

Water Research Commission

ANNUAL PERFORMANCE PLAN

2026/27

WRC Annual Performance Plan 2026/27

Foreword by the Minister of Water and Sanitation



South Africa's development story is inseparably linked to water – the lifeblood of our people, our economy, and our environment. In a country defined by climatic extremes, geographic inequality, and growing social and economic demands, water security has become one of the most pressing challenges of our time. Our ability to sustain life, drive industrial growth, and ensure human dignity depends on how we manage this scarce and precious resource.

As we look toward the 2026/27 financial year, we are reminded that South Africa is a water-stressed country, receiving an average annual rainfall of less than half the global mean, and facing growing competition among households, agriculture, industry, and the environment. Our surface and groundwater systems are under immense strain from pollution, over-abstraction, and the impacts of climate change. Many municipalities face the dual burden of ageing infrastructure and limited technical capacity, which threatens service delivery to millions of South Africans.

These realities compel us to think differently and act decisively. Incremental change will not be enough. Ensuring water security for present and future generations demands bold, science-based, and innovative approaches. It requires the strengthening of institutions, the development of human capacity, and the full integration of research and technology into the planning, management, and delivery of water and sanitation services.

In this context, the Water Research Commission (WRC) continues to play a central role in supporting the national water and sanitation agenda. Its mandate – to promote, coordinate, and disseminate research that advances the sustainable use, management, and protection of our water resources – is now more vital than ever.

This *Annual Performance Plan for 2026/27* captures the WRC's strategic commitment to enabling a water-secure South Africa through evidence, innovation, and collaboration. It sets out a roadmap that translates research excellence into practical outcomes for society, ensuring that knowledge leads to tangible improvements in service delivery, resilience, and quality of life for all citizens.

The future of our water sector depends on a pipeline of skilled scientists, engineers, technicians, and innovators. By supporting postgraduate research, empowering women and youth researchers, and promoting inclusive participation across the knowledge system, the WRC is building the intellectual infrastructure required for a resilient and equitable water future. These efforts contribute directly to the government's broader transformation and empowerment agenda.

The Fourth Industrial Revolution (4IR) offers us unprecedented opportunities to transform the way we monitor, allocate, and manage water. Artificial intelligence, digital mapping, remote sensing, and big-data analytics are redefining what is possible. These innovations are not only tools for efficiency, they are instruments of equity, transparency, and accountability in how we manage our nation's water.

Climate change remains the defining environmental challenge of our century, and its impacts are already evident in the water sector. Increasingly severe droughts, unpredictable rainfall, and rising temperatures are disrupting ecosystems and livelihoods. To meet these challenges, the Department of Water and Sanitation's (DWS') policies, including the National Water Resource Strategy (NWRS-3), the National Water and Sanitation Master Plan, and the National Development Plan (NDP 2030), place strong emphasis on adaptive management and resilience. The WRC's research contributes directly to these goals by providing the knowledge, models, and innovations needed to anticipate risks, guide investment, and protect vulnerable communities.

At the same time, access to safe water and adequate sanitation remains a constitutional right and a cornerstone of human dignity. The government continues to prioritise universal access as part of our commitment to the Sustainable Development Goals (SDG 6). Collaboration is key as it ensures that South Africa benefits from global expertise while advancing solutions tailored to our unique national context. Through such partnerships, research findings are translated into policy, technology is tested and deployed, and communities are empowered with knowledge.

The work of the WRC is aligned with our government's overarching priorities of inclusive growth, poverty reduction, and building a capable, ethical, and developmental state. Its outcomes, an informed society, an innovative water sector, a transformed research landscape, an agile organisation, and a financially sustainable entity, directly support our shared mission of achieving a water-secure and sustainable South Africa for all.

As Minister of Water and Sanitation, I reaffirm my unwavering commitment to ensuring that water remains at the centre of our national development agenda. The journey ahead requires courage, cooperation, and continuous learning. It demands that we invest in science, value innovation, and strengthen the institutions that enable evidence-based decision-making. Our collective determination to safeguard the future.

Together, we can turn scarcity into opportunity, vulnerability into resilience, and research into impact. By investing in innovation today, we secure the foundations of a thriving, inclusive, and water-secure South Africa for generations to come.



Ms Pemmy Majodina, MP
Minister of Water and Sanitation

02/12/25

ACCOUNTING AUTHORITY STATEMENT



South Africa's development, prosperity, and social stability are all closely bound to the availability, quality, and equitable distribution of water. Our nation's progress depends on the sustainable management of this vital resource, and the Water Research Commission (WRC) continues to stand at the centre of this effort. As the research and innovation arm of South Africa's water and sanitation sector, the WRC provides the knowledge, evidence, and technologies that guide policy, inform investment, and shape implementation.

This 2026/27 Annual Performance Plan (APP) reflects a period of both challenge and opportunity. The country faces a widening gap between water demand and available supply, aggravated by climate change, ageing infrastructure, pollution, and uneven institutional capacity. Yet, within these challenges lies the opportunity for renewal, to drive transformation through science, to modernise our sector through innovation, and to align our research agenda with the government's vision for inclusive growth, sustainable development, and a capable state.

The WRC's strategic direction is firmly rooted in the national policy landscape. Its outcomes and targets align with the Medium-Term Development Plan (2024–2029), the National Development Plan (NDP 2030), the National Water and Sanitation Master Plan (NWSMP), and the National Water Resource Strategy 3 (NWRS-3). These frameworks collectively emphasise three national imperatives: ensuring water security for growth and social wellbeing, reducing poverty and inequality, and strengthening institutional capacity. The WRC's strategy directly supports each of

these pillars by generating evidence-based solutions that improve service delivery, promote innovation, and enhance the resilience of South Africa's water sector.

Aligning strategy with government priorities

The WRC's impact statement, 'An informed society for a water-secure future', underpins all its programmes and interventions. The Commission's five strategic outcomes encapsulate its role as both a knowledge generator and an enabler of transformation:

1. **An informed society** that uses scientific evidence to shape water policy and decision-making.
2. **An innovative water sector** where new technologies and management solutions improve efficiency, quality, and sustainability.
3. **A transformed water sector** that empowers women, youth, and historically marginalised researchers and practitioners.
4. **An agile organisation** capable of adapting to a rapidly changing social and technological landscape.
5. **A financially sustainable organisation** that secures and diversifies its income to ensure long-term impact.

These outcomes mirror the government's strategic priorities to drive inclusive growth and job creation, reduce poverty and inequality, and build a capable, ethical, and developmental state.

Innovation and transformation at the core

The WRC's strategy embraces innovation not as an isolated activity, but as a cross-cutting driver of transformation. In alignment with the Presidential Commission on the Fourth Industrial Revolution (PC4IR), the WRC is exploring how digital tools, data analytics, artificial intelligence, and smart monitoring systems can revolutionise water management. Digital transformation is also being pursued within the organisation itself, with a focus on efficiency, transparency, and modernised service delivery.

Innovation further extends to institutional and social dimensions. The WRC supports the inclusion of women and youth researchers through targeted funding calls and mentorship programmes. It prioritises transformation across its procurement and partnerships, ensuring that SMMEs, particularly those led by historically disadvantaged individuals, are active participants in the water

research and innovation ecosystem. These efforts contribute to national goals of economic inclusion and empowerment, while strengthening the overall competitiveness of the sector.

Financial priorities and sustainability

Delivering on this ambitious agenda requires a stable and sustainable financial base. The WRC operates primarily through the Water Research Levy (WRL), collected from bulk water users via the Department of Water and Sanitation and the water boards. However, as the national economy remains under pressure, revenue collection challenges and municipal debt continue to affect cash flow throughout the sector. Recognising this, the WRC Board has placed financial sustainability at the heart of its strategic oversight.

Over the medium term, the Commission is implementing a Revenue Enhancement and Diversification Strategy to reduce reliance on the levy. The plan includes expanding leverage-funded research partnerships with government departments, international development agencies, and the private sector. Such partnerships not only provide additional financial resources but also deepen collaboration, ensuring that research outputs are responsive to real-world needs and can be rapidly implemented.

Prudent financial management remains a hallmark of the WRC. The Commission continues to adhere to the principles of the Public Finance Management Act (PFMA), ensuring accountability, transparency, and value for money in all its operations. Zero-based budgeting and cost-containment measures have been institutionalised, allowing the WRC to redirect savings toward high-impact research, stakeholder engagement, and digital transformation initiatives. The organisation's strong liquidity position and disciplined governance structures provide confidence that resources are managed effectively to achieve strategic outcomes.

Governance and accountability

The Board continues to uphold the highest standards of corporate governance, ethical conduct, and performance monitoring. Through its committees, the Board provides strategic direction and oversight across key areas, including finance, audit, risk, research quality, and stakeholder engagement. This governance structure ensures that the WRC remains compliant, efficient, and responsive to both its legislative mandate and the expectations of its shareholders and stakeholders.

Looking ahead

The 2026/27 Annual Performance Plan charts a path of resilience, renewal, and responsibility. It demonstrates how the WRC's strategy is closely intertwined with government's vision for sustainable development, advancing science and innovation as tools for inclusive growth, environmental stewardship, and social justice. The Commission's financial priorities, underpinned by sound governance and diversification, ensure that it remains a stable and trusted institution capable of delivering results in an increasingly complex operating environment.

As Chairperson of the Board, I extend my appreciation to the Minister of Water and Sanitation for continued leadership and policy guidance, to the CEO and Executive Team for their stewardship and dedication, and to our partners in academia, industry, and civil society for their collaboration and trust.



Dr Rethabile Bonang Melamu
CHAIRPERSON OF THE BOARD

ACCOUNTING OFFICER STATEMENT



Strategic insights and leadership vision for the upcoming year.

A Defining Chapter for Water Security

The 2026/27 fiscal year ushers in a defining chapter for the Water Research Commission (WRC) as we accelerate our mission to shape a water-secure, climate resilient and sustainable South Africa in our 55 years of existence. Our nation's water sector stands at a critical juncture, facing challenges that are as complex as they are urgent – climate variability, infrastructure pressures, rapid urbanisation, and persistent inequities in access to water and sanitation with risks to water, food, and health security impacts.

Driving Operational Excellence and Innovation

In 2026/27, we sharpen our focus on efficiency, digital transformation, stakeholder value, and financial sustainability. At the heart of our strategy lies innovation: the engine that transforms research into real-world solutions. Through our Research, Development, and Innovation (RDI) Programme, we will continue to pioneer technology, management models, and policy tools that redefine efficient water use, treatment, and governance. We pride ourselves on having focused most of the research levy towards solving national challenges focused on water availability and climate resilience, water quality and health, including emerging contaminants and forever chemicals, water use covering mining, domestic, agriculture and the advisory services for driving research to innovations that are ready for the commercial markets. The WRC roadshows have and continue to expose the WRC to the national footprint, where key stakeholders are engaged on the research agenda.

We aim to fast-track digitalisation as a critical role player in advancing and enhancing our operations and systems, while also influencing the research outputs. Intensive efforts to improve capacity building and economic participation of women, youth, and people living with disabilities, as part of the intentional contribution to the National Transformation Agenda are underway.

Scaling Impact Through Partnerships and Commercialization

Innovation must reach the marketplace and for commercialization and adoption to make an impact. This is in support of the reforms made by the Department and Ministry of Water and Sanitation through prioritization of professional and licensed water service provision, and Water Efficient Sanitation Systems (WESS). We intend to bring onboard more industry partners and entrepreneurs to unlock opportunities for local manufacturing and job creation. This approach strengthens South Africa's innovation ecosystem and aligns with government priorities for economic diversification under the Medium-Term Development Plan (2024 – 2029).

Investing in People and Knowledge for the Future

More than half of our expenditure is dedicated to research, development, and innovation, which will further support over 250 postgraduate students, research Chairs, Centres of Excellence and the Communities of Practice. Citizen science and Indigenous knowledge systems are a key focus area for the WRC to effectively drive education and awareness, water stewardship, and advocacy towards new behaviour of a water-wise nation and an innovative water sector. By nurturing the next generation of scientists and innovators, with a strong emphasis on women, youth and persons living with disabilities, we are building the human capital that will secure our water future.

Accountability and Impact

Our new performance framework ensures that all initiatives deliver measurable outcomes for knowledge generation, innovation uptake, stakeholder engagement, and transformation. Through rigorous monitoring and strategic adaptive management, we remain responsive to emerging challenges and opportunities.

Journey Ahead

The journey towards water security is urgent and demands resilience, creativity, and collective action. The WRC stands ready to lead this journey, investing in science, people, and partnerships, to shape a sustainable, and water secure future for all South Africans.



Jennifer Molwantwa (Jan 30, 2026 10:44:47 GMT+2)

Dr Jennifer Balatedi Molwantwa
CHIEF EXECUTIVE OFFICER

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management and the Board of the Water Research Commission under the guidance of Ms Pemmy Majodina, MP, the Minister of Water and Sanitation
- Considers all relevant policies, legislation, and other mandates for which the Water Research Commission is responsible.
- Accurately reflects the outputs which the WRC will endeavour to achieve over the 2026/27 planning period.


Talitha Muade (Jan 30, 2026 09:50:00 GMT+2)

Ms Talitha Muade
Executive Operations


Sthembiso (Jan 30, 2026 10:35:51 GMT+2)

Mr Sthembiso Shabangu
Acting Executive: Corporate Services


Stanley Liphadzi (Jan 30, 2026 10:01:57 GMT+2)

Dr Stanley Liphadzi
Executive: Research, Development, and Innovation


Ndundu Sithole (Jan 30, 2026 10:31:08 GMT+2)

Ms Ndundu Sithole
Acting Executive: Stakeholder and Communication



Ms Nicolene Viviers
Acting Chief Financial Officer


Jennifer Molwantwa (Jan 30, 2026 09:54:46 GMT+2)

Dr Jennifer Molwantwa
Chief Executive Officer



Dr Rethabile Melamu
Chairperson of the Board

Approved by:

Ms Pemmy Majodina MP
Minister of Water and Sanitation

LIST OF ACRONYMS

4IR	Fourth Industrial Revolution
Agenda 2063	African Union, Agenda 2063
AI	Artificial intelligence
CBOs	Community-based organisations
DSTI	Department of Science, Technology and Innovation
DWS	Department of Water and Sanitation
ERRP	Economic Reconstruction and Recovery Plan
GDP	Gross domestic product
GERD	Gross domestic expenditure on research & development
HCD	Human capital development
HEIs	Higher education institutions
HLPW	High Level Panel on Water
ICT	Information and communication technology
IWRM	Integrated water resource management
MTSF:2024	Medium-Term Strategic Framework: 2019–2024
NDP	National Development Plan, 2030
NRF	National Research Foundation
NSI	National System of Innovation
NWSMP	National Water and Sanitation Masterplan
NWA	National Water Act, 1998 (Act 36 of 1998)
NWRS3	National Water Resource Strategy 3
PC4IR	Presidential Commission on the Fourth Industrial Revolution
PFMA	Public Finance Management Act, 1998 (Act 1 of 1998)
POPIA	The Protection of Personal Information Act, 2013 (Act No. 4 of 2013)
RDI	Research, Development, and Innovation
SDG	Sustainable Development Goals
SMME	Small, medium and micro enterprise
Wader	Water Technologies Demonstration Programme
WMI	Water management institutions
WRA	Water Research Act
WRC	Water Research Commission
WRL	Water research levy
WSA	Water Services Act, 1997 (Act 108 of 1997)
WSDP	Water Services Development Plan

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PART A: OUR MANDATE

1. LEGISLATIVE AND POLICY MANDATES

1.1. Legislative mandate

The legislative environment, policies, and frameworks of Government, which, among others, provide developmental priorities for the country and the water sector, are a strategic impetus for the WRC. Key legislation and policy mandates relevant to the functioning and delivery of the WRC mandate are detailed below.

