), the Regional Basic Observing Network (RBON), the observing component of the Global Cryosphere Watch (GCW) and the Space Weather Observing System, including their surface based and space based elements. Members of the WMO are therefore called upon to implement and operate their observing systems in accordance with decisions of Congress, the Executive Council, the technical commissions and regional associations decisions, and the SAWS is no exception in that it will have to be compliant to the WMO requirements as well.

As a member of the WMO, the SAWS is obligated to implement the WIGOS and cede stations to the Global Basic Observing Network (GBON) as part of implementation. Reporting on GBON performance requires the development of baselines, thus the SAWS will monitor its GBON network within the Operational plan for 2025/2026 and thereafter elevate the contribution to WIGOS in the entity's Strategic Plan and/or Annual Performance Plan for 2026/27.

The SAWS' responsibilities, as outlined in the SAWS Act, include the provision of aeronautical, marine, and public good meteorological services, as well as air quality and climate change-related services. However, with the growing need for solutions related to extreme weather, climate variability, and natural disasters, the SAWS must reposition itself to meet the increasing expectations of its stakeholders.

6.2 External Environmental Analysis

6.2.1 PESTEL Analysis

This analysis is consolidated to provide a comprehensive understanding of the SAWS' external environment, enabling informed strategic planning and decision-making to navigate external challenges and opportunities effectively.

Table 1: PESTEL analysis

Factor	Positive Impact	Negative Impact
Political	1. National legislations and policies such as the South African Weather Service Act enable us to do more 2. Collaboration with BRICS nations and other international bodies 3. Prioritising changing lives of our people	1. Influence of local government stability on funding and mandate 2. Instability affects continuity 3. Shifting policies and priorities affects grant allocation 4. Geo-political tension
Economic	1. Reduction in interest rates 2. Rand strengthening 3. Stability improves planning 4. Increase in donor funding	1. Economic downturns may reduce both governmental and commercial revenue streams 2. Fluctuations in funding and financial crises can disrupt service provision and technological advancements 3. Decrease in government grants affects operational activities
Social	1. Increasing demand for weather information due to urbanisation and the rise of extreme weather events 2. Public trust and stakeholder engagement are critical as SAWS expands services 3. Ability to educate on weather and climate 4. Inclusivity in awareness campaigns (vulnerable groups) 5. Increased sophistication of society / users 6. Increased accessibility of information	1. Lack of critical skills 2. Vulnerable groups impacted most by weather-related risks 3. Demand for environmental protection/ justice 4. Vandalism and theft

Factor	Positive Impact	Negative Impact
Technological	1. Advancements in cloud computing, automated observations, high-performance computing (HPC), and artificial intelligence (AI) to drive innovation in big data and data science. 2. Enhanced value proposition through innovative technologies and tailored solutions, delivering impactful weather and climate services to meet diverse user needs 3. Leveraging advanced technology to optimise operations, streamline processes, and improve the efficiency and reliability of meteorological services 4. Harnessing strategic technology partnerships to access cutting-edge innovations, expand capabilities, and enhance the delivery of weather and climate solutions 5. Open-source technology	1. The need for modernisation of ageing infrastructure to meet global standards 2. Climate data readily available 3. Low uptake of technology 4. High cyber-crime 5. Lack of accessibility to vulnerable and excluded groups 6. National electricity grid failure
Legal	1. Compliance with the Water Act, National Environmental Management Act, and international agreements like the Paris Agreement 2. Great understanding of legislations and regulations regarding weather and climate 3. Enhanced support for contracting 4. Compliance with national and international legislations 5. Data sharing	1. Legal challenges concerning the provision of meteorological data 2. Changes in legislations 3. Data sharing 4. Negative impact on employee morale 5. Non-compliance to certain legislations and regulations 6. Inadequate protection of our copyright and intellectual property
Environmental	1. Climate variability increases the demand for SAWS services, particularly in forecasting extreme weather events 2. Issues such as biodiversity loss and water scarcity further highlight SAWS' role in national sustainability 3. Increasing awareness of the importance of air quality and responsiveness to climate change 4. Participation in air quality initiatives 5. Growth in 'smart cities' 6. Growing need for space weather information	1. Lack of communication of pertinent information 2. Lack of resources 3. The negative effects of climate change

6.3 Internal Environmental Analysis

6.3.1 Challenges and Internal Weaknesses

a) Ageing Infrastructure and Technological Gaps:

- The SAWS' operational efficiency is hampered by outdated infrastructure, particularly in RADAR systems and observation networks. Slow progress in upgrading technological capabilities is limiting the entity's ability to provide real-time, more accurate data.
- The lack of high-performance computing and modern data management systems further inhibits the SAWS' capacity to improve its forecasting accuracy and service delivery.
- The rapid pace of development of artificial intelligence (AI) platforms and their use in weather, climate and water applications as well as other earth observation applications.

b) Financial Sustainability:

- The SAWS continues to face financial constraints due to declining government grants and an inability to generate sufficient commercial revenue. The entity's financial sustainability is at risk unless new revenue streams are identified and cultivated.
- The Public-Private Partnership (PPP) model and opportunities for international collaboration are hampered by the explosion of weather and climate service providers, limiting the potential to diversify revenue.

c) Organisational Culture and Internal Processes:

- Organisational Culture and Governance: There is a need to reform internal processes such as performance management, risk management, and supply chain management (SCM) to foster better efficiency, accountability, and innovation.
- The SAWS must also address a siloed organisational culture and improve internal and external communication to foster a high-performance culture.
- Loss of staff with institutional memory that will impact the entity in the long run.

6.3.2 SWOT Analysis

The purpose of this analysis was to consolidate SAWS's strengths, weaknesses, opportunities, and threats (SWOT) to assess the internal factors that could influence the successful implementation of the strategy. This review provided insights into areas of improvement, potential risks, and opportunities to leverage for achieving the SAWS' strategic goals.