1.1.1 Constitutional mandate

The Constitution of the Republic of South Africa, 1996, as amended, encompasses the Bill of Rights, which is a cornerstone of democracy and enshrines the rights of all people, including affirmation of democratic values of dignity, equality, and freedom. The WRC, therefore, aligns with the following Constitutional imperatives:

- Everyone has the right to an environment that is not harmful to their health.
- Everyone has the right to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation; promote conservation; and secure ecologically sustainable development and use of national resources while promoting justifiable economic and social development.
- Everyone has the right to have access to sufficient food and water.

The Constitution further provides a foundation to effect the individual rights of academic freedom and freedom of scientific research, which aligns with the WRC mandate.

1.1.2 Water Research Act (Act 34 of 1971)

The Water Research Act enables the WRC to coordinate and promote, as determined by the Minister or in broad outline, research in respect of:

- The occurrence, preservation, conservation, utilisation, control, supply, distribution, purification, pollution, and reclamation of water supplies and water
- The use of water for:
 - i. Agricultural purposes
 - ii. Industrial purposes

iii. Urban purposes

1.1.2.1 Functions of the Water Research Commission

In executing its mandate, the functions of the commission shall be:

- a) to cause, by itself or in collaboration with the Council for Scientific and Industrial Research established by section 2 of the Scientific Research Council Act, 1945, any State department, university, or other institution, research to be undertaken in respect of matters relating to water;
- b) to promote the research referred to in section 2(3), and in connection therewith to establish research programmes or to alter research programmes so established;
- c) to make grants, with the approval of the Minister, and on such conditions as the Minister may approve (including conditions relating to rights regarding inventions and discoveries arising therefrom) from the fund to individuals, universities and other institutions for the benefit of such research, the development work for the application of the results of such research and the establishment of facilities for such research;
- d) to receive and to examine progress reports on such research and the development work for the application of the results of such research;
- e) to obtain information relating to such research and to development work for the application of the results of such research;
- f) to accumulate, to assimilate and to disseminate knowledge in regard to the results of such research and the application thereof, and to promote development work for the purposes of such application;
- g) to co-operate with institutions undertaking such research in other countries, with a view to the accumulation or dissemination of knowledge of such research and the results thereof;
- h) to advise the Minister in respect of the levying of rates or charges under section 11;
- i) to take such other measures as the commission may consider conducive to the attainment of its objects.

1.1.3 National Water Act, 1998 (Act 36 of 1998) as amended.

The objective of the National Water Act (Act 36 of 1998) (NWA) is to ensure that South Africa's water resources are protected, used, developed, conserved, managed, and controlled in a sustainable and equitable manner, for the benefit of all persons. The NWA provides for the pricing strategy for water use charges, the primary mechanism for the calculation of a charge, payable by some or all raw water users, which is set for research purposes. The role of the WRC is to

align its funding priorities with those key national water challenges articulated in the NWA and to help solve water-related problems which are critical to South Africa's sustainable development and economic growth.

1.1.4 Water Services Act, 1997 (Act 108 of 1997)

The Water Services Act (Act 108 of 1997) (WSA) provides for the right of access to basic water supply and basic sanitation by setting national standards and norms. Section 156, read in conjunction with Part B of Schedule 4 of the Constitution of the Republic of South Africa, vests in the Executive Authority the responsibility to support and strengthen the capacity of municipalities to manage their affairs, exercise their powers and perform their functions. Applicability of the WSA to the WRC rests in the WRC's duty to respond through research and development to water supply and sanitation needs, with research and development that helps to address those needs.

1.1.5 Public Finance Management Act, 1999 (Act 1 of 1999)

The Public Finance Management Act (Act 1 of 1999) (PFMA) regulates financial management in the national government and provincial governments to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in those governments; and to provide for matters connected therewith. The WRC is listed in Schedule 3: Part A as a National Public Entity, and the provisions of the PFMA and its Treasury Regulations apply to its operations.

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

The Protection of Personal Information Act (POPIA) has been promulgated to regulate, in harmony with international standards, the processing of personal information by anyone who keeps any type of records relating to the personal information of others, public and private bodies in a manner that protects the right to privacy, subject to justifiable limitations that are aimed at protecting other rights and important interests.

The processing of information includes collecting, receiving, recording, organising, retrieving, or using such information; or disseminating, distributing, or making such personal information available. POPIA also relates to records which are already in one's possession.

1.2. Policy mandates

1.2.1 National Water Resource Strategy 3

The scope and purpose of the third instalment of the National Water Resource Strategy (NWRS-3) provides a vision for the protection and management of water resources to enable equitable and sustainable access to water and sanitation services in support of socio-economic growth and development for the well-being of current and future generations. The NWRS-3 aims to enable achievement of this vision through the following overarching goals:

- Water and sanitation supporting development and elimination of poverty and inequality.
- Water and sanitation contribution to the economy and job creation
- Water that must be protected, used, developed, conserved, managed and controlled sustainably and equitably.

NWRS-3 considers research and innovation in the water sector as crucial elements in the achievement of both national and international imperatives of water conservation and demand management, water security and the public health benefits of sanitation. The key focus area will be on the development of tools for skills development and the capacity required to address the current and future needs of the water and sanitation sector.

1.2.2 National Development Plan, 2030

The National Development Plan, 2030 (NDP) provides an overarching policy framework for a trajectory to deal with the triple challenges of inequality, unemployment, and poverty. The NDP supports a new societal deal of increased cooperation between government, business, labour and other social partners for economic growth and development. The NDP further emphasises investment and development of bulk water, including water resource management infrastructure for water conservation and demand management, integrated catchment management and resource protection, and human capital development, such that there is water security for development.

1.2.3 African Union Agenda 2063

Agenda 2063 of the African Union provides a shared strategic framework for inclusive and sustainable development and a global strategy to optimise the use of resources for the benefit of all Africans. It serves as a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress, and collective prosperity. South Africa has prioritised its contribution to the development of the continent, and in this regard, the African Union Agenda

Agenda 2063 is key. It provides the strategic framework for the socio-economic transformation of the continent and builds on the initiatives for growth and sustainable development. A prosperous Africa based on inclusive growth and sustainable development is one of Agenda 2063's aspirations and is significant to the WRC as it emphasises Africa's unique natural endowments, health and protection of its environment and ecosystems, and climate-resilient economies and communities.

1.2.4 United Nations Sustainable Development Goals

The Sustainable Development Goals (SDGs) are designed to be a blueprint for the achievement of a sustainable future across the world. The SDGs seek to address key systemic barriers to sustainable development, such as inequality, unsustainable consumption patterns, weak institutional capacity and environmental degradation. The SDGs further seek to improve water quality through pollution reduction and to ensure sustainable withdrawals and the supply of freshwater to address water scarcity. The United Nations further convened a High-Level Panel on Water (HLPW), which made recommendations on how to accelerate progress in the achievement of availability and sustainable management of water and sanitation for all, as well as the achievement of multiple other SDGs. High-level recommendations by the HLPW included, among others: understanding, valuing, and managing water to provide a foundation for broader integrated water management; an integrated approach at local, country and regional levels, including building partnerships and international collaboration at the global level.

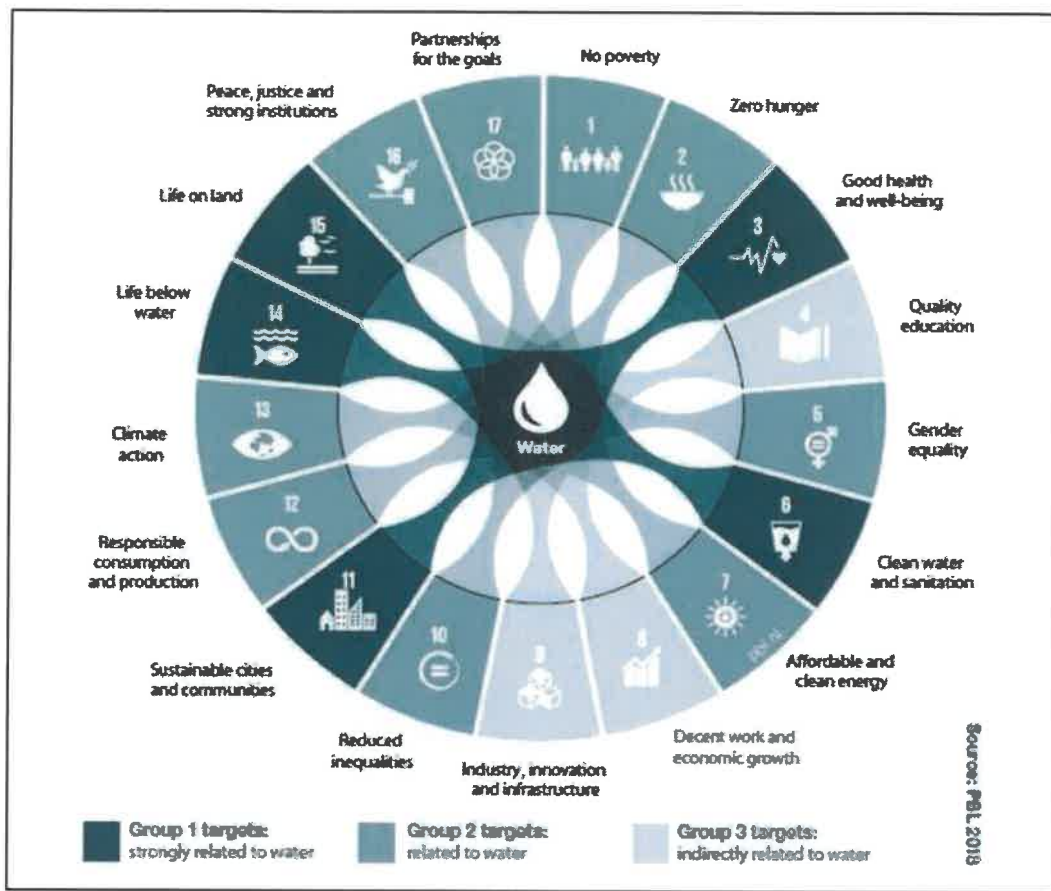


Figure 1. How water links to the SDGs

1.2.5 Presidential Commission on the Fourth Industrial Revolution

The Presidential Commission on the Fourth Industrial Revolution (PC4IR) outlined a vision for the development of South Africa to achieve prosperity, wealth creation, and inclusiveness, in being connected, digitally advanced, and technologically 'smart'. Furthermore, the development of 4IR systems can help to reach several goals articulated in South Africa: Vision 2030, specifically those that relate to:

- Economy and unemployment
- Economic infrastructure
- Improving education, training, and innovation
- Environmental sustainability and resilience
- South Africa's role in the region and the world
- Transforming human settlements

The PC4IR further identifies that South Africa's National System of Innovation (NSI) needs research and ideas on how it can be more effective, which is an element that the WRC will adequately respond to.

1.2.6 Economic Reconstruction and Recovery Plan

The Economic Reconstruction and Recovery Plan (ERRP), published by the National Treasury during the COVID-19 pandemic, aims to stimulate equitable and inclusive growth. One of the nine priority interventions the ERRP has identified is 'green economy interventions', which can be linked to the water sector as they guarantee the security of water supply and effective wastewater management, among others. The ERRP indicates that, as part of South Africa's green agenda, private and public buildings will be retrofitted with measures to improve water efficiency.

1.2.7 White Paper on Science, Technology and Innovation, 2019

The National System of Innovation (NSI) concept was introduced into the formal public discourse through the 1996 White Paper on Science and Technology. The NSI is conceptualised as a means by which a country seeks to create, acquire, diffuse, and put new knowledge into practice so that the country and its people achieve their individual and collective goals. The 2019 White Paper on Science, Technology, and Innovation advocates for a coherent, inclusive NSI. The NSI concept is thus retained as an organising framework for the institutional landscape, wherein interactions and partnerships are encouraged among businesses, research institutions, higher education institutions (HEIs), and civil society. Coherence in key policy areas is encouraged and should be strengthened through shared values, information, and competencies. Further, the White Paper reflects the expansion of the scientific knowledge base, the strengthening of institutions, and the expansion and upgrading of the policy position, including monitoring and evaluation of the NSI.

1.3 Institutional policies and strategies

1.3.1 National Water and Sanitation Master Plan (NWSMP)

The National Water and Sanitation Masterplan (NWSMP) intends to coalesce water users and all the water management institutions (WMIs) to resolve issues on water and sanitation service delivery. This is a novel plan that guides the South African water sector, led by the DWS, and is implemented at the local government level and with other sector partners. The plan is directed towards the implementation of tangible actions that have an impact on the management of South Africa's water resources and the supply and use of water and sanitation in the country.

The plan proposes three pillars for RDI, namely research activities, skills, and deployment of innovation. The 'research activities' pillar aims to address ongoing research gaps, deepen insights and outputs in areas where South Africa has a unique national and global contribution to make, and continue growing capabilities in areas that are key to South African water security. The pillar on 'skills' focuses on high-end skills to ensure that there are suitably qualified individuals to drive the system of water for innovation, and to obtain an understanding of how universities are preparing their graduates for careers in the water sector. It further focuses on postgraduate, post-doctoral and research skills in alignment with international trends. The third pillar focuses on the deployment of innovation into practice in several ways: firstly, to package research outputs in a way that supports decision-making or policy-making, with demonstration and validation of a range of technology and decision support tools.