Table 2: SWOT Analysis

STRENGTHS 1. Robust meteorological infrastructure 2. Meteorological intelligence 3. Experienced workforce 4. People and capabilities 5. Custodian of climate change 6. Custodian of meteorological data 7. Responsive to customer needs 8. Geographic footprint	WEAKNESSES 1. Ageing equipment and meteorological infrastructure 2. Budgetary constraints 3. Decrease in government grant 4. Decline in commercial revenue 5. Negative organisational culture 6. Inability to turn opportunities into success 7. Ageing ICT infrastructure 8. Legacy systems
OPPORTUNITIES 1. Technological advancements (AI, cloud-based, internet of things, BIG data, digitalisation) 2. Climate change initiatives 3. Increased impact-based forecasting and sector-specific solutions 4. Commercialisation 5. Optimisation of processes 6. Interdisciplinary partnerships	THREATS 1. Climate variability 2. Increased competition for meteorological related service 3. Declining government grant 4. Staff attrition/loss of skills 5. High levels of cyber-crime 6. Slow uptake of technology 7. High levels of crime/vandalism 8. High data cost in South Africa 9. Decreasing economic growth

6.3.3 Problem Tree Analysis

The Problem Tree Analysis was used to provide a different perspective on some of the critical challenges and potential solutions for the SAWS.

The analysis identifies sub-optimal service delivery and financial sustainability as the core problems impacting the SAWS. It also proposes potential solutions to address these challenges, offering a structured approach to tackle underlying issues and improve organisational performance. The SAWS will need to review and approve the findings to ensure alignment with its strategic objectives and action plans moving forward.



Figure 1: Problem Tree Analysis

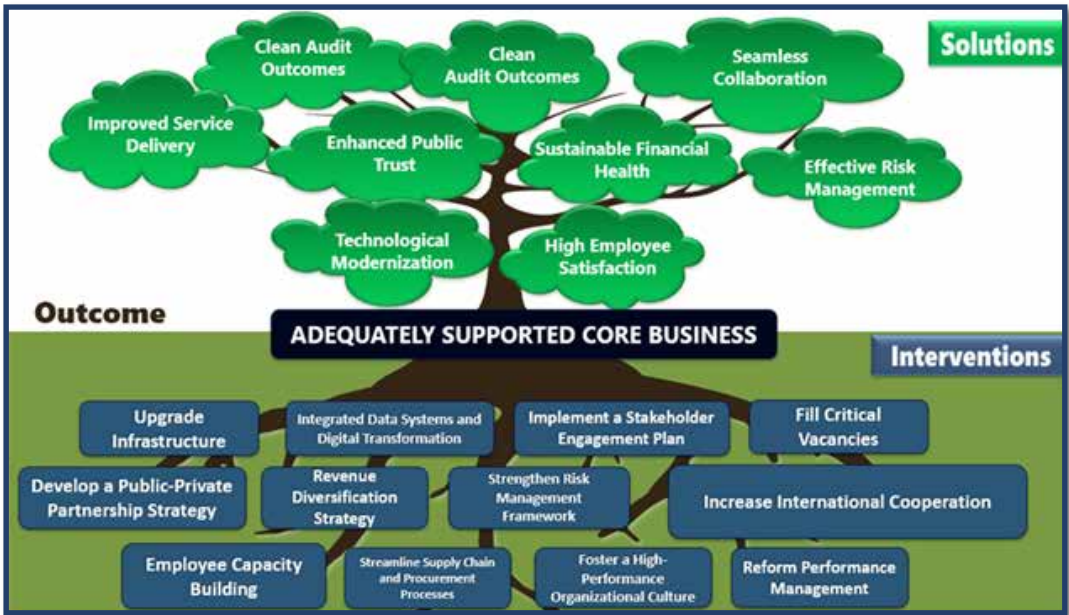


Figure 2: Solution Tree Analysis

The Root Causes identified in the Problem Tree Analysis are as follows:

- Budget constraints and ageing infrastructure hinder operational efficiency.
- Outdated technology and a poor organisational culture contribute to ongoing inefficiencies.
- Slow supply chain management (SCM) processes and a high vacancy rate further exacerbate delays in service delivery.
- A silo culture, combined with poor internal and external communication and a lack of consequence management, weakens coordination and accountability within the organisation.
- Lack of skills in core functions such as ICT and technical services.

Effects:

- Delays in providing meteorological data and emergency responses, resulting in harm to citizens and property as well as stakeholder dissatisfaction.
- High value litigation and undesirable audit outcomes, reflecting governance issues and damaging reputation of the entity.
- Increased operational costs, low employee morale, and stagnant audit outcomes, further affecting organisational effectiveness.
- Non-compliance and non-achievement of mandated functions.

Proposed Solutions:

- Upgrading infrastructure, filling critical vacancies, capacitating critical units and embracing digital transformation to modernise technology.
- Implementing a stakeholder engagement plan and developing public-private partnerships to diversify and increase revenue streams.
- Reforming performance management and strengthening risk management frameworks to enhance accountability.
- Streamlining SCM processes and promoting a high-performance culture to boost efficiency.
- Ensuring a pipeline of appropriately skilled staff, career progression and making SAWS an employer of choice.

Desired Outcomes: The desired outcomes include clean audit results, modern and relevant infrastructure and technology, highly skilled staff, seamless collaboration, enhanced public trust, sustainable financial health, high employee satisfaction, and effective risk management, ensuring well-supported core business functions.



PART C:

MEASURING OUR PERFORMANCE

PART C: MEASURING OUR PERFORMANCE

7. Institutional Performance Information

This section of the annual performance plan expresses the outcomes, outputs and indicators that will facilitate the assessment of the entity's contribution towards the NDP and GNU. The Results-Based Approach based on the Theory of Change has been followed to produce the SAWS' Strategic Framework which provides an overview of the intended impact and outcomes to be realised. The SAWS understands the importance of inputs that will set the foundation for the entity's activities, geared toward realisation of outputs which contribute to the desired impact.

8. Outcomes, Outputs, Performance Indicators, And Targets

8.1 Programme 1: Weather and Climate Services

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

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	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2021/22	2022/ 23	2023/24	2024/25	2025/26	2026/27	2027/ 28
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)	94,14%	96,71%	94,99%	93%	94%	94%	94%
		Percentage accuracy of aerodrome warnings	98,73%	98,56%	99,22%	98%	98%	98%	98%
		Percentage availability of national weather bulletins (FPZA41)	98,77%	97,95%	98,76%	97%	98%	98%	98%
		Percentage availability of marine products (SOLAS)	98,97%	98,76%	98,54%	97%	98%	98%	98%

Sub-programme 1.2: Data availability.

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

Outcome	Outputs	Output indicators	Annual targets					
			Audited performance			Estimated performance	MTEF period	
			2021/22	2022/ 23	2023/24	2024/25	2025/26	2026/27 2027/ 28
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	92,9%	90,1%	91,42%	91%	90%	92% 93%
		Percentage availability of greenhouse gasses data	81,58%	78,11%	87,89%	90%	85%	85% 88%
		Number of climate change indicators included in the National State of the Climate report	N/A	N/A	N/A	12	20	25 30

8.2 Programme 2: Research and Innovation

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

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	Annual targets					
			Audited performance			Estimated performance	MTEF period	
			2021/22	2022/ 23	2023/24	2024/25	2025/26	2026/27 2027/ 28
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	37	53	36	30	30	35 40
		Number of new or enhanced products and services	4	4	4	4	3	3 3

8.3 Programme 3: Infrastructure and Information Systems

Purpose: To upgrade, expand and optimise infrastructure.

Sub-programme 3.1: Optimal Management of Infrastructure

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

Outcome	Outputs	Output indicators	Annual targets				
			Audited performance		Estimated performance	MTEF period	
			2021/22	2022/ 23	2023/24	2024/25	2025/26
Sustainable meteorological and air quality infrastructure	Optimal core technical and technological capability	Percentage availability of Tier 1 weather RADAR systems	73,83% ¹	52,23% ²	44,25% ³	82%	80%
							85%

Sub-programme 3.2: Quality Data

Purpose: To provide quality data meeting minimum data requirements.

Outcome	Outputs	Output indicators	Annual targets				
			Audited performance		Estimated performance	MTEF period	
			2021/22	2022/ 23	2023/24	2024/25	2025/26
Sustainable meteorological and air quality infrastructure	Optimal core technical and technological capability	Percentage of Priority Areas Air Quality Stations available on SAAQIS meeting minimum data requirements	69,44%	59,95%	52,78%	60%	80%
							85%

¹ Based on all commissioned RADARs

² Based on all commissioned RADARs

³ Based on all commissioned RADARs

8.4 Programme 4: Administration (Including Corporate and Regulatory Services)

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

Sub-programme 4.1: Sound Corporate Governance.

Purpose: To provide business management and leadership.

Outcome	Outputs	Output indicators	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2021/22	2022/ 23	2023/24	2024/25	2025/26	2026/27	2027/ 28
Corporate sustainability	Financial sustainability, sound corporate governance and brand awareness	Unregulated commercial revenue generated	R26,8m	R26,04m	R29,837m	R29,16m	R30,618	R32,149m	R33,68m
		Level of B-BBEE rating	Level 8	Level 6	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	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2021/22	2022/ 23	2023/24	2024/25	2025/26	2026/27	2027/ 28
Corporate sustainability	Financial sustainability, sound corporate governance and brand awareness	Number of people living in vulnerable areas reached through the SAWS' awareness programmes	N/A	N/A	N/A	2,4 million	3 million	3,4 million	4 million
		Number of media information sessions conducted	N/A	N/A	N/A	2	4	4	6

9. Output Indicators: Annual And Quarterly Targets

9.1 Programme 1: Weather and Climate Services

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

Sub-programme 1.1: Warnings, Alerts and Advisories.

Purpose: To provide timely 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: Operational safety and decision-making for Marine, Aviation, and Disaster Risk Reduction sectors					
Output Indicators	Annual Targets 2025/2026	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 marine products (SOLAS)	98% availability of marine products (SOLAS)	98% availability of marine products (SOLAS)	98% availability of marine products (SOLAS)	98% availability of marine products (SOLAS)	98% availability of marine products (SOLAS)

Sub-programme 1.2: Data availability.

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

Outcome: Operationalisation of the National Climate Change Act				
Output: Support for climate change projections and adaptation scenarios				
Output Indicators	Annual Targets 2025/2026	Q1	Q2	Q3
Percentage availability of climate data on the national climate database	90% availability of climate data on the national climate database	90% availability of climate data on the national climate database	90% availability of climate data on the national climate database	90% availability of climate data on the national climate database
Percentage availability of greenhouse gasses data	85% availability of greenhouse gasses data	85% availability of greenhouse gasses data	85% availability of greenhouse gasses data	85% availability of greenhouse gasses data
Number of climate change indicators included in the National State of the Climate report	20 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
				20 climate change indicators included in the National State of the Climate report

9.2 Programme 2: Research and Innovation

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

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 2025/2026	Q1	Q2	Q3
Number of research studies conducted to generate new scientific insights in atmospheric and related sciences	30 research studies conducted to generate new scientific insights in atmospheric and related sciences	N/A	N/A	N/A
				30 research studies conducted to generate new scientific insights in atmospheric and related sciences
Number of new or enhanced products and services	3 new or enhanced products and services	N/A	N/A	N/A
				3 new or enhanced products and services

9.3 Programme 3: Infrastructure and Information Systems

Purpose: To upgrade, expand and optimise infrastructure.

Sub-programme 3.1: Optimal Management of Infrastructure

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

Outcome: Sustainable meteorological and air quality infrastructure Output: Optimal core technical and technological capability					
Output Indicators	Annual Targets 2025/2026	Q1	Q2	Q3	Q4
Percentage availability of Tier 1 weather RADAR systems	80% availability of Tier 1 weather RADAR systems	80% availability of Tier 1 weather RADAR systems	80% availability of Tier 1 weather RADAR systems	80% availability of Tier 1 weather RADAR systems	80% availability of Tier 1 weather RADAR systems

Sub-programme 3.2: Quality availability.

Purpose: To provide quality data meeting minimum data requirements.

Outcome: Sustainable meteorological and air quality infrastructure Output: Optimal core technical and technological capability					
Output Indicators	Annual Targets 2025/2026	Q1	Q2	Q3	Q4
Percentage of Priority Areas Air Quality Stations available on SAAQIS meeting minimum data requirements	80% of Priority Areas Air Quality Stations available on SAAQIS meeting minimum data requirements	80% of Priority Areas Air Quality Stations available on SAAQIS meeting minimum data requirements	80% of Priority Areas Air Quality Stations available on SAAQIS meeting minimum data requirements	80% of Priority Areas Air Quality Stations available on SAAQIS meeting minimum data requirements	80% of Priority Areas Air Quality Stations available on SAAQIS meeting minimum data requirements

9.4 Programme 4: Administration (Incl. Corporate and Regulatory Services)

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

Sub-programme 4.1: Sound Corporate Governance

Purpose: To provide business management and leadership.