1.4 Alignment with Government and sector priorities

The WRC strategy seeks to align its outcomes and long-term impact (Table 1) with the priorities of the Medium-Term Development Plan: 2024-2029 (MTDP:2029).

The MTDP: 2029 priorities are as follows:

- Priority 1: Drive inclusive growth and job creation.
- Priority 2: Reduce poverty and tackle the high cost of living.
- Priority 3: Build a capable and ethical and developmental state.

Table 1. Alignment of WRC outcomes to the SDGs, MTDP and sector priorities, and outcomes

GOVERNMENT PRIORITIES	DWS/SECTOR PRIORITIES	WRC PRIORITIES
Drive inclusive growth and job creation: 1. Save existing jobs and industries. 2. Industrialisation and localisation 3. Regulatory reforms, competition and SMMEs 4. Infrastructure investment 5. Ensure economic policy coherence and integration. 6. Promote trade, tourism and investment.	Ensure timeous investment in additional water resources infrastructure to capture the remaining 25% of exploitable surface water resources.	An innovative water sector
		A transformed water sector
	Diversify the water mix and make use of other sources of water (groundwater, re-use, desalination)	An agile organisation

GOVERNMENT PRIORITIES	DWS/SECTOR PRIORITIES	WRC PRIORITIES
7. Ensure a just transition to a low-carbon economy. 8. Promote spatial transformation and cities as engines of growth. 9. Rural development, land reform and agriculture 10. Promote science, technology and innovation for growth. 11. Promote economic transformation	Implement more effective water conservation & demand management programmes to bring the water consumption per capita levels in line with or below the international average	
Reduce poverty and tackle the high cost of living: 1. Reduced poverty and improved livelihoods 2. Leverage of social security for local economic development 3. Early childhood development 4. Enhancing the quality of basic education and technology 5. Improve post-school education and training. 6. Non-communicable diseases 7. Strengthen the national health system. 8. Progressive implementation of the NHI	Implement more effective water conservation & demand management programmes to bring the water consumption per capita levels in line with or below the international average	An informed society
		A transformed water sector
Build a capable and ethical developmental state: 1. Improve coordination, priority setting and implementation. 2. Strengthen local government. 3. Professionalisation of the public sector to improve delivery/ efficiency. 4. Continue work to reform SOEs and public entities. 5. Promote a safer environment for communities.		An informed society
		An agile organisation

GOVERNMENT PRIORITIES	DWS/SECTOR PRIORITIES	WRC PRIORITIES
6. Address various forms of organised crime. 7. Improve prosecutions against crime & corruption & improve coherence of CJS. 8. Ensure effective border management		A financially sustainable organisation

1.5 Relevant court rulings

There are no relevant court rulings that may have an impact on the operations or service delivery obligations in the 2026/27 financial year.

PART B: OUR STRATEGIC FOCUS

OUR VISION

To be the premier water research development and innovation knowledge hub in South Africa and globally.

OUR MISSION

Coordinate and promote water research development and innovation to enhance evidence-based decision-making for improved socio-economic conditions and technological developments to:

- Inform policy- and decision-making;
- Create new products, innovations and services for socio-economic development;
- Develop human capital in the water and sanitation science sector;
- Empower communities and reduce poverty; and
- Support the national transformation and redress project.

OUR VALUES

- Stakeholder centric
- Integrity
- Professionalism
- Innovation and creativity
- Learning and sharing
- Agility

1.6 Strategy map

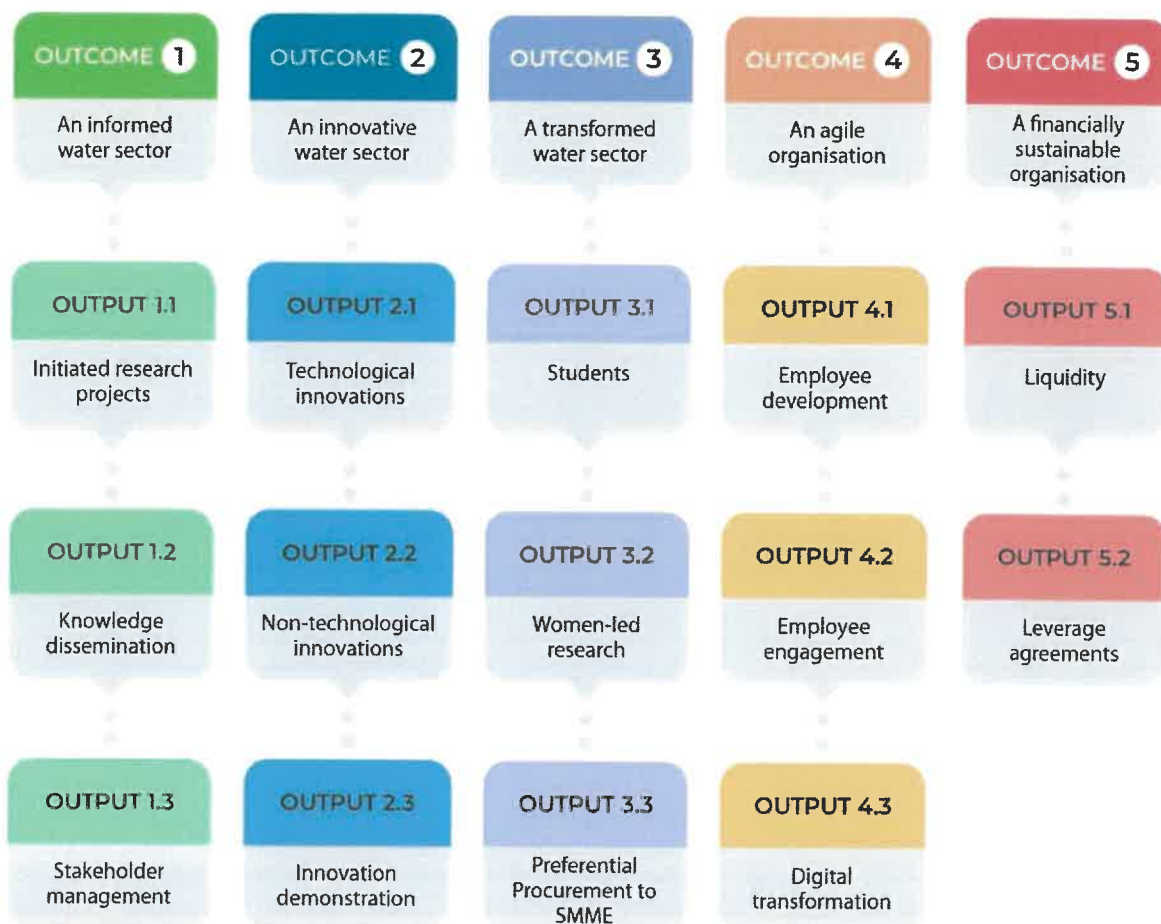


Figure 2. WRC Strategy Map

2 SITUATIONAL ANALYSIS

South Africa faces persistent and complex water and sanitation challenges that are fundamentally rooted in limited capacity and capability. These constraints manifest across planning, management, infrastructure, and service delivery, and they hinder the country's ability to achieve water security and equitable access to sanitation.

Water insecurity is a critical challenge that manifests through irregular and uneven water supply, high levels of non-revenue water, and widespread misinformation. These symptoms contribute to unrest, increased costs, low revenue collection, and theft and vandalism, limiting economic growth and deepening inequality.

The root causes of water insecurity are multifaceted and systemic. They include:

- Technical and knowledge gaps – Incomplete understanding of water fluxes and low diversification of water sources.
- Resource constraints – High water use, limited funding, and low uptake of research, development, and innovation (RDI).
- Governance failures – Corruption, inadequate infrastructure, poor polycentric governance, and geographic/access barriers.
- Social and economic factors – Inequality, theft, and vandalism.

These interconnected issues create a vicious cycle where water insecurity exacerbates inequality, and inequality further undermines efforts to achieve sustainable water management. The problem tree below outlines some of these challenges in detail.

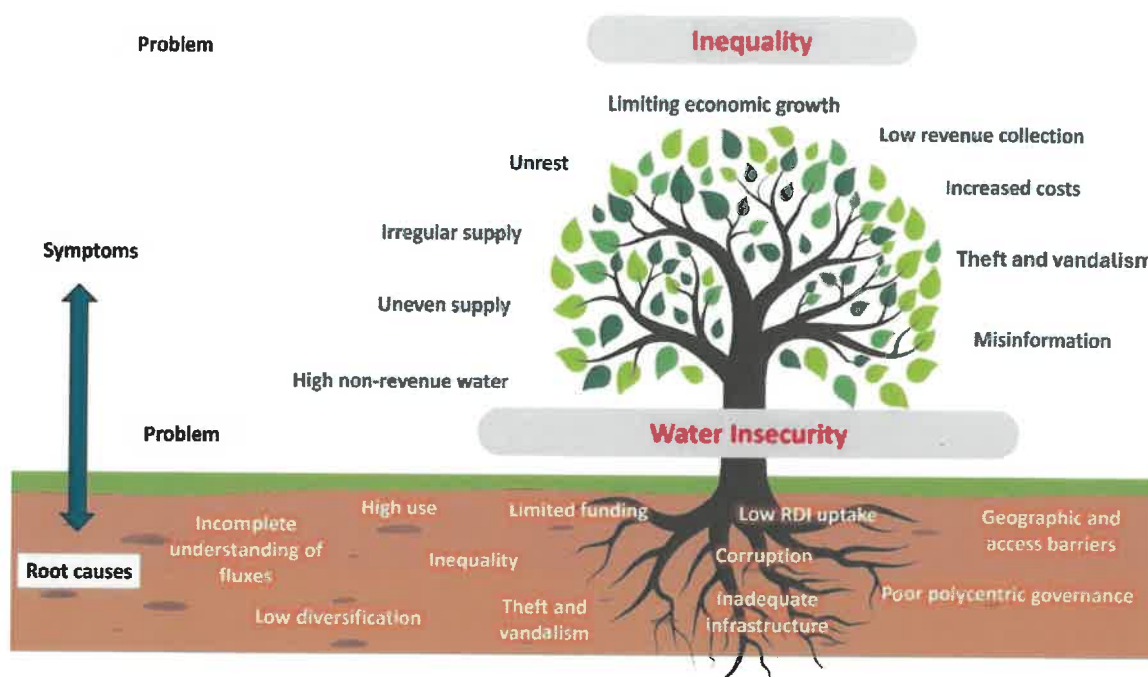


Figure 3. The WRC Problem Tree.

Addressing these challenges requires decisions grounded in evidence and scientific research, rather than short-term or ad-hoc interventions. In response to this, the WRC has identified the following Theory of Change as the pathway that will lead to the organisation contributing towards the eradication of this problem.

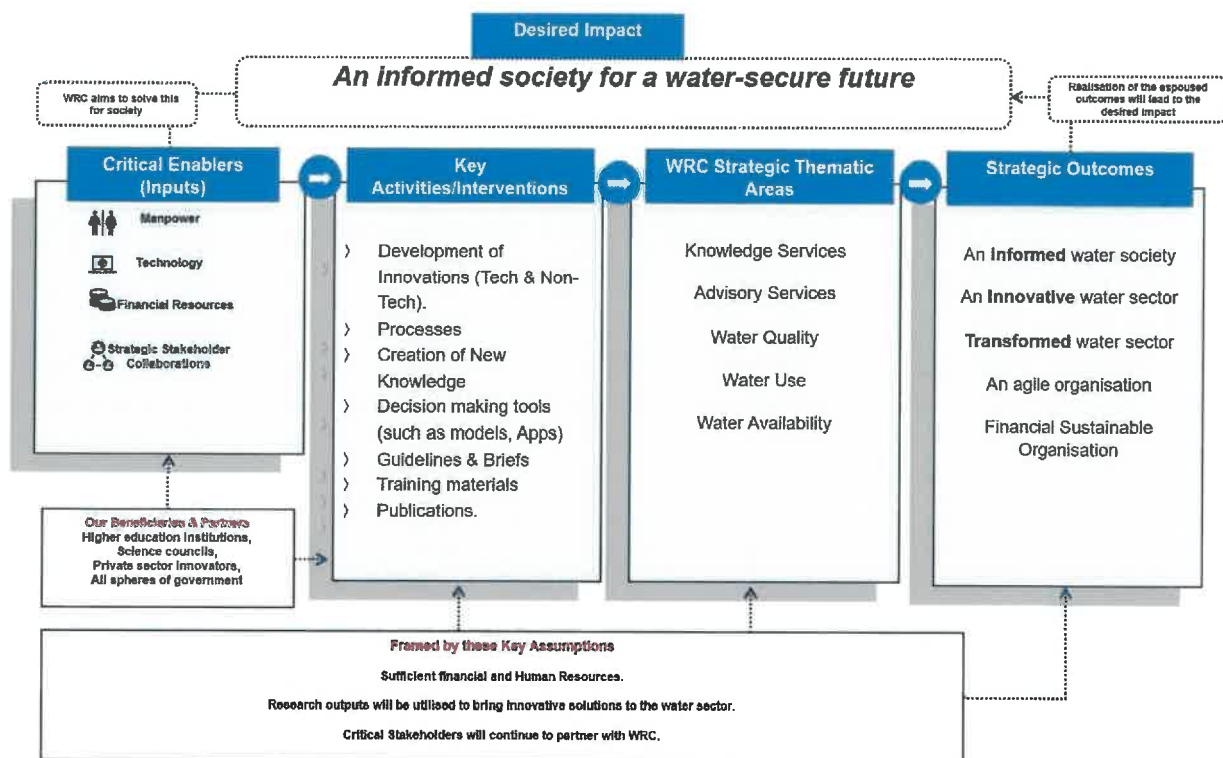


Figure 4. WRC Theory of Change

The Water Research Commission (WRC) operates within this demanding performance environment. Its strategic response recognises that strengthening three interrelated dimensions, namely new knowledge, human capital, and technological solutions, is critical to overcoming systemic weaknesses.

Through targeted funding and facilitation of water RDI the WRC supports:

- Knowledge generation and dissemination: Producing and sharing cutting-edge research to inform policy, planning, and operational practices.
- Human capital development: Building the skills base and expertise required to manage South Africa's water resources effectively, with a focus on researchers, practitioners, and decision-makers.
- Technological innovation and translation: Converting research outputs into practical, scalable solutions that strengthen national water security and sanitation services.