Outcome: Corporate sustainability					
Output: Financial sustainability, sound corporate governance and brand awareness					
Output Indicators	Annual Targets 2025/2026	Q1	Q2	Q3	Q4
Unregulated commercial revenue generated	R30 618 000 unregulated commercial revenue generated	R7 654 500 unregulated commercial revenue generated	R7 654 500 unregulated commercial revenue generated	R7 654 500 unregulated commercial revenue generated	R7 654 500 unregulated commercial revenue generated
Level of B-BBEE rating	Level 4 B-BBEE rating	Level 4 B-BBEE rating	N/A	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: Sustainable meteorological and air quality infrastructure					
Output: Optimal core technical and technological capability					
Output Indicators	Annual Targets 2025/2026	Q1	Q2	Q3	Q4
Number of people living in vulnerable areas reached through the SAWS' awareness programmes	3 million people living in vulnerable areas reached through the SAWS' awareness programmes	750 000 people living in vulnerable areas reached through the SAWS' awareness programmes	750 000 people living in vulnerable areas reached through the SAWS' awareness programmes	750 000 people living in vulnerable areas reached through the SAWS' awareness programmes	750 000 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

9.5 Explanation of Planned Performance over the Five-Year Planning Period

Over the next five years, the SAWS will focus on enhancing its service provision, operationalisation of the National Climate Change Act, enhancing the meteorological-related body of knowledge, sustaining its meteorological and air quality infrastructure, as well as organisational sustainability.

By upgrading RADAR systems, expanding air quality monitoring networks, and embracing digital transformation, the SAWS aims to improve the accuracy and reliability of weather forecasts and climate data, driving better decision-making across sectors such as aviation, marine, and public safety. Additionally, the SAWS will increase its role in climate change research and develop innovative products that address emerging customer needs, thus enhancing its competitiveness in the market.

The SAWS is also committed to organisational growth and sustainability, with efforts focused on increasing unregulated commercial revenue, maintaining its B-BBEE rating, and expanding public awareness initiatives to better prepare vulnerable communities for extreme weather events. Through these programmes, the SAWS will strengthen its brand, increase its market share, and foster employee satisfaction, ensuring it remains a leading provider of meteorological and climate services in South Africa while contributing to national resilience and sustainable development goals.

The following section summarises the SAWS' planned 2025/26 performance for its four Programmes.

9.5.1 Programme 1: Weather and Climate Services

Programme 1 will focus on enhancing service provision to support the entity's public goods services and cost recovery and maintaining strong relations with key sectors to drive revenue generation. The availability of accurate meteorological and climatological information across these sectors will also see significant improvements in the products and services offering, ensuring reliable data for decision-making.

Key performance targets include improving the accuracy of warnings and forecasts across aviation, marine, and disaster risk reduction (DRR), with a focus on maintaining high availability and accuracy levels. The competency of aviation meteorological personnel will be maintained to meet global standards, and digital product offerings in line with the International Civil Aviation Organization (ICAO) requirements will be developed to support enhanced service delivery. Training initiatives will focus on ensuring that SAWS operational personnel are competently trained to do the job in the public, marine and aviation weather space.

In support of the Climate Change Act, the SAWS will enhance and expand on the provision of current climate change information through the Annual National State of the Climate Report. This will include the provision of general climate trends, Greenhouse Gas information as well as the state of Sea-Surface Temperatures around the country. Additional extreme climate change indices will be included, which will assist climate-sensitive sectors in decision-making. The target is to eventually provide around three times as much information as currently, as well as an increase in the resolution of information using more data sets.

Overall, Programme 1 positions the SAWS to not only enhance its public goods and commercial services, but to also position the entity to provide support for climate change projections and adaptation scenarios, lead in innovation and research, and ensure that it remains a critical player in the global meteorological landscape.

9.5.2 Programme 2: Research and Innovation

As one of the world-renowned meteorological services, the SAWS is pivotal in advancing research and scientific progress. This advancement underpins the delivery of information, advice, impact-based forecasts, warnings and associated services for the benefit of the public.

The SAWS remains committed to advancing the understanding of meteorological phenomena through rigorous scientific inquiry and innovation. The generation of new knowledge is aimed at not only enhancing the SAWS' forecasting capabilities, but also to contribute to the global body of weather and climate science.

Engaging in innovative research further enables the SAWS to produce high-quality data and insight that serve as the foundation for peer-reviewed articles. These scholarly contributions are vital in sharing research findings with the broader scientific community, thereby enriching the collective knowledge on weather patterns, climate change, and atmospheric processes. Modern methodologies and technologies will be employed to explore complexities of the earth's weather systems and aiming to improve forecast accuracy and reliability. Through this continuous cycle of research, publication and peer evaluation, the SAWS will contribute to the generation and dissemination of weather knowledge; ultimately aiding in the protection of lives and property, and the enhancement of economic resilience to weather and climate-related risks. This is in line with the entity's impact statement for "Improved quality of life for all in South Africa".

Research conducted by the SAWS serves as an invaluable resource for policymakers, offering evidence-based insights that inform decisions related to climate change adaptation, disaster preparedness, and environmental management.

9.5.3 Programme 3: Infrastructure and Information Systems

Programme 3 will focus on ensuring the functionality of meteorological and air quality infrastructure while making these systems more accessible and user oriented. The programme will enhance the availability of Tier 1 RADAR systems, beginning with 80% availability in the first year and increasing to 90% by year five. This improvement will ensure more reliable monitoring of severe weather events, enabling faster and more effective responses to weather-related risks.

Additionally, the programme aims to maintain an 80% operational rate for Priority Areas Air Quality stations available on the South African Air Quality Information System (SAAQIS). By ensuring that Priority Areas Air Quality stations meet minimum operational requirements, the SAWS will improve its ability to monitor air quality and gather critical data for environmental and public health decision-making.