The beneficiaries and partners of this work include higher education institutions, science councils, private sector innovators, and all spheres of government. Together, these stakeholders form the ecosystem that transforms research into policy, infrastructure improvements, and sustainable water management practices.

However, the WRC's mission unfolds amid a dynamic landscape: climate variability and extreme weather events, population growth, ageing infrastructure, and competing demands on water resources intensify the urgency for effective solutions. Fiscal constraints, uneven institutional capacity across provinces and municipalities, and the need for inclusive stakeholder engagement further shape the Commission's operating context.

In this environment, the WRC's role as a catalyst for evidence-based decision-making and innovation is both indispensable and challenging. Its ability to leverage partnerships, secure funding, and translate research into actionable outcomes will determine the pace and scale at which South Africa can strengthen its water security and sanitation systems.

2.1 External environment

The outcome of an external environmental analysis provides the identification of strategic capabilities that may affect the delivery of the WRC's mandate. These are derived from global influences whose impacts on industry drivers are immense and disruptive to current business models. The water sector, including the WRC, is no exception. The external environmental analysis was organised across the dimensions described below.

2.1.1 Climate change

South Africa recognises in a national context that it is extremely vulnerable and exposed to the impacts of climate change, both within its socioeconomic and environmental settings. It is a water-stressed country which is facing future drying trends and increased weather variability, coupled with climate extremes, such as cycles of heatwaves, droughts and floods. Climate projections show an unpleasant future characterised by warming trends that will persist until the end of the century. Projections also point to both drying and wetting across the country, with more drying in the northeastern part of the country. It has been predicted that within the next 45 years, the South African coast will warm up by 1–2°C while the interior will warm up by 2–3°C. Evidence already proves these predictions, while other areas surpass these predictions. With such temperature

increases, most parts of the country will become drier, experiencing increased evapotranspiration that will negate water availability. This obviously has significant negative connotations for development sectors. Up to 10% reductions in runoff and/or streamflow are also expected over the western parts of the country, with such a decline moving gradually from west to east. Projected evaporation due to higher temperatures is expected to increase by 10–20%, leading to negative consequences, such as increased evaporation losses from dams and increased irrigation demands for drier soils.

Climate change is now a permanent reality, and we must confront it daily to reduce its harm and limit its consequences. It is bringing with it a variety of extreme events and disasters that affect society and different sectors in a number of ways. Part of dealing with this challenge lies with realigning and redesigning infrastructure in a way that it can deal with the projected future climate. This includes efforts to derive opportunities out of this new normal, which incorporates considering alternative land use options and suitable economic activities that befit the new climate in a sustainable manner. At the forefront is the awareness of society in terms of anticipated changes and the preparedness to build resilience in a bottom-up approach. The basis for a climate resilient society lies with improving adaptive capacity, increasing resilience, improving early warning systems, while reducing vulnerability and strengthening the country's ability to respond through proactive planning, risk reduction and disaster preparedness. Disasters brought about by climate change and their impacts on society, water resources and development cannot be underestimated. Evidence shows a record increase in natural disasters and extreme weather events in recent times, bringing significant implications to the production and viability of different water-linked sectors. These changes in climate advocate for balanced planning while adapting to the new normal within the context of development. It is important to adequately plan to respond to both droughts and floods while increasing resilience to these extremes.

Of particular interest are the potential impacts of climate change on the hydroclimate of eastern South Africa, given the impact that such changes have on water security in the country. This stems from the fact that the Lesotho Highland Water Project (LHWP) and most of South Africa's mega-dams are located in eastern South Africa. Moreover, the Gauteng province – the economic heartland of the country – has a critical dependence on the LHWP for both the quantity and quality of its water supply. Climate change projections demonstrate South Africa's vulnerability to multi-year drought in the mega-dam region in the projected future. Multi-year droughts may occur frequently over the mega-dam region as early as the mid-future period of 2046-2065, presumably

in response to more frequent occurrence of El Niño events, and with detrimental implications for dam levels. Despite the fact that the region is projected to become generally drier, extreme convective rainfall events may occur more frequently over the mega-dam region. Drastic temperature increases are likely to lead to increased evaporation in the mega dams, with significant reductions in soil moisture. Moreover, the climate of the mega-dam region is projected to become more variable in terms of the annual anomalies of both temperature and rainfall. Unprecedented dry years are projected to start from the period 2016-2035, and by the mid-future period of 2046-2065, multi-year droughts may frequently occur over eastern South Africa. Further to the north, rainfall increases are projected over much of Mozambique, a signal of change that is likely the result of more landfalling tropical cyclones. Some of the downscaling are indicative of this pattern of change extending southwards into north-eastern South Africa, spreading to areas not previously affected by tropical cyclones.

Design of new infrastructure and repair of the aging infrastructure requires in-depth consideration of the future climate to encourage sustainability and resilience. It is important to adequately plan to respond continually to both climate extremes while increasing the adaptive capacity. This will contribute to reducing societal vulnerability and building resilience while encouraging sustainable development.

2.1.2 Digital transformation

It is estimated that 80% and 50% of utilities in the developed and developing worlds, respectively, are expected to undergo digital transformation by 2025, meaning that fast advances in affordable sensors, high-resolution remote sensing, communication technologies, and social media are contributing to the proliferation of big data in the water sector and are likely transforming traditional decision-making strategies. Big data analytics and artificial intelligence (AI) are set to bring new opportunities and challenges into the water sector that may have policy and labour outcomes.

Progress in these revolutions in the water sector, intertwined with AI and big data, can be a catalyst for socioeconomic changes that will cross sector boundaries (for instance, water and health sectors), as the emergence of new needs and business models will influence research in the water sector, with new forms of research based on large amounts of data being possible.

While technology will not be a panacea to address the current water-related challenges, technological advances are changing the resource equation in several ways; for instance,

advances in analytics, robotics, and other elements such as materials science are already reducing resource consumption. The Fourth Industrial Revolution in the water sector will thus lead to an acceleration of the water resources innovation cycle.

2.1.3 State of the South African water research enterprise

The South African research enterprise has seen some growth in the past two decades, as there has been a substantial amount of research collaboration in various fields, culminating in an increased production of academic articles. In addition, there has been an improvement in the quality of articles produced and the frequency of their citation. However, there are still weaknesses in the system that require attention, particularly that investments in research and development in South Africa have not increased substantially compared to the rest of the world, meaning that strategic research areas, such as water, energy, and food security, remain underfunded.

The minimum funding requirements to achieve all the aspects of water research in the three main crucibles, i.e., access to water and sanitation, water and sanitation services, and preservation of ecological water resources, suggest a wide range of priorities indicative of the need for more resources. However, the South African Gross Domestic Expenditure on Research and Development (GERD) averaged 0.6%, compared to the global average of 2.6%. The DWS, through the WRC and the National Research Foundation (NRF), is the biggest funder of water research in South Africa. Across all science, technology, and innovation sectors, South Africa is struggling to break through the 1% benchmark. There is, therefore, a need to explore other funding sources for water research and development, with the private sector being the most obvious partner. Countries that have business funding as a major component of research have recorded huge economic growth compared to those where funding is mostly from the government. The institutional landscape in water research is composed of a number of research groups located within the HEIs. The institutional landscapes governing water research are sub-critical in comparison to the socio-economic importance of water in South Africa, with the additional challenge being that of data management, to the effect that datasets are incompatible and maintained in different databases.

The National Water and Sanitation Masterplan points to a need for recruitment of human resources at technical and managerial levels. The number of Master's and Doctoral graduates in the field is quite low, which is a concern. The water sector will not perform at its optimum if the

current proficiency levels are not enhanced to the required levels across the entire value chain. Human capital development (HCD) is therefore required to increase the amount of locally produced expertise throughout the researcher pipeline.

2.1.4 State of South African water resources and services

Enormous pressure is mounting in terms of the demand for freshwater resources due to increased demand for water and the prevalence of drought in Southern Africa. In South Africa's water sector and, more specifically, its water services sector, there are current dire and complex challenges linked to drought and associated management of water, as well as the critically concerning nature of the country's service delivery crisis. This has put pressure on wastewater treatment infrastructure and sanitation systems as key contributors to pollution in the water value chain.

The roots of this crisis have been linked to multiple issues that have led to the failure of local authorities to deliver water and sanitation services, with commonly cited key issues being:

- Insufficient infrastructure capacity, coupled with poor maintenance of infrastructure.
- A shortage of technical skills and overall human capacity shortages

While there has been a proliferation of technocratic tools to assist with the planning and management of the water services sector, including spatial development frameworks, water services development plans (WSDPs), water safety plans, wastewater risk abatement plans, and others, there has been little success in effecting any significant improvements in the sector. Thus, the institutional landscapes governing water research remain sub-critical compared to the socio-economic importance of water in South Africa, with the additional challenge being data management, to the effect that datasets are incompatible and maintained in different databases. Human capital development (HCD) is therefore required to increase the amount of locally produced expertise throughout the researcher pipeline.

South Africa is well-endowed with water resources infrastructure and is highly dependent on it to maintain reliable water supplies. Most of South Africa's rivers have been dammed, with the country's total storage capacity exceeding one hundred million m³ and approximately 20% provisioned for the ecological reserve. The biggest challenge affecting water resources is increasing pollution, mainly from industrial and domestic effluents, which is impacting the biotic diversity of freshwater ecosystems.

Notwithstanding the above, South Africa has made progress since the advent of democracy in providing water and sanitation services, which have contributed toward the SDG targets, with some of the key achievements as follows:

- 82.4% of households have access to piped water inside the yard, and 17.9% to piped water outside the yard.

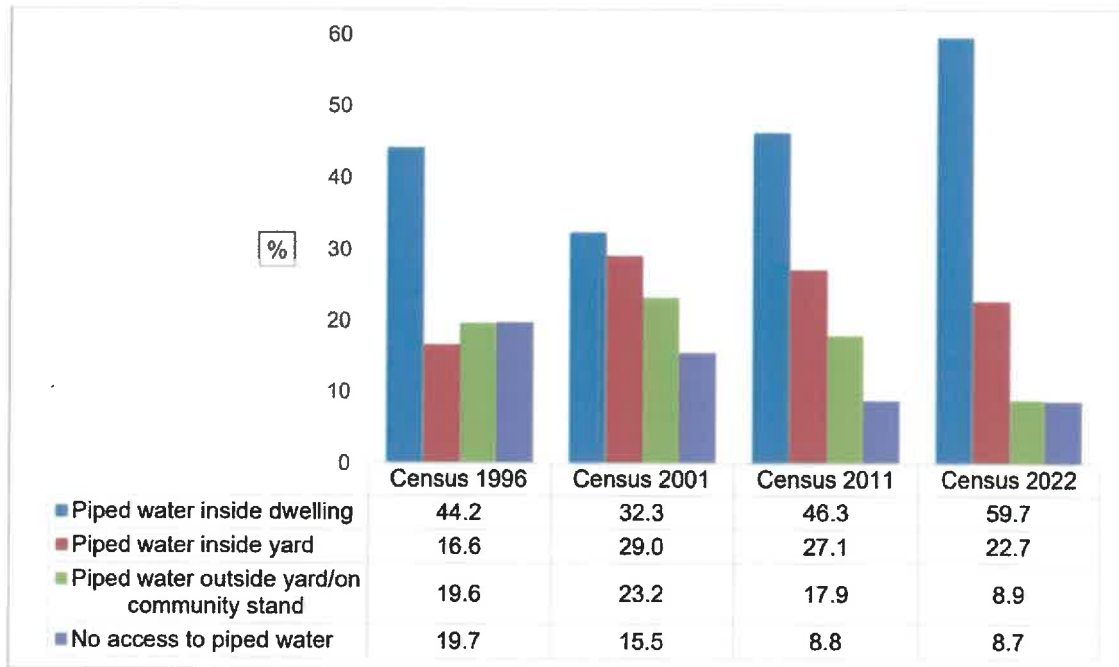


Figure 5. Percentage distribution of households by access to piped water, Census 1996–2022

2.1.5 The South African economic environment

Inflation has recently been at its highest in the past decade in most economies, with some developed economies announcing packages to counteract the rising inflation. While high inflation has put upward pressure on prices, mainly food and energy, the South African economy strengthened by 0.4% in the second quarter of 2024. The finance, manufacturing, trade, and electricity, gas, and water supply industries drove most of the economy's momentum on the production (supply) side. With the strengthening of the Rand, the Reserve Bank cut interest rates by twenty-five basis points in the third quarter as it continued to see a dip in headline inflation in the near term. This interest rate reduction is the first in more than four years, leaving the benchmark repo rate at 8%.

Most of the research and innovation projects in South Africa are funded through appropriations from the National Government. In the Auditor-General's report for water boards 2020/21, a slight financial health improvement was realised. However, concerns were raised about the time it takes for the water boards to collect monies owed to them and to pay their creditors. Furthermore, the WRC acknowledges the increased risk to financial sustainability, considering that the major source of the water research revenue comes from bulk water sales by water boards.

2.1.6 Geopolitics

The WRC operates within a dynamic geopolitical landscape that significantly influences its research agenda, partnerships, and overall effectiveness. Regional water politics and transboundary governance arrangements affect access to shared river basins, data availability, and collaboration with neighbouring SADC countries, while national and regional political stability shapes government commitment, funding continuity, and the ability to implement research at municipal level. Global climate politics further influence the WRC through international agreements, climate finance opportunities, and shifting donor priorities toward adaptation and resilience.

International trade dynamics, including supply chain disruptions and technology access, can affect the availability and cost of laboratory equipment, sensors, and digital tools needed for innovation. Similarly, the global donor and development finance environment shapes funding for research, innovation hubs, and capacity-building initiatives, which may fluctuate depending on geopolitical shifts. Regional migration patterns driven by economic or political instability add additional pressures on water systems, requiring responsive research on urbanisation, sanitation, and informal settlements. Energy geopolitics also play a role, as global energy markets and renewable transitions impact the affordability and feasibility of water-energy-nexus technologies. Broader international diplomatic relations influence scientific collaboration, knowledge exchange, and access to global best practices. Finally, growing concerns around water security and national security elevate the strategic importance of water data and infrastructure, requiring the WRC to adapt to emerging threats, including cybersecurity risks. Together, these geopolitical factors shape the operating environment of the WRC, informing its priorities and its ability to contribute to a water-secure future.