As part of expanding RADAR system coverage, the entity will progressively upgrade or install new RADAR systems to enhance the SAWS' capability to detect severe weather events more efficiently, improving public safety through timely warnings and forecasts.

Overall, Programme 3 focuses on strengthening the entity's infrastructure and ensuring that its meteorological and air quality services are both reliable and accessible, ultimately contributing to enhanced decision-making and public safety across South Africa.

9.5.4 Programme 4: Administration (Including Corporate and Regulatory Services)

Programme 4 will focus on ensuring organisational sustainability by driving revenue growth, improving public awareness, and enhancing brand visibility. The SAWS aims to increase its unregulated commercial revenue from the baseline of R29,837m achieved in 2023/24, to R36,779 million by year five. This revenue growth will reduce dependency on regulated funding and support long-term financial sustainability.

Additionally, the SAWS plans to maintain its B-BBEE rating of Level 4 throughout this strategic period. This

maintenance is the entity's commitment to aligning with South Africa's broader transformation goals.

The SAWS will also increase its public awareness programmes targeting vulnerable communities. By year five, the SAWS aims to reach 4,8 million people in vulnerable areas with awareness initiatives to prepare them for extreme weather events, significantly enhancing public resilience.

Overall, Programme 4 aims to strengthen the SAWS' financial foundation, deepen its engagement with the public, and boost its market position, ensuring a more resilient and responsive organisation.

9.6 Overview of 2025/26 Budget and MTEF: Estimates

9.6.1 Expenditure Estimates

Table 3: Expenditure estimates

Description	Audited Annual Financial Statements	ENE Allocations over MTEF Period 2024/25 to 2027/28				
	2023/24 R'000	2024/25 R'000	2025/26 R'000	2026/27 R'000	2027/28 R'000	
Revenue						
Operational allocation *Conversion of Capital Y1 & Y2	317 490	295 618	179 890	188 311	196 732	
Air Quality Information Unit	20 366	21 282	22 240	23 130	24 020	
Early Warning Systems	-	8 482	8 864	9 219	9 574	
National Fire Danger rating system	-	-	-	-	-	
Sub-total - Government grant opex	337 856	325 382	210 994	220 660	230 326	
Early Warning Systems: Additional Allocation	47 921	86 088	126 794	132 877	138 960	
Infrastructure Investment: Equipment	-	45 118	47 148	49 034	50 920	
Infrastructure additional allocation	-	30 000	-	-	-	
Cash Surplus Capex (Prior Year)	-	-	-	-	-	
Sub-total - Government grant capex	47 921	161 206	173 942	181 911	189 880	
Sub-total - Government grant	385 777	486 588	384 936	402 571	420 206	
Commercial Income - non-statutory	29 837	29 160	30 618	32 149	33 680	
Statutory - Aviation Income	129 165	138 000	147 000	157 000	167 000	
Other income, Interest and Donor Funds	29 685	41 150	34 210	36 605	39 000	
Total Revenue	574 463	694 898	596 764	628 325	659 886	
Expenditure						
Employee Costs	(300 133)	(325 934)	(345 490)	(693 684)	(393 878)	
Administrative and Operating Costs	(183 945)	(257 689)	(178 330)	(183 120)	(187 910)	
Total Expenditure	(484 078)	(583 623)	(523 821)	(552 804)	(581 788)	
Operating (Deficit)/Surplus Before Depreciation and Amortisation	90 385	111 275	72 943	75 521	78 098	
Impairment Loss	(17 666)	-	-	-	-	
Bad Debts written-off	(770)	-	-	-	-	
Gain/(Loss) on disposal of assets	(215)	-	-	-	-	
Depreciation and Amortisation	(35 505)	(33 365)	(48 886)	(52 308)	(55 730)	
Surplus/(Deficit) before Valuations	36 230	77 910	24 057	23 213	22 368	
Fair Value Adjustments and Actuarial Valuations	906	-	-	-	-	
Gains/(Loss) from Foreign Exchange	(1 971)	-	-	-	-	
Surplus/(Deficit) for the year	35 165	77 910	24 057	23 213	22 368	
Capital Expenditure	(47 921)	(77 910)	(24 057)	(23 213)	(22 368)	
Net Surplus/(Deficit) after CAPEX for the year	(12 756)	- 0 -	0	0 -	0	

9.6.2 Asset and Liability Management

Table 4: Asset and liability management

ASSETS	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28
	Audited Figures	Budget	Draft		
	R'million				
Carrying value of assets	357	652	676	699	721
Inventory	19	3	5	7	7
Receivables and prepayments	37	26	21	23	23
Cash and cash equivalents	222	43	85	5	2
Operating Lease Asset	1				
Total Assets	636	724	787	734	753
LIABILITIES					
Accumulated surplus/deficit	469	663	719	662	678
Operating Lease	-	3	4	6	6
Trade and other payables	45	22	28	33	33
Provisions	121	36	36	33	36
Total Equity and Liabilities	636	724	787	734	753

9.6.3 Cash Flow Projections

Table 5: Cash flow projections

CASH FLOW DATA	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28
	Audited Figures	Budget	Draft		
	R'million				
Cash flow from operating activities	125	150	114	(4)	75
Cash flow from investing activities	(39)	(328)	(73)	(76)	(78)
Cash flow from financing activities	-	-	-	-	-
Net increase / (decrease) in cash and cash equivalents	86	(179)	42	(79)	(4)
Cash and cash equivalents at the beginning of the year	135				
Estimate of available cash	222	43	85	5	2

9.6.4 Capital Expenditure Programmes

Table 6: Capital expenditure programmes

ASSETS	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28
	Audited Figures	Budget	Draft		
	R'million				
Aire-Quality Equipment	15,87	26,95	5,99	6,20	6,41
Meterorological Equipment	7,51	89,95	19,98	20,69	21,40
Radar Equipment	0,50	123,00	27,33	28,29	29,26
Computer Servers/Equipment and HPC	2,96	66,14	14,69	15,21	15,73
Computer Software	1,40	1,00	0,22	0,23	0,24
Furniture and Fittings	1,95	5,45	1,21	1,25	1,30
Buildings and Leasehold Improvements	3,24	8,10	1,80	1,86	1,93
Office Equipment	0,23	0,20	0,04	0,05	0,05
Motor Vehicles	0,00	-	-	-	-
Fences	0,85	1,00	0,22	0,23	0,24
Tools and other Equipments	4,52	6,55	1,45	1,51	1,56
TOTAL AQUISITIONS	39,04	328,83	72,94	75,52	78,10