2.2 Internal environment

The outcome of the internal environment analysis is the identification of core competencies and a focus on addressing critical internal vulnerabilities to build an effective water research institution. The internal environmental analysis is organised along dimensions as set out in the SWOT analysis to follow.

2.2.1 SWOT analysis

Table 2. SWOT analysis

STRENGTHS	WEAKNESSES
Good governance Evidence-based knowledge solutions Experienced and globally recognised research experts Strong networks and partnerships Innovative water solutions Financial stability	Undefined organisational culture Undigitised organisational business processes and systems Low brand awareness & visibility Low cross-utilisation of skills Poor brand enforcement of research products
OPPORTUNITIES	THREATS
Footprint expansion. Upgrade staff skills to meet future demands. Increased strategic partnerships. Technological advancements.	Decrease in water research. The legislative limitation to the uptake of research. Misunderstanding of the WRC mandate. Cyber-crimes. Decrease in water revenue collection. Geopolitical tensions.

2.3 Organisational structure

The WRC structure (Figure 6) has been organised to enable it to be fit-for-purpose and comprises elements that enable its governance framework and are supportive of effective strategy execution.

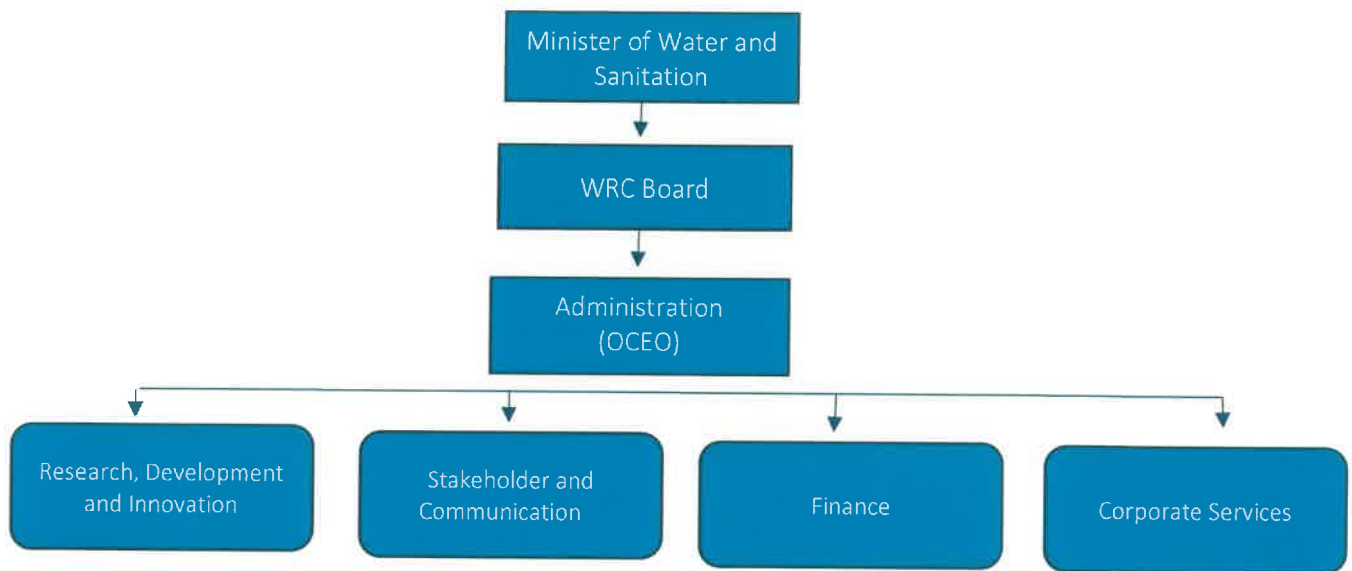


Figure 6. High-level organisational structure

Figure 6 depicts the relationship between the Board and the Minister of Water and Sanitation as the principal shareholder. Governance principles having implications for the shareholder, Executive Management and the Board apply.

PART C: MEASURING OUR PERFORMANCE

3. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

WRC Operational Model

The optimal operating model design was utilised to arrange organisational capabilities into a programme structured to implement strategic outcomes as follows:

- Programme 1: Administration
- Programme 2: Research, Development, and Innovation
- Programme 3: Stakeholder and Communication

3.1 Programme 1: Administration

The purpose of this programme is to provide strategic direction and leadership to the organisation, in which the five-year strategy is operationalised through the Planning, Monitoring and Evaluation (PME), Risk and Compliance Management, ICT Governance, Finance and Corporate Services units and to set up appropriate parameters for organisational performance. Assurance services are provided to the Board through the Board Governance and the Internal Audit services, which administratively report to the CEO.

3.2 Programme 2: Research, Development and Innovation

Ensuring water security and continuous access to water for socio-economic activities in South Africa and the region is a key priority and core technical mandate of the WRC. The RDI programme focuses on the generation of new knowledge and innovations, and necessary enabling mechanisms, including continuously building human capital with the requisite cohort of skills required to support water RDI. The outputs from the RDI interventions generate results in new or adapted technologies and innovations, which the WRC provides to the water and related sectors to address specific needs, priorities, opportunities, and challenges. It supports, ensures, and facilitates innovations and technologies that enable uptake along the innovation value chain and have a greater impact. The programme continues to support and encourage new RDI initiatives that adequately address these challenges and associated risks. Projects span the water value chain, including sanitation. This is implemented through active engagement with stakeholders to contribute to the RDI agenda and associated prioritisation and funding.

Co-funding through leverage-funded projects from water and associated sector departments and entities, as well as private sector and donor organisations, provides a critical augmentation of the WRC's income and provides the opportunity for extending water RDI impact. Through the RDI programme, there has been significant progress made in informing policy and decision-making, piloting novel approaches and processes, providing skills and training development, and improving community and citizen science ambassadors' involvement, as well as significantly contributing to the global scientific endeavour. The programme continues to provide new tools and systems to enhance the country's ability to deal with environmental and economic shocks and to build the required resilience.

The programme executes its strategy through five (5) thematic areas as set out below.

Theme 3.2.1: Water Availability

Improving water availability through resource expansion and discovery is vital for tackling water stress and ensuring sustainable water resource management in South Africa. The Water Availability thematic area seeks to ensure sustainable water availability across all scales and contexts, and to produce innovations that resolve water challenges and improve water management practices.

Theme 3.2.2: Water Use

The water use thematic area seeks to provide knowledge and innovation that ensures reliable, affordable, and efficient water use services in the domestic, industrial, agricultural and mining areas to enhance the quality of life and contribute to economic growth and improved public and environmental health.

Theme 3.2.3: Water Quality and Health

This thematic area drives integrated research and innovation to generate new knowledge, insights and data to inform the establishment of appropriate health-based targets and thresholds for different water uses, development and deployment of appropriate and innovative water treatment and ecological infrastructure rehabilitation methods, inform adaptive strategies, and support the development of effective interventions to protect public/environmental health, build resilient communities and contribute to the attainment of water security.

Theme 3.2.4. Water Advisory Support

The water advisory support theme seeks to support extension services and strengthen capacity-building instruments through support for centres of excellence, communities of practice, Research Chairs, and advisory panels, in areas of importance at the local, district, provincial and national levels. The theme will be accelerating development support for technologies ready for demonstration and transfer, and provide advisory support as well as supporting grassroots innovators, startups and entrepreneurs while building resilience.

Theme 3.2.5 Knowledge Services

The water RDI products must reach the target audience and different levels of expertise, including academia, students, regulators and policy developers, water services and resources entities, the DWS and other associated government departments. An unrelenting challenge for the WRC is to improve the accessibility of WRC-generated knowledge to the stakeholders it is intended to reach, in a format that is acceptable and understandable for each stakeholder type. Effective knowledge dissemination often requires the distribution of the same key messages in multiple formats and through multiple channels to reach and inform different stakeholders. The WRC will work towards creating specific knowledge dissemination methods and strengthening existing tools to cater for the knowledge and information needs of its specific stakeholders.

3.3 Programme 3: Stakeholder and Communication

The WRC's five (5)-year strategy is premised on recognising the importance of the role played by stakeholders to ensure uptake and use of the WRC knowledge and innovation products and contributing to adaptation and creation of a resilient water sector. The WRC has developed a stakeholder management strategy guiding the WRC strategic engagements and partnerships to have a better understanding of the WRC stakeholder needs, and contribute to elevating the water RDI agenda locally and internationally, enhancing the WRC brand and footprint while, in some cases, leveraging funding to support water RDI projects and training and development initiatives. The RDI products will be promoted and displayed through a comprehensive communication and promotions strategy and implementation plan, where the broader water and associated sectors and international stakeholders, as well as the South African public, will derive benefit. Critical to the monitoring of impact will be the feedback from stakeholders and review of existing strategic partnerships acquired through ongoing surveys and engagement, aimed at improving the WRC business and services to its stakeholders.

Collaborative partnerships and the strategic stakeholder engagements (local and international) are not only aimed at extending the WRC footprint, outreach and profile as a key knowledge partner and a premier knowledge hub but also enhancing the impact of the WRC knowledge and innovation products through the multiplier effect. Awareness and access to the research and innovative products and solutions relevant to the world's complex water challenges will improve decision-making and enhance uptake within the water and related sectors, leading to water, energy and food security.

4. OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Impact Statement: *An informed society for a water-secure future*

The programme outputs, performance indicators, and targets aligned to outcomes are presented in Table 3:

Table 3. Outcomes, outputs, performance indicators and targets

Outcomes		Outputs	Output indicators		Annual audited actual performance			Estimated performance	Annual medium-term targets		
					2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
1. An informed society	1.1 Initiated research projects	1.1.1 Percentage of initiated water quality and health research projects	-	-	New indicator	25%	25%	26%	27%		
			1.1.2 Percentage of initiated water use research projects	-	-	New indicator	40%	40%	40%		
		1.1.3 Percentage of initiated water availability research projects		-	-	New indicator	30%	30%	30%		
	1.2 Knowledge dissemination	1.2.1 Number of science publications	-	-	3	10	12	14	16		
		1.2.2 Number of water knowledge presentations made to stakeholders	-	-	New indicator	15	15	28	32		
			1.2.3 Number of international knowledge dissemination events convened with partners	-	-	-	New indicator	2	2	2	

Outcomes	Outputs	Output indicators	Annual audited actual performance			Estimated performance	Annual medium-term targets		
			2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
2. An innovative water sector	1.3 Stakeholder management	1.3.1 Number of strategic stakeholder engagements completed	-	-	New indicator	8	8	10	10
	2.1 Technological Innovations	2.1.1 Number of technological innovations produced	-	-	New indicator	5	8	11	12
	2.2 Non-technological innovations	2.2.1 Number of non-technological innovations produced	-	-	New indicator	6	6	7	8
	2.3 Innovation demonstration	2.3.1 Number of innovations demonstrated to stakeholders	-	-	New indicator	4	4	4	4
3. A transformed water sector	3.1 Students	3.1.1 Number of students supported for capacity building	-	262	294	250	255	260	265
		3.1.2 Number of training and development initiatives implemented with international partners	-	-	-	New indicator	4	4	5
	3.2 Women-led projects	3.2.1 Number of initiated research projects led by women	-	-	New indicator	20	22	28	30
	3.3 Preferential procurement to support	3.3.1 Percentage of procurement budget spent	-	-	New indicator	≥30%	≥30%	≥30%	≥30%

Outcomes	Outputs	Output indicators	Annual audited actual performance			Estimated performance	Annual medium-term targets		
			2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
	SMMEs implemented	on SMMEs' preferential procurement	-	-	New indicator	40%	40%	40%	40%
4. An agile organisation	Employee development	Number of planned employee training interventions completed	-	-	New indicator	15	16	18	20
5. A financially sustainable organisation	Employee engagement	Number of planned employee engagement initiatives implemented	-	-	New indicator	4	5	5	6
5	Digital transformation	Percentage implementation of the digital transformation strategy	-	-	70%	50%	60%	70%	75%
5	Liquidity	Current ratio	-	3.2:1	New indicator	≥ 2:1	≥ 2:1	≥ 2:1	≥ 2:1
5	Cash ratio	Cash ratio	-	-	New indicator	>1	>1	>1	>1
5	Leverage agreements	Number of new partnership agreements with associated leverage funding	5	4	-	3	5	7	7

Outcomes	Outputs	Output indicators	Annual audited actual performance			Estimated performance	Annual medium-term targets		
			2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
	5.3	Payment of invoices		-	-	New Indicator	80%	85%	90%
	5.3.1	Percentage of invoices paid within 30 days of receipt							

4.1 Indicators, annual and quarterly targets per sub-programme

4.1.1 Programme: Research Development and Innovation

Table 4. Research Development and Innovation targets.

Output indicators		2026/27 annual targets	Quarterly milestones			
			Quarter 1 April – June	Quarter 2 July – September	Quarter 3 October – December	Quarter 4 January – March
1.1.1	Percentage of initiated water quality and health research projects	25%	-	5%	15%	25%
1.1.2	Percentage of initiated water use research projects	40%	-	10%	20%	40%
1.1.3	Percentage of initiated water availability research projects	30%	-	10%	20%	30%
1.2.1	Number of science publications	12	0	2	4	6
1.2.2	Number of water knowledge presentations made to stakeholders	15	3	5	4	3
1.2.3	Number of international knowledge dissemination events convened with partners	2	-	-	-	2
2.1.1	Number of technological innovations produced	8	-	-	3	5
2.2.1	Number of non-technological innovations produced	6	-	-	3	3
2.3.1	Number of innovations demonstrated to stakeholders	4	-	-	1	3

Output indicators		2026/27 annual targets	Quarterly milestones			
			Quarter 1 April – June	Quarter 2 July – September	Quarter 3 October – December	Quarter 4 January – March
3.1.1	Number of students supported for capacity building	255	-	55	100	100
3.1.2	Number of training and development initiatives implemented with international partners	4	-	2	2	-
3.2.1	Number of initiated research projects led by women	22	5	10	4	3

4.1.1.1 Explanation of planned performance over the medium-term period

Adaptation and resilience to climate change impacts

Adaptation and resilience to climate change, as well as extreme weather events, are critical in ensuring water security in South Africa. Several parts of the country receive very low annual rainfall (less than 400 mm per year), and the water deficit is increasing due to climate change and other global change factors. The WRC will produce knowledge and tools required to aid decision-making in the water and sanitation, agriculture, environment, municipality, and other sectors. The WRC knowledge will assist in the improvement of water use efficiency by all users, which should result in saving more water that can be utilised (allocated) for other social and economic activities. This will be accompanied by tools and activities that support the improvement of water quality. Water security is achieved by having sufficient and good-quality water. The WRC will produce knowledge that enables South Africa to adapt and be resilient in the prevailing water-limiting environmental conditions.

Some of the areas to be addressed are:

- Failing water service delivery at the local level
- Inefficient water use across all users
- Poor resilience to global changes (climate change, urbanisation, population growth, energy and food shocks)
- Weaknesses in the (institutional landscape and) governance of water and sanitation
- Slow digital transition for improved water and sanitation management
- Deterioration of water resources and an increase in associated health risks

- Neglecting new, emerging, and fundamental RDI

4.1.2 Programme: Stakeholder and Communication

Table 5. Stakeholder and communication targets

Output indicators		2026/27 annual targets	Quarterly milestones			
			Quarter 1 April – June	Quarter 2 July - September	Quarter 3 October - December	Quarter 4 January – March
1.3.1	Number of strategic stakeholder engagements completed	8	-	2	3	3
5.2.1	Number of new partnership agreements with associated leverage funding	5	1	2	1	1

4.1.2.1 Explanation of planned performance over the medium-term period

Impactful stakeholder engagement

Since the WRC is a levy-funded institution, it remains accountable to stakeholders who have legitimate and reasonable expectations for the research that the WRC produces. A stakeholder who is empowered and influenced is a means for the WRC to close the gap between knowledge production, use of research and innovation products for influencing policy and broader water sector decision-making. Thus, having relevant and timely stakeholder engagement is an important pathway to achieving the aspired research impact.

The WRC is moving towards stakeholder centric engagement organised for socio-economic impact (to benefit communities, the economy, and the nation), including striking an appropriate balance between academic impact (shifting understanding and advancement of scientific methods, theory and practice), instrumental impact (influencing the development of policy, practice, shaping legislation and changing behaviour) and conceptual impact (contribution towards development of policies and reframing debates).

Key strategic initiatives:

- In organising for greater impact, knowledge products developed by the WRC will be fast-tracked to prioritise areas where they can have influence and impact on policy development and practice, service provision, legislation and change in water and use behaviour.
- Further projects and services that could potentially introduce new or improved technologies to the market, promote job creation, stimulate economic growth, and ensure water security will be developed.
- Increased awareness of national, provincial, and local government authorities of the critical balance between development and water availability will be created. Capacity and awareness will not only be built nationally but will be enhanced through international collaborations.

Knowledge dissemination

A tenet of the WRC is ensuring tailor-made knowledge dissemination to the water sector and stakeholders at large. In this sense, the WRC, together with its partners, creates platforms to accelerate the uptake of available research-based knowledge solutions, both locally and

internationally. Further, platforms and vehicles for reaching out to rural and semi-urban stakeholders require improvements, and these will be performed during the planning cycle. Publications and presentations will be used to position the WRC on national and global platforms, and this will assist in showcasing the work of the WRC and South Africa. This may elevate the position of the WRC in the mobilisation of additional RDI funds from international funders and donors.

Key strategic initiatives:

- Partnerships will be created with community-based organisations (CBOs), non-governmental organisations (NGOs), national government, local government, and academic institutions to accelerate the uptake and use of RDI knowledge products.

Footprint expansion

Over the next five years, the WRC will continue to expand its footprint by positioning itself as a leading knowledge partner and thought leader in the water and innovation space. This will be achieved through sustained stakeholder engagement, targeted knowledge dissemination, and strategic partnerships that amplify the reach and adoption of WRC research outputs.

The WRC will convene platforms and dialogues that deepen understanding of stakeholder priorities and foster collaboration across sectors. Each strategic engagement will be supported by a clearly defined “game plan,” accompanied by a tailored communication plan aligned to the specific needs and interests of the targeted stakeholder groups. Furthermore, the WRC will align its initiatives with the Government’s broader water and sanitation agenda, ensuring that its programmes contribute meaningfully to national strategies and sectoral outcomes. Stronger linkages will be forged with technical, stakeholders, communities, communication, and international directorates across relevant government departments to ensure coherence, impact, and synergy in execution.

Key strategic initiatives:

- **Stakeholder management and strategic engagement:**
 - Strengthening relationships and building mutual value with key partners locally, regionally, and globally.
- **Partnership and business development:**
 - Leveraging strategic collaborations to enhance funding opportunities, innovation uptake, and sectoral impact.
- **Communication and brand promotion:**
 - Enhancing visibility, reputation, and trust in the WRC brand through targeted campaigns, events, and multimedia outreach.

4.1.3 Programme: Administration

Table 6. Administration targets

Output indicators		2026/27 annual targets	Quarterly milestones			
			Quarter 1 April – June	Quarter 2 July - September	Quarter 3 October - December	Quarter 4 January – March
3.3.1	Percentage of procurement budget spent on SMMEs' preferential procurement	≥30%	-	-	-	≥30%
	A Women	40%	-	-	-	40%
	B Youth	30%	-	-	-	30%
	C People with disabilities	7%	-	-	-	7%
4.1.1	Number of planned employee training interventions completed	16	2	7	12	16
4.2.1	Number of planned employee engagement initiatives implemented	5	1	2	1	1
4.3.1	Percentage implementation of the digital transformation strategy	60%	-	20%	40%	60%
5.1.1	Current ratio	≥ 2:1	≥ 2:1	≥ 2:1	≥ 2:1	≥ 2:1
5.1.2	Cash ratio	>1	>1	>1	>1	>1
5.3.1	Percentage of invoices paid within 30 days of receipt	80%	80%	80%	80%	80%

4.1.3.1 Explanation of planned performance over the medium-term period

Digital transformation

The introduction of digitisation and digitalisation is changing the way organisations operate and revamping existing business models. The Water Research Commission (WRC) is not prone to the changes brought about by technological advancements and digital technologies. The WRC needs to be agile and resilient in the ever-changing competitive environment in which it operates. It is imperative that the WRC crafts a strategy for adopting digital technologies and re-examines its current business model and the desired business model that is fit and resilient to the changes brought about by digital technologies and solutions.

It is imperative that the WRC acknowledges that the digital transformation strategy recognises that digitalisation and digitisation are not merely a technological adoption, but a fundamental shift in the current business operating model.

The rapidly changing business environment and the ever-increasing demands for service delivery make efficient, effective leverage of digital services and solutions even more critical for business, with government institutions such as the WRC being no exception. This leverage can only be achieved if the business environment is well understood, and the technology solutions are traceable to the business requirements. This means that the ICT strategy and digital transformation are no longer IT disciplines, but rather a strategic enabler of the WRC's business strategy.

Key strategic initiatives:

- Development of a digital transformation strategy for the WRC
- Development of a detailed roadmap with planned initiatives and a financial estimate for delivery over 5 years

A financially sustainable organisation

The historical financial performance of the organisation is solid, and this has enabled the WRC to boast a strong financial position. The sustainability of the revenue trajectory is, however, under constant threat. The water research levy (WRL) collected is affected by unsustainable water services, as income is received by the DWS and the water boards as part of their overall revenue collection processes. There has been a consistent increase in the level of outstanding debt due by water users to the DWS and water boards, and this has caused significant cashflow pressures.

The WRC has recognised this financial sustainability concern, and to augment the WRL, there is a renewed focus on increasing the leverage income base. Key business processes need to be strengthened to enhance the governance of the accounting environment in the management of leverage-funded RDI business so that it supports the critical core levy-funded business of the WRC. Further, strategies will be developed to counter the risk of financial stress related to the uncertainties associated with income, so that the WRC can continue with the sustainable delivery of its mandate.

Key strategic interventions:

- Develop a revenue enhancement strategy to counter the risk of financial stress for the WRC related to WRL uncertainties.
- Maintain a strong focus on cost containment and responsible procurement, in line with the Government's transformation priorities.

Defined organisational culture.

In order to ensure that the right culture permeates throughout the WRC, within the context of integrated workforce planning and change management, the behavioural competencies, which are knowledge, skills, competencies, and other characteristics that contribute towards individual success within the WRC, must be observable. Generally, the behavioural competencies are linked to the values of the organisation and should be embedded within the organisational culture so that there is efficient and effective delivery of the mandate.

Key strategic initiatives:

- Continue to empower the management team to manage competently, professionally, and ethically.
- Assess skills gaps and develop competencies required to meet the WRC's future service needs.
- Implement employee engagement plans to achieve performance excellence and define the organisational culture
- Develop and implement a graduate trainee programme for youth skills development.

5. PROGRAMME RESOURCE CONSIDERATIONS

5.1 Overall considerations

In determining the budget over the planning cycle, the key drivers include the inflation outlook and the WRC's operational requirements to meet its objectives as detailed in its Strategic Plan, in terms of research and innovation planned and other resources to support its operations. The medium-term expenditure framework technical guidelines published by National Treasury for the 2026 MTEF stated that, given the ongoing challenge of low economic growth, the 2026 Budget will once again be formulated in a constrained fiscal environment.

The inflation projections utilised for the period 2026/27 to 2030/31, were obtained from the 2026 MTEF Technical guidelines issued by National Treasury, which are as follows:

- 2026/27 financial year: 4.16 %
- 2027/28 financial year: 4.36 %
- 2028/29 financial year: 4.49 %

The WRC uses a zero-based budgeting approach to ensure expenses during each budgeting cycle are evaluated and justified. As part of this approach, all income and expenditure categories were analysed both in terms of historical trends and future operational requirements to ensure that the basis for arriving at the budget estimates is sound. It aimed to identify opportunities for savings and efficiency gains, and assess duplication, relevance and performance of programmes and support the reallocation of resources to higher-priority interventions.

5.2 Revenue

The total revenue budget for the WRC over the medium-term cycle (2026/27 to 2028/29) is presented in Table 7.

Table 7. Total revenue budget

Description	Budget 2026/27 (R)	Budget 2027/28 (R)	Budget 2028/29 (R)
Levy income	362 740 643	382 752 549	399 749 780
Leverage income	50 000 000	50 000 000	50 000 000
Interest received	29 768 996	28 584 544	27 653 428
Other income	2 241 259	669 218	699 265
Total income	444 750 898	462 006 310	478 102 474

5.2.1. Levy income

The WRC derives its primary income from the Water Research Levy (WRL) payable by the Department of Water and Sanitation (DWS) and water boards. The requested increase in the water research levy tariffs for the period July 2026 – June 2027 amounts to 4,6%. These increases have been embedded in the budget estimates, with the year-on-year increases thereafter being based on the inflation projections as per National Treasury.

5.2.2. Leverage income

Leverage income is a secondary source of revenue for the WRC and is earned upon the achievement of deliverables in line with business plans and agreements with funders.

The leverage income is forecast over the medium-term cycle (2026/27 to 2028/29). The leverage income business process cycle is initiated by a significant amount of pre-work (engagements with possible funders to agree on strategic fit and outcomes) before contracts can be secured with partners, and the timeframes for contract closure vary from 1 to 3 years, which leads to fluctuations in the leverage budget estimates.

Leverage income remains important for the WRC as it provides an opportunity for the WRC to demonstrate impact and enable us to achieve what we would not be able to achieve utilising only WRC resources.

5.2.3. Investment revenue

Investment revenue is earned on the cash holdings of the WRC and is secondary income. The interest income estimates over the medium-term cycle (2026/27 to 2028/29) account for the expected cash holdings and the view that long-term interest rates will not reduce substantially.

5.2.4 Utilisation of reserves

In terms of paragraph 5 of the National Treasury Instruction No. 03 of 2025-2026 on Retention of Surpluses, where the retention of cash surpluses is approved in terms of section 53(3) of the PFMA, a Schedule 3A entity must revise its budget to include the approved cash surpluses.

The WRC intends to utilise prior reserves over the medium-term cycle (2026/27 to 2028/29) as reflected in Table 8.

Table 8. Total revenue budget

Description	Budget 2026/27 (R)	Budget 2027/28 (R)	Budget 2028/29 (R)
Utilisation of reserves	51 300 000	10 000 000	10 200 000

5.3 Expenditure

The total WRC expenditure over the medium-term cycle (2026/27 to 2028-29) is presented in Table 9.

Table 9. Total expenditure budget

Description	Budget 2026/27 (R)	Budget 2027/28 (R)	Budget 2028/29 (R)
Fixed costs	15 090 757	14 996 297	16 020 720
Running costs	23 608 192	16 671 003	16 704 072
Human resource costs	165 658 296	176 216 143	184 574 965
Research, development and innovation costs	188 333 577	194 237 486	208 579 095
Stakeholder and communications	44 677 540	39 893 561	41 788 754
Corporate expenses	9 988 400	8 620 749	9 145 655
Capital expenditure	48 694 137	21 371 072	11 489 213
Total expenditure	496 050 898	472 006 310	488 302 474

The expenditure over the medium term is expected to increase in line with the inflation rate outlook, as per the National Treasury. The human resources budget has considered the cost-of-living adjustment linked to the inflation outlook and annual notch increases.

As a government entity established to coordinate, guide and fund water research, development, and innovation (RDI) programmes, projects and activities aimed at addressing the South African water challenges, the WRC's vision is to have highly informed water decision-making through science and technology at all levels, in all stakeholder groups, and innovative water solutions through research and development for South Africa and the world at large. Thus, the WRC mandate emphasises prioritising water research as informed by the needs of the water sector and its related stakeholders.

Funding has been allocated to cover all the current research commitments already entered by the WRC, the research projects currently being contracted, and funding associated with the Emerging Researchers PhD and Post-Doctorate Acceleration Programme.

Furthermore, funding is allocated for stakeholder engagements and communication to ensure accessibility and uptake by all stakeholders. Table 10 illustrates that most of the WRC's funding is allocated towards RDI and Stakeholder and Communication (inclusive of the human resource component that directly relates to activities in the furtherance of the WRC's mandate), as these continue to be our priority focus.

5.4 Programme resource allocation

Table 10. Programme resource allocation.

PROGRAMME	EXPENDITURE		CURRENT BUDGET	EXPENDITURE ESTIMATES
	2023/24	2024/25	2025/26	2026/27
	R'000	R'000	R'000	R'000
Administration	151 811	154 422	167 484	185 375
Research Development and Innovation	204 105	218 559	277 582	245 293
Stakeholder and communication	10 478	28 321	60 982	65 382
Total expenditure	366 394	401 302	506 048	496 051

6. UPDATED KEY RISKS AND MITIGATION

The updated key risk profile of the WRC per outcome is presented in Table 11.