10. Updated Key Risks and Mitigation from Strategic Plan

Outcomes	Key risks	Risk mitigations
Programme 1: Weather and Climate Services		
Operationalisation of the National Climate Change Act	Inability to implement the Adaptation component of the Climate Change Act.	1. Submit proposals to various stakeholders (National Treasury and DFFE) and international funders such as GEF, GIZ and so forth to obtain additional resources and operationalise the Act. 2. Development of climate change scenarios for the country and submit to DFFE for implementation 3. Enhancement of the State of the Climate report to include more Climate change indicators. 4. Formalise existing partnerships with key climate change service stakeholders. 5. Form new strategic partnerships with relevant sectors. 6. Partnership with universities to build skills capacity. 7. Increase awareness/ workshops with the stakeholders. 8. Finalisation of the National Framework for Climate Services strategy (NFCS) 9. Development and implementation of the coordination mechanism.
Programme 3: Infrastructure and Information System		
Sustainable meteorological and air quality infrastructure	Inadequate infrastructure performance	1. Review of the maintenance contract for supporting infrastructure, such as diesel generators, air conditioning, and UPS systems 2. Upgrade of all S-Band RADARs, surface observation systems and LDN. 3. Annual update of maintenance SOPs 4. Improving site security, in addition to alarm system, security cameras and armed response. 5. Restoration of non-performing RADARs 6. Actioning of procurement activities listed on the sustainability plan 7. Review and implementation of the infrastructure sustainability plan 8. Continuous training for LDN, RADARs, and Surface Observation systems 9. Capacitation of engineers and regional technologist through training and inclusion of the skills transfer in the maintenance contracts.
	Inadequate ICT capacity	1. Review of the ICT turnaround strategy and the digital strategy. 2. Completion of the Implementation plan for the ICT strategy. 3. Development of the ICT monitoring tool for early detection of issues, and proactive management of all technological assets 4. Skills transfer to be included as part of contracting with the service providers. 5. Training and development (monitoring of the PDPs) 6. Training and Development Plan 7. Establishment of a task team to investigate modern technologies/AI tools. 8. Prioritisation of the allocation of funds to critical ICT projects. 9. Alternative source of funds for the organisation.

Outcomes		Key risks	Risk mitigations
Programme 3: Infrastructure and Information System			
	Cyber-attacks / Cyber espionage	1. Conduct the bi-annual penetration testing and implementation of the gaps noted. 2. Continuous cybersecurity training and awareness. 3. Monitoring and implementation of the gaps of the vulnerability assessments by the service provider-iGuard. 4. Building/review of internal system access capabilities 5. Implementation of the incident security management framework 6. Continuous patch management 7. Strengthening of relationship between SAWS ICT and SIEM Service Provider 8. Review of ICT security policies 9. Review and implementation of the information security policy 10. Migration of the systems and emails to the cloud 11. Procurement of the backup system with emphasis on solutions that ensure data protection and cyber resilient infrastructure	
	Failure to deliver on the Air Quality Mandate	1. Review of the Business Case and funding model and agreement on funding with DFFE: • Report the deficit noted in the financial statement on the ring-fenced budget allocated for air quality projects by DFFE. • Finalisation of the SLA attached to the grant for air quality projects. 2. Engagement with the DFFE to consider the provision of the long-term funding model for the Air quality mandate as opposed to the annual funding	
Programme 4: Administration (Including Corporate and Regulatory Services)			
Corporate sustainability	Inability to continue with the business in the event of a disaster	1. Coordinating the updating of the BCM programme (Business Impact Analysis & Business Continuity Plans) 2. Review of the Disaster Recovery Plan to include lessons learnt in case of security breaches. 3. Procurement of the new HPC and conducting of the probity audit. 4. Collaboration with the stakeholders such as CSIR, UKMET & other MET office, & other Met services we have MOU with on the secondment of the HPC specialist. 5. Engage the stakeholders in the provision of external specialists to assist with the drafting of the bid specifications.	
	Financial Sustainability	1. Continuous implementation of the Financial Sustainability Plan. 2. Grow revenue through Strategic Partnerships to address gaps in coverage. 3. Monitor the implementation of the revenue turnaround strategy. 4. Invest in ICT-related tools to support sales and commercialisation-related ventures 5. Develop processes or procedures to cost products quickly and efficiently (e.g., ABC / New system) 6. Promote SAWS's positive attributes and achievements using targeted communication and promotion strategies. 7. Promote SAWS through various media platforms. 8. Continue promoting content licensing and services subscriptions. 9. The motivation for an increased budget for operational efficiency 10. Monitor the implementation of revised cost containment measures 11. Implementation of job shadowing strategy	

Outcomes	Key risks	Risk mitigations
Programme 4: Administration (Including Corporate and Regulatory Services)		
	Inability to attract and retain talent	- Ongoing initiatives to enhance the non-monetary rewards on the Employee Value proposition: - Paycurve system which allows employees access to their salaries on an accrual basis. - Short-term Insurance Products - Enhancement of Pension Fund and Risk benefits - Conduct an Organisational Culture Survey / Analysis - Focussed development of Personal Development Plans (Targeted training initiatives) - Targeted training initiatives - Adjustment of employees who earn below the 25th percentile of the market to the 25th percentile. - Automation and enhancement of the Human Capital Management system. - Capacitate the Human Capital Management Unit - Revise the Organisational Structure to ensure it is adequate to implement the new SAWS Strategy. - Source an interim CIO to manage ICT. - Conduct a skills audit on ICT to ensure we have the skills required to manage and maintain the infrastructure we have. - Development of a database/pool to select proper talent. - Prioritise identification of critical skills retention strategy
	Reputational risk	- Continuously monitor online conversations, media coverage, and social media sentiment to proactively identify emerging reputational risks. - Increased awareness of the code of conduct and disciplinary procedures to staff. - Monitoring the implementation of the SLAs for all service providers. - Establishment of ethics and social committee at operational level to deal with ethics matters. - Maintain open communication with key stakeholders such as customers, employees, investors, and the media to understand their concerns and expectations.

11. Public Entities

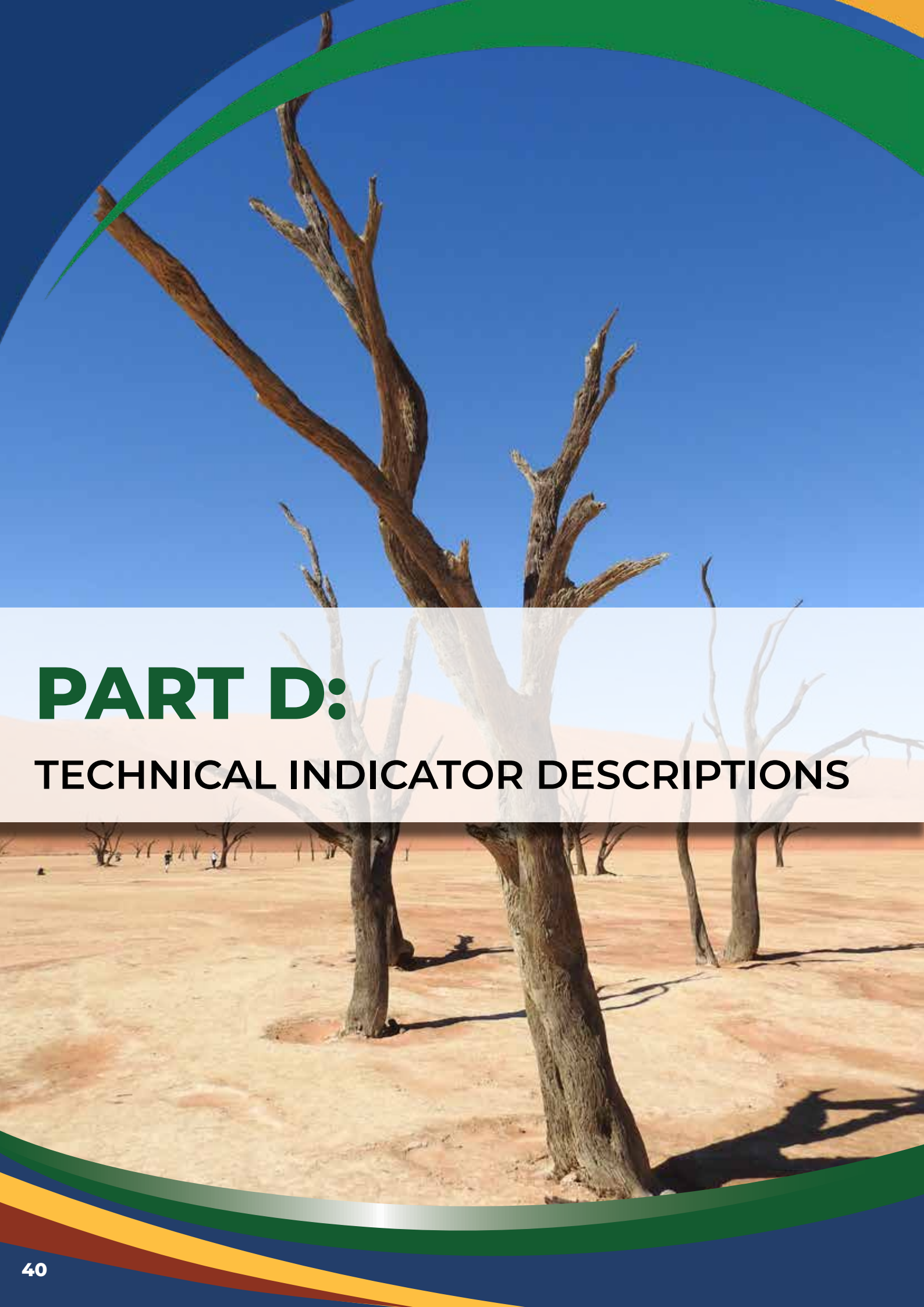
Not applicable

12. Infrastructure Projects

Not applicable

13. Public-Private Partnerships (PPPs)

Not applicable



PART D:

TECHNICAL INDICATOR DESCRIPTIONS

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Programme 1: Weather and Climate Services

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. The forecast is used for planning purposes by airlines, i.e., to give them expected conditions when landing at intended destinations.
Source of data	OPMET Databank, Aviation website
Method of Calculation / Assessment	Quantitative: $((\text{Forecast and Observed} + \text{Not Forecast Not Observed}) \div (\text{Forecast and Observed} + \text{Forecast but Not Observed} + \text{Not Forecast but Observed} + \text{Not Forecast Not observed}) \times 100)$
Means of verification	Aviation Evaluation Reports, 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 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 and are disseminated by local arrangements to those immediately concerned. 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: $((\text{Forecast and Observed} + \text{Not Forecast Not Observed}) \div (\text{Forecast and Observed} + \text{Forecast but Not Observed} + \text{Not Forecast but Observed} + \text{Not Forecast Not observed}) \times 100)$
Means of verification	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

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 06:00 and 16:00 South African Standard Time.
Source of data	Message Handling System
Method of Calculation / Assessment	Quantitative: $((\text{Forecast produced on time} \div (\text{number of days that month} \times 2)) \times 100)$
Means of verification	• Message Handling System reports • 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%
Indicator Responsibility	Senior Manager: Disaster Risk Reduction

Indicator Title	Percentage availability of marine products (SOLAS)
Definition	Refers to the percentage availability of SOLAS bulletins (FQZA30 and FQZA31) on time over a given period. The times for FQZA30 are no later than 10:30 and 15:30 South African Standard Time. The times for FQZA31 are no later than 11:00 and 16:00 South African Standard Time.
Source of data	• Message Handling System reports • Signed-off SOLAS monthly reports
Method of Calculation / Assessment	Quantitative: $((\text{Forecast produced on time} \div (\text{number of days that month} \times 2)) \times 100)$ for FQZA30 and FQZA31 respectively; Average for the two (2) products
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 marine products (SOLAS)
Indicator Responsibility	Senior Manager: Marine Services