The approach to risk management assumes an integrated enterprise-wide risk management, which incorporates internal controls into the entire WRC operation. The risk management process is premised on the notion that the WRC provides value to its stakeholders. Risks identified will enable the WRC to effectively mitigate against any negative events that may impede the achievement of the WRC strategy, to effectively deal with uncertainty, and to take advantage of emergent opportunities. Risk management is an ongoing process where material risks are identified and assessed, whereafter mitigation actions are formulated and implemented.

Table 11. Updated key risks and mitigation.

Outcome 1: An Informed Society		
Link to output	Key risks	Risk mitigations
1.1 Initiated Research Project	Delays in Initiating Research Projects: The research project may not be initiated within the planned timeframe due to incomplete project proposals, delays in approvals, or inadequate coordination between internal stakeholders and research leaders.	1) Implement a clear pre-approval checklist for all research proposals. 2) Enforce project initiation timelines with weekly monitoring and escalation of delays. 3) Strengthen coordination through scheduled alignment meetings between researchers and internal units.
1.2 Knowledge Dissemination	Research & innovation products not disseminated to a wider range of stakeholders: There is a risk of failure to disseminate research & innovation products to a wider range of stakeholders due to ineffective communication methods and knowledge hub not easily accessible leading to reputational damage.	1) Develop a knowledge dissemination strategy and operational plans. 2) Development of new smart webpage and knowledge hub. 3) Re- packaging of the information into clusters or themes targeting specific stakeholder groups. (31 December 2025)
1.3 Stakeholder Management	Inability to meet stakeholder expectations (expectation gap): Lack of proper understanding of the WRC mandate by stakeholders creates unrealistic expectations which leads to unresponsiveness by the WRC ultimately resulting in stakeholders' expectations not being met.	1) Conducting a stakeholder expectation survey. 2) Develop and implement the stakeholder, Communications and Partnership management plan (Targets, Activities & timelines).
Outcome 2: An Innovative Water Sector		
Link to output	Key risks	Risk mitigations
2.3 Innovation Demonstrations	Slow adoption of emerging technologies:	1) Continuous awareness of regulations and role of WPO

		The reluctance to adopt or incorporate new technologies and innovations which also results in the ineffective transfer of new innovations and technologies.	2) Conduct robust demonstrations or piloting innovations by promoting projects which contributes to building sector capacity and strengthen partnership with various stakeholders.
Outcome 3: A Transformed Water Sector			
Link to output		Key risks	Risk mitigations
3.1	Students	Limited pool of skilled science and engineering candidates across the value chain: There is a limited number of available skilled science and engineering candidates/students/professionals	1) Strengthen capacity building initiatives which support potential talents at lower levels (young age) at schools' level. 2) WRC to develop and provide career guidance at school levels. 3) Consider the outcomes of the skills audit to base the capacity building plans.
3.2	Women-led Projects	Lack of equity and redress in the Water Sector: Ineffective efforts to address equity, diversity, and transformation in the water sector.	1) Strengthen Partnership to support funding of the key segments of the knowledge or innovation value chain as well as the WRC strategy 2) Increase funding of the transformative projects benefiting the marginalised groups or communities 3) Establish mechanism to support project management (skills & funding) of new research project leaders, especially the HDI project leaders.
3.3	Preferential procurement to support SMMEs implemented	Non-compliance to SCM prescripts and regulations: Risk of non-compliance to prescripts and regulations due to lack of knowledge of legislative requirements.	1) Review SCM Compliance Checklist/s to ensure compliance. 2) Review and approval of SCM Policy, awareness on policy and the contributing factors for both irregular and fruitless expenditure.
Outcome 4: An Agile Organization			
Link to output		Key risks	Risk mitigations
4.1	Employee development	Inadequate succession planning: Lack of structured succession planning resulting in potential loss of institutional knowledge and business continuity.	1) Management Development and Training programme for all SMSs to ensure they are ready to step in leadership positions in the event that there is a need. (Such as Leadership programmes). 2) Introducing change management programmes. 3) Develop a succession plan. 4) Implement succession plan
4.2	Employee engagement	Undefined organisational culture: Lack of communication and unclear roles and responsibilities and noncompliance with policies resulting in low staff morale and poor performance.	1) Conduct leadership development training. 2) Conduct culture survey as part of Change Management Development process 3) Conduct Change Management programmes. (31 March 2026)
4.3	Digital transformation	Delayed Digital Transformation: Limited capacity and capability to implement digital transformation.	1) Implement digital transformation strategy and implementation plan. 2) Implement ICT Change Management Policy. 3) Continuous upskilling of IT staff. Implement ICT Project Management Policy
Outcome 5: A financially sustainable organization			
Link to output		Key risks	Risk mitigations

5.1	Liquidity	Increase in ad hoc projects: Increase in the dependency on WRC's capability to implement ad hoc projects may results in potential financial constraints and human resource overload.	1) Conduct risk assessments on all received ad hoc research projects.
		Limited Funding: Risk of WRC not being able to fulfil its mandate.	1) Develop a revenue enhancement strategy.
5.2	Leverage Funding	Insufficient levy to leverage (Co-Funding): Insufficient budget allocated for new partnerships to co-convene activities and support students.	1) Capacitate the Partnership and Business Development by to leverage funding (proposals for programme to fund partnership activities)

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Outcome 1: An informed society

PPI no 1.1.1: Percentage of initiated water quality and health research projects

Indicator title	Percentage of initiated water quality and health research projects
Definition	This measures the percentage of water quality and health research projects initiated in each period. The water quality and health projects are those focusing on the chemical, physical, and biological characteristics of water. The target is an estimated projection and cannot be listed, as it is derived from the total list of research projects that are initiated annually. Initiated projects are those that start in the reporting period between April 2026 and March 2027 and a contract is signed. Initiated projects are expected to meet a 95% target, with the remaining 5% allowing for variability in project outcomes to make 100%. This is in accordance with the following legislation: • The Constitution of the Republic of South Africa, 1996 Section 27, Chapter 2: Bill of Rights • Water Research Act 34 of 1971 • Medium Term Development Plan 2024-2029 • National Development Plan 2030
Source of data	WRC RDI project contracts
Method of calculation or assessment	Performance of this indicator will be assessed quantitatively: The % of initiated water quality and health projects is given the value "y". The number of initiated water quality and health projects in each period is given the value "x", and the total number of planned research projects within a given period is given the value "z". The formula is as follows: $y = \frac{x}{z} \times 100$
Means of verification	Approved project contract
Assumptions	Availability of funds to initiate new projects
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative year to date
Reporting cycle	Quarterly
Desired performance	25%
Indicator responsibility	Executive: Research Development and Innovation

PPI no 1.1.2: Percentage of initiated water use research projects

Indicator title	Percentage of initiated water use research projects
Definition	This measures the percentage of water use research projects initiated in each period. Water use refers to projects that ensure reliable, affordable, and efficient water use services in the domestic, industrial, agricultural, and mining areas to enhance the quality of life. The target is an estimated projection and cannot be listed as they are derived from the total list of research projects that are initiated annually. Initiated projects are those that start in the reporting period between April 2026 and March 2027 and a contract is signed. Initiated projects are expected to meet a 95% target, with the remaining 5% allowing for variability in project outcomes to make 100%. This is in accordance with the following legislation: • The Constitution of the Republic of South Africa, 1996 Section 27, Chapter 2: Bill of Rights • Water Research Act 34 of 1971 • Medium Term Development Plan 2024-2029 • National Development Plan 2030
Source of data	WRC RDI project contracts
Method of calculation or assessment	Performance of this indicator will be assessed quantitatively: The % of initiated water use projects is given the value "y". The number of initiated water use projects in each period is given the value "x", and the total number of planned research projects within a given period is given the value "z". The formula is as follows: $y = x/z \times 100$
Means of verification	Approved project contract
Assumptions	Availability of funds to initiate new projects
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative year to date
Reporting cycle	Quarterly
Desired performance	40%
Indicator responsibility	Executive: Research Development and Innovation

PPI no 1.1.3: Percentage of initiated water availability research projects

Indicator title	Percentage of initiated water availability research projects
Definition	This measures the percentage of water availability research projects initiated in each period. Water availability refers to the accessible quantity and quality of water resources within a specific region, shaped by natural supply, anthropogenic demand, environmental needs, and socio-economic factors. It is influenced by physical water sources such as rivers, lakes, aquifers, and wetlands, as well as infrastructure, management practices, and external drivers like global change, and their impacts on distribution, reliability, and usability. The target is an estimated projection and

	cannot be listed as they are derived from the total list of research projects that are initiated annually. Initiated projects are those that start in the reporting period between April 2026 and March 2027, and a contract is signed. Initiated projects are expected to meet a 95% target, with the remaining 5% allowing for variability in project outcomes to make 100%. This is in accordance with the following legislation: • The Constitution of the Republic of South Africa, 1996 Section 27, Chapter 2: Bill of Rights • Water Research Act 34 of 1971 • Medium Term Development Plan 2024-2029 • National Development Plan 2030
Source of data	WRC RDI project contracts
Method of calculation or assessment	Performance of this indicator will be assessed quantitatively: The % of initiated water availability projects is given the value "y". The number of initiated water availability projects in each period is given the value "x" and the total number of planned research projects within a given period is given the value "z". The formula is as follows: $y = \frac{x}{z} \times 100$
Means of verification	Approved project contract.
Assumptions	Availability of funds to initiate new projects
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative year to date
Reporting cycle	Quarterly
Desired performance	30%
Indicator responsibility	Executive: Research Development and Innovation

PPI no 1.2.1: Number of science publications

Indicator title	Number of science publications
Definition	This measures the number of science and special publications authored or co-authored by the WRC staff and disseminated or published. A science publication refers to the scientific paper or article published in a journal, book or magazine to disseminate water science or knowledge. A special publication refers to article, briefs or book or booklet written and published by WRC to disseminate specific water related knowledge to the water sector. The target is an estimated projection and cannot be listed because publication is dependent on the publisher decision. This is in accordance with the following legislation: • The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights • Water Research Act 34 of 1971 • National Research Foundation Act (Act No 23 of 1998) • Promotion of Access to Information Act (PAIA) (2 of 2000) • Copyright Act 98 of 1978 • Intellectual Property Rights Act No 51 of 2008 • Trademarks Act 194 of 1993

	• Patent Act No 57 of 1978 • Chapter 13 of the National Development Plan 2030 • Medium Term Development Plan 2024-2029 • National Development Plan 2030
Source of data	RDI knowledge outputs or projects.
Method of calculation or assessment	Quantitative: A simple count of science and/or special publications published
Means of verification	Proof of disseminated publication (publishing on platforms such as websites, knowledge hub of the WRC, journals, books, magazines or physical distribution).
Assumptions	Availability of RDI knowledge products
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	12
Indicator responsibility	Executive: Research Development and Innovation

PPI no 1.2.2: Number of water knowledge presentations made to stakeholders.

Indicator title	Number of water knowledge presentations made to stakeholders
Definition	This measures the number of water knowledge presentations presented to stakeholders for knowledge dissemination. The target is an estimated projection and cannot be listed as the topics are demand-driven. This is in accordance with the following legislation/policies: • The Constitution of the Republic of South Africa, 1996 – Chapter 2: Bill of Rights • Water Research Act 34 of 1971 • National Water Act No.36 of 1998 • Water Services Act No.108 of 1997 • National Environmental Management Act 107 of 1998(Nema) • Promotion of Access to Information Act (PAIA) (2 of 2000) • Promotion of Access to Information Act 2 of 2000 • Medium Term Development Plan 2024-2029 • National Development Plan 2030
Source of data	RDI knowledge outputs
Method of calculation or assessment	Quantitative: A simple count of water knowledge presentations presented to stakeholders
Means of verification	Means of verification include, amongst others, presentation slides and agendas or signed attendance registers, or stakeholder meeting minutes.
Assumptions	Availability of RDI knowledge products
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable

Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	15
Indicator responsibility	Executive: Research Development and Innovation

PPI no 1.2.3 Number of international knowledge dissemination events convened with partners.

Indicator title	Number of international knowledge dissemination events convened with partners
Definition	To measure the total number of knowledge dissemination events convened by the WRC and its international partners. The target is an estimated projection and cannot be listed as the topics are demand-driven. This will include activities hosted in SA or internationally. This is in accordance with the following legislation/policies: • The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights • Water Research Act 34 of 1971 • National Water Act No.36 of 1998 • Water Services Act No.108 of 1997 • National Environmental Management Act 107 of 1998(Nema) • Protection of Personal Information Act (Act 4 of 2013) • Promotion of Access to Information Act 2 of 2000 • National Development Plan 2030 • Medium Term Development Plan 2024-2029
Source of data	Knowledge dissemination event report
Method of calculation or assessment	Quantitative: A simple count of activities implemented during the financial year
Means of verification	Knowledge dissemination event report approved by the Executive
Assumptions	Available opportunities, WRC levy co-funding, and partners' interest in convening activities with the WRC
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	non-cumulative
Reporting cycle	Annually
Desired performance	2
Indicator responsibility	Executive: Stakeholder and Communication

PPI no 1.3.1: Number of strategic stakeholder engagements completed

Indicator title	Number of strategic stakeholder engagements completed
Definition	This measures the strategic stakeholder engagements completed. Strategic engagements are engagements such as provincial roadshows, bilaterals, dialogues, congresses and conferences. These are convened with stakeholders such as provinces, national departments and international partners. This is in accordance with the following legislation/policies: • The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights • Water Research Act 34 of 1971 • Protection of Personal Information Act (Act 4 of 2013) • Promotion of Access to Information Act 2 of 2000 • National Development Plan 2030 • Medium Term Development Plan 2024-2029
Source of data	Stakeholder and Communications strategy and or plans
Method of calculation or assessment	Quantitative: A simple count of completed stakeholder initiatives in each period
Means of verification	Approved stakeholder engagement report
Assumptions	Stakeholder availability
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	8 (5 African and or international engagements co-convened with partners, Stewardship dialogue, Bilateral engagement, Stakeholder engagement to targeted stakeholders)
Indicator responsibility	Executive: Stakeholder and Communication

Outcome 2: An innovative water sector**PPI no 2.1.1: Number of technological innovations produced.**

Indicator title	Number of technological innovations produced
Definition	To measure the number of technological innovations produced from WRC research in each period. Technological innovations may be defined in the water sector as the application of scientific and technical knowledge to introduce new technologies or adapt existing ones for improved utility in society. The target is an estimated projection and cannot be listed as they are derived from the projects that are initiated annually. This is in accordance with the following legislation/policies:

	• The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights • Water Research Act 34 of 1971 • Protection of Personal Information Act (Act 4 of 2013) • Promotion of Access to Information Act 2 of 2000 • Technology Innovation Agency Act 26 of 2008 • International Property Act, No 36 of 2003 • Patents Act 57 of 1978 • Medium Term Development Plan 2024-2029 • National Development Plan 2030
Source of data	Innovation reports
Method of calculation or assessment	Quantitative: A simple count of technological innovations produced from WRC research projects in a financial year
Means of verification	Approved innovation report
Assumptions	Availability of funds The WRC research outputs will produce innovation
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	8
Indicator responsibility	Executive: Research Development and Innovation

PPI no 2.2.1: Number of non-technological innovations produced

Indicator title	Number of non-technological innovations produced
Definition	To measure the number of non-technological innovations produced from WRC research in each period. Non-technological innovations involve developing new or improved methods, practices, or approaches that are not directly related to technological advancement, e.g., how to manage sludge more safely, how to carry out testing, or design new processes or how to manage a plant effectively. The target is an estimated projection and cannot be listed as they are derived from the research projects that are initiated annually. This is in accordance with the following legislation/policies: • The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights • Water Research Act 34 of 1971 • Technology Innovation Agency Act 26 of 2008 • Protection of Personal Information Act (Act 4 of 2013) • Patents Act 57 of 1978 • International Property Act, No 36 of 2003 • Technology Innovation Agency Act No.26 of 2008

	• Medium Term Development Plan 2024-2029 • National Development Plan 2030
Source of data	Innovation reports
Method of calculation or assessment	Quantitative: A simple count of non-technological innovations produced from WRC research projects in a financial year
Means of verification	Approved innovation report
Assumptions	Availability of funds
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	6
Indicator responsibility	Executive: Research Development and Innovation

PPI no 2.3.1: Number of innovations demonstrated to stakeholders

Indicator title	Number of innovations demonstrated to stakeholders
Definition	To measure the number of initiated innovation demonstrations in the financial year. This includes all tech and non-technology solutions. These are evaluated and classed by readiness level. Demonstrations are done in an operational environment as a prototype solution aimed at alleviating a challenge or improving the water and sanitation practice. Demonstrations are typically done for a specific period in partnership with users or institutions willing to test and buy or use the technology in the future. The target is an estimated projection and cannot be listed as they are derived from the research projects that are initiated annually. This is in accordance with the following legislation/policies: • The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights • Water Research Act 34 of 1971 • Technology Innovation Agency Act 26 of 2008 • Protection of Personal Information Act (Act 4 of 2013) • International Property Act, No 36 of 2003 • Patents Act 57 of 1978 • Medium Term Development Plan 2024-2029 • National Development Plan 2030
Source of data	Innovations demonstration reports
Method of calculation or assessment	Quantitative: A simple count of initiated innovation demonstrations in a financial year
Means of verification	Approved demonstration report
Assumptions	Availability of funds

Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	4
Indicator responsibility	Executive: Research Development and Innovation

Outcome 3: A transformed water sector

PPI no 3.1.1 Number of students supported for capacity building

Indicator title	Number of students supported for capacity building
Definition	To measure the number of students supported for capacity building through the WRC initiatives, such as research projects, partnerships and bursary fund. The students are supported towards undergraduate, postgraduate and postdoctoral studies. The target is an estimated projection and cannot be listed as they are derived from the research projects that are initiated annually. This is in accordance with the following legislation/policies: • The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights • Water Research Act 34 of 1971 • Skills Development Act 97 of 1998 • National Development Plan 2030 • The Constitution of the Republic of South Africa, 1996 – Chapter 2: Bill of Rights • Medium Term Development Plan 2024-2029
Source of data	WRC research contracts or bursary contracts, or WRC student support form
Method of calculation or assessment	Quantitative: a simple count of students supported for capacity building by WRC in each period
Means of verification	Signed Project MOA, ID copy and proof of registration or Signed WRC student support form and ID copy.
Assumptions	Availability of reliable records
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	255
Indicator responsibility	Executive: Research Development and Innovation

PPI no 3.1.2 Number of training and development initiatives implemented with international partners

Indicator title	Number of training and development initiatives implemented with international partners
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Definition	To measure the total number of training and development initiatives implemented with international partners. The target is an estimated projection and cannot be listed as they are derived from initiatives convened with international partners. This is in accordance with the following legislation/policies: • Water Research Act 34 of 1971 • Skills Development Act 97 of 1998 • National Development Plan 2030 • The Constitution of the Republic of South Africa, 1996 – Chapter 2: Bill of Rights • Medium Term Development Plan 2024-2029
Source of data	Training and development activity report approved by the Executive Stakeholder and Communications
Method of calculation or assessment	Quantitative: A simple count of the training and development activities implemented with international partners
Means of verification	Signed MoA for either training initiatives with international partners
Assumptions	Available opportunities and partners' interest in implementing training and development activities for SA students and young water professionals.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	4
Indicator responsibility	Executive: Stakeholder and Communication

PPI no 3.2.1: Number of initiated research projects led by women.

Indicator title	Number of initiated research projects led by women
Definition	This measures the number of research projects led by women in each period. The target is an estimated projection and cannot be listed as they are derived from the research projects that are initiated annually. This is in accordance with the following legislation/policies: • The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights • Water Research Act 34 of 1971 • Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA) Employment Equity Act no 55 of 1998 • Medium Term Development Plan 2024-2029 • National Development Plan 2030
Source of data	Approved research contracts

Method of calculation or assessment	Quantitative: A simple count of approved research projects led by women researchers
Means of verification	Approved research contracts and Identity copy.
Assumptions	Availability of proposals from women researchers
Disaggregation of beneficiaries (where applicable)	Women
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	22
Indicator responsibility	Executive: Research Development and Innovation

PPI no 3.3.1 Percentage of procurement budget spent on SMMEs' preferential procurement

Indicator title	Percentage of procurement budget spent on SMMEs' preferential procurement						
Definition	This measures the extent to which the organisation empowers qualifying small, medium, and micro enterprises through preferential procurement of non-research-related goods and services. This is in accordance with the following legislation: • Section 217 of the Constitution of the Republic of South Africa, 1996 ("the Constitution"); Preferential Procurement Policy Framework Act 5 of 2000 ("PPFA"); • Treasury Regulations; • DWS Supply Chain Management (SCM) Policy and Broad-Based Black Economic Empowerment Act 53 of 2003 (B-BBEE); • Medium Term Development Plan 2024-2029 • National Development Plan 2030						
Source of data	SCM records (procurement spend data, supplier classifications)						
Method of calculation/assessment	Performance of this indicator will be assessed quantitatively: The % of the targeted procurement spent on SMME is given the value "y". The actual procurement spent on SMME is given the value "x" and the total procurement is given the value "z"; the formula is as follows: $y = \frac{x}{z} \times 100$						
Means of verification	Payment reports to SMMEs for the reporting period (Procurement reports (supplier list with SMME status, and payment confirmations).						
Assumptions	An SMME is defined in line with the National Small Enterprise Act, 2019, as amended						
Disaggregation of beneficiaries (where applicable)	The following designated groups are targeted with SMMEs. <table border="1"> <thead> <tr> <th>Designated group</th><th>Target</th></tr> </thead> <tbody> <tr> <td>Women</td><td>40%</td></tr> <tr> <td>Youth</td><td>30%</td></tr> </tbody> </table>	Designated group	Target	Women	40%	Youth	30%
Designated group	Target						
Women	40%						
Youth	30%						

	People with disabilities	7%
Spatial transformation (where applicable)	Not applicable	
Calculation type	Non-cumulative	
Reporting cycle	Annually	
Desire performance	≥30% procurement spent on SMMEs	
Indicator responsibility	Chief Financial Officer	

Outcome 4: An agile organisation

PPI no 4.1.1 Number of planned employee training interventions completed.

Indicator title	Number of planned employee training interventions completed
Definition	To measure progress towards the implementation of employee training initiatives as planned in each period. Completed training is one that has been attended with a certification of completion or proof of attendance. The training plan will be developed based on the annual employee development plans, and as such, cannot be listed. This is in accordance with the following legislation/policies: • The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights • Skills Development Act 97 of 1998 • Medium Term Development Plan 2024-2029 • National Development Plan 2030
Source of data	HR training records, attendance registers or training certificates, and training reports.
Method of calculation or assessment	A simple count of training interventions completed
Means of verification	Proof of completion: Signed attendance registers/ training provider reports/ completion certificates/ post-training evaluations.
Assumptions	• Availability of funds • Employee willingness for training
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative year to date
Reporting cycle	Quarterly
Desired performance	16
Indicator responsibility	Executive: Corporate Services

PPI no 4.2.1 Number of planned employee engagement initiatives implemented.

Indicator title	Number of planned employee engagement initiatives implemented
Definition	To measure the number of employee engagements implemented. This refers to such initiatives as outlined in the annual employee engagement plan. This is in accordance with the following legislation/policies: • The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights • Skills Development Act 97 of 1998 • Labour Relations Act 66 of 1995 • Employment Equity Act 55 of 1998 • Basic Conditions of Employment Act No. 75 of 1997 • Medium Term Development Plan 2024-2029 • National Development Plan 2030
Source of data	Employee engagement plan/ initiative reports/ attendance registers
Method of calculation or assessment	Quantitative: A simple count of implemented employee engagement initiatives in each period
Means of verification	Event reports/ signed registers/ communications/ photos/ feedback summaries.
Assumptions	Employee availability and funding for the engagements
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	5 (CEO's staff engagements, Popcorn Day, Wellness Day, Annual Performance Planning, Staff Recognition rewards Program)
Indicator responsibility	Executive: Corporate Services and Executive Operations

PPI no 4.3.1 Percentage implementation of the digital transformation strategy

Indicator title	Percentage implementation of the digital transformation strategy
Definition	To measure progress towards the implementation of the digital transformation strategy in a financial year. This includes milestones completed, modules deployed, or budget spent. This is in accordance with the following legislation/policies: • The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights

	- Electronic Communications and Transactions Act 25 of 2002 - Cybercrimes Act 19 of 2020 - Protection of Personal Information Act (Act 4 of 2013) - Medium Term Development Plan 2024-2029 - National Development Plan 2030,
Source of data	Digital transformation strategy and roadmap
Method of calculation or assessment	Quantitative: "y" is the % of actually implemented digital transformation projects. The number of implemented digital transformation projects in each period is given the value "x" and the total number of planned digital transformation projects within a given period is given the value "z"; the formula is as follows: $y = \frac{x}{z} \times 100$
Means of verification	Reports showing implementation records aligned to the digital transformation strategy/ roadmap
Assumptions	Availability of funds to implement planned projects
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative year to date
Reporting cycle	Quarterly
Desired performance	60% of the digital transformation strategy implemented
Indicator responsibility	Executive: Operations

Outcome 5: A financially sustainable organisation

PPI no 5.1.1 Current ratio

Indicator title	Current ratio
Definition	This measures the ability to pay short-term obligations or those due within one year. Legislation supporting the indicator: - The Constitution of the Republic of South Africa, 1996 Section 27, Chapter 2: Bill of Rights - Public Finance Management Act (PFMA) (Act 1 of 1999) - Medium Term Development Plan 2024-2029 - National Development Plan 2030
Source of data	Financial Records
Method of calculation or assessment	Quantitative: $\text{Current ratio} = \frac{\text{current assets}}{\text{current liabilities}}$
Means of verification	Finance reports
Assumptions	Availability of reliable records
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable

Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	≥ 2:1
Indicator responsibility	Chief Financial Officer

PPI no 5.1.2 Cash ratio

Indicator title	Cash ratio
Definition	Cash ratio is a measure of a company's liquidity in which it is measured whether the company can clear off debts only using its liquid assets (cash and cash equivalents). Legislation supporting the indicator: • The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights • Public Finance Management Act (PFMA) (Act 1 of 1999) • Medium Term Development Plan 2024-2029 • National Development Plan 2030
Source of data	Financial Records
Method of calculation or assessment	Quantitative: $\text{Cash ratio} = \frac{\text{Cash} + \text{Cash Equivalents}}{\text{current liabilities}}$
Means of verification	Finance reports
Assumptions	Availability of reliable records
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	>1
Indicator responsibility	Chief Financial Officer

PPI no 5.2.1 Number of new partnership agreements with associated leverage funding

Indicator title	Number of new partnership agreements with associated leverage funding
Definition	To measure the total number of signed partnership agreements with associated leverage funding to augment the water research levy. A partnership is considered new if it is a new MoA, an addendum to an existing MoA with a new scope and additional funding and/or an extension of the existing partnership with additional funding and extended scope. This is an estimated target as it depends on the partner's interest and availability of funds to collaborate with the WRC. This is in accordance with the following legislation/policies: • The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights • Water Research Act 34 of 1971 • National Water Act 36 of 1998 • Water services Act 108 of 1997 • Medium Term Development Plan 2024-2029 • National Environmental Management Act 107 of 1998(Nema) • Protection of Personal Information Act (Act 4 of 2013) • National Development Plan 2030
Source of data	Memorandum of Agreement (MoA)
Method of calculation or assessment	Quantitative: A simple count of leverage agreements entered into in the financial year
Means of verification	Signed MoA, Amendments and/or Addendum
Assumptions	Strong WRC networks and partnerships and business development strategy
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	5
Indicator responsibility	Executive: Stakeholder and Communication

PPI no 5.3.1 Percentage of invoices paid within 30 days of receipt.

Indicator Title	Percentage of invoices paid within 30 days of receipt
Definition	The indicator measures the percentage achieved on the payment of invoices received within 30 days from the date the invoice is received. Legislation supporting the indicator: • The Constitution of the Republic of South Africa, 1996 – Section 27, Chapter 2: Bill of Rights • Public Finance Management Act (PFMA) (Act 1 of 1999) • Treasury regulations • Medium Term Development Plan 2024-2029 • National Development Plan 2030
Source of data	Accounts payable transaction report as per the Sage Accounting system
Method of calculation or assessment	Quantitative: $\% \text{ invoices paid within 30 days of receipt} = (\text{Number of invoices paid within 30 days of receipt}) / (\text{Total Number of Invoices received}) \times 100\%$
Means of verification	Compliance Reporting workbook(excel)
Assumptions	Reliable invoice records
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	80%
Indicator responsibility	Chief Financial Officer