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.
Source of data	Climate Database - five-minute tables
Method of Calculation / Assessment	Quantitative: $((\text{Received five-minute values} \div \text{by expected values}) \times 100)$ <i>NB: Expected value is number of open stations x 288 records x number of days in month.</i>
Means of verification	System generated automatic weather stations climate data availability reports
Assumptions	Adequate spares for automatic weather stations as well as adequate sensor uptime.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	90% availability of climate data on the national climate database
Indicator Responsibility	Senior Manager: Climate Services

Indicator Title	Percentage availability of greenhouse gasses data
Definition	One of the WMO obligations for the SAWS is to manage the Global Atmosphere Watch (GAW) station at Cape Point and Regional network. The laboratory program measures various atmospheric components, including greenhouse gases, aerosols, and reactive gases. The regional program collects UV and ozone-related measurements. The indicator measures the percentage data availability of the GAW data over a reporting period.
Source of data	The Global Atmosphere Watch Laboratory Program at Cape Point and Regional network
Method of Calculation / Assessment	Quantitative: $(\text{GAW Cape Point average sensor performance} + \text{GAW Regional average sensor performance for UV \& Total Ozone} + \text{GAW Regional average sensor performance for Ozone vertical profile}) \div 3$
Means of verification	Quarterly Global Atmosphere Watch Data Recovery report.
Assumptions	Adequate performance of instrumentation (infrastructure) as well as availability of supporting consumables (gasses)
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	85% availability of greenhouse gasses 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 on an annual basis. Currently the information provided is limited and not fully relevant to all climate-sensitive sectors. The enhancement aims to fill the identified gaps in the present format through the addition of sector-relevant indices and the use of more data sets in the calculation thereof.
Source of data	SAWS observational climate data, Trace gas measurements, 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 Annual National State of the Climate report
Assumptions	Availability of relevant data.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	20 climate change indicators included in the National State of the Climate report
Indicator Responsibility	Senior Manager: Climate Services

Indicator Title	Number of research studies conducted to generate new scientific insights in atmospheric and related sciences
Definition	Research output measured in terms of the number of publications published in the following media: 1. Peer-reviewed articles published in scientific journals 2. Peer-reviewed conference papers 3. Theses (MSc. And PhD) 4. Book Chapters Research outputs are from SAWS employees and affiliates. Research areas include atmospheric and related sciences. Related sciences extend to various economic and climate-sensitive sectors, covering a diverse range of fields and knowledge domains including and not limited to social, environmental, ocean, and atmospheric sciences.
Source of data	Publications through Scientific Journals. Publications through peer-reviewed conference proceedings. Theses (MSc or PhD) reviewed by academic reviewers.
Method of Calculation / Assessment	Quantitative: Total count of the number of research studies conducted to generate new scientific insights in atmospheric and related sciences.
Means of verification	Report on Journal publications, conference proceedings & theses.
Assumptions	None
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual – year end
Desired performance	30 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 products and services
Definition	Indicator measures the number of new products and services as well as enhancements to existing products and services to provide value-added decision-making services for different economic sectors.
Source of data	- SAWS Observation networks (ARS, AWS, RADAR, Lightning, Satellite etc.) - Numerical Weather Prediction model output (UM, ECMWF etc.) - Product specific data Related and relevant software and or platforms
Method of Calculation / Assessment	Quantitative: Total count of the number of new or enhanced products and services
Means of verification	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	3 new or enhanced products and services
Indicator Responsibility	Senior Manager: Research and Development Senior Manager: Marine Services

Programme 3: Infrastructure and Information Systems

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: Quarterly average of RADAR data availability
Means of verification	Quarterly RADAR performance report derived from Rainbow/TITAN files analysis.
Assumptions	Network access to files received in a 24-hour system operation, Ravis uptime
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	80% availability of Tier 1 weather RADAR systems
Indicator Responsibility	Senior Manager: Technical Services

Indicator Title	Percentage of Priority Areas Air Quality Stations available on SAAQIS meeting minimum data requirements
Definition	Refers to the percentage of SAWS-operated ambient air quality monitoring stations (AAQMS) within the Priority Areas, which are available on SAAQIS, and meet the minimum (75%) data requirement over a reporting period.
Source of data	network monitoring reports
Method of Calculation / Assessment	Quantitative: The number of Ambient Air Quality Monitoring Stations (AAQMS) operated by SAWS in the Priority Areas that meet minimum data requirements is computed and then expressed as a percentage of the total number of AAQMS in the Priority Areas.
Means of verification	Monthly station reports or monthly reports of Highveld Priority Area (HPA), Vaal Priority Area (VPA) and Waterberg Bojanala Priority Area (WBPA) obtained from 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	80% of Priority Areas Air Quality Stations available on SAAQIS meeting minimum data requirements
Indicator Responsibility	Senior Manager: Air Quality Services

Programme 4: Administration (Incl. Corporate and Regulatory Services)

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	Financial management reports and audited financials
Assumptions	Quality (accuracy and completeness) as well as availability of the data
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative - year end
Reporting cycle	Quarterly
Desired performance	R30 618 000 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 SANAS accredited verification agency
Method of Calculation / Assessment	Qualitative: B-BBEE verification report
Means of verification	B-BBEE Certificate
Assumptions	Availability of required documentation for the measurement elements
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Level 4 B-BBEE rating
Indicator Responsibility	Senior Manager: Governance, Risk and Compliance

Indicator Title	Number of people 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 and schools that are identified as vulnerable to impacts of adverse weather. The awareness programmes are through Simulcasts and physical events hosted at identified vulnerable communities.
Source of data	Radio listenership statistics from the Broadcast Research Council of South Africa. Attendance registers from mass events.
Method of Calculation / Assessment	Quantitative: Actual number of people counted in radio listenership statistics and/or attendance registers from mass events
Means of verification	Reports on public awareness programmes implemented per quarter
Assumptions	N/A
Disaggregation of Beneficiaries	Women, Youth, Persons living with disabilities
Spatial Transformation	N/A
Calculation type	Cumulative - year end
Reporting cycle	Quarterly
Desired performance	3 million people in vulnerable areas reached through the SAWS' awareness programmes
Indicator Responsibility	Senior Manager: Communications and Stakeholder Relations

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	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



South African
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