

NRWDI

NATIONAL RADIOACTIVE WASTE
DISPOSAL INSTITUTE



**NATIONAL RADIOACTIVE WASTE DISPOSAL
INSTITUTE (NRWDI)**

**ANNUAL PERFORMANCE PLAN
FOR 01 APRIL 2017 TO 31 MARCH 2018**



*Private Bag X1
Pretoria
0001
Gauteng Province
South Africa*



**NATIONAL
DEVELOPMENT
PLAN
2030**

FOREWORD

The management of radioactive waste disposal on a national basis is an institutional ministerial obligation and assigned to the National Radioactive Waste Disposal Institute (NRWDI), also referred to as the “Institute”.

NRWDI is an independent entity established by statute under the provision of section 55(2) of the Nuclear Energy Act (No. 46 of 1999) to discharge this institutional obligation of the Minister of Energy. The National Radioactive Waste Disposal Institute Act (NRWDIA) (Act no. 53 of 2008) endorsed the establishment of the National Radioactive Waste Disposal Institute (NRWDI). The NRWDI has been listed as a Schedule 3A national public entity.

With South Africa opting for the New Nuclear Build Programme in an attempt to diversify the energy mix in the country and to achieve security of supply, the emphasis on an entity like NRWDI to manage South Africa’s radioactive waste on a national basis cannot be underestimated. This entity has the potential of being on the cutting edge of radioactive waste disposal technologies as one of its key functions is research and development

The sustainability of NRWDI, however, remains a risk for the organisation. The funding over the MTEF cycle is inadequate to cover both the operational and project related costs. Due to circumstances, a large portion of the allocation will be devoted to operational costs until the situation is normalised. A draft Bill to establish the Radioactive Waste Management Fund (RWMF) for the collection of levies and imposition of penalties on waste generators is currently being drafted. Once the Bill has passed the approval process, the Institute will be able to source funds from the RWMF, thus providing long term sustainability for the organisation.

The actual extent and complexity of the core tasks and the challenges that lie ahead for the Institute and the country will gradually unfold as the organization dedicatedly works its way forward. It is important to visualize and understand the depth and complexity of the tasks in the context of what has been experienced and achieved by the world’s advanced nations such as France, Finland, Sweden, and others in radioactive waste research, management and disposal over a long period of time. South Africa must now commence its long journey towards the safe management and disposal of all of its radioactive wastes, including Intermediate level Waste (ILW) and High Level Waste (HLW), while continuing its operations with Low Level Waste (LLW) at the Vaalputs site in the Northern Cape.

A key priority to operationalize the Institute is the Vaalputs functional shift which entails the transfer of staff and assets of the Vaalputs Radioactive Waste Disposal Facility from Necsa to the Institute in terms of section 30 of the NRWDI Act. It is envisaged that the functional shift will be completed in 2017.

The Institute, although cognizant of the complex challenges as outlined above, is however confident that it are ready to begin the journey to lay a solid foundation for the delivery of suitable strategies and solutions for the management and disposal of all of our radioactive waste in a manner that will continue to ensure the protection of the public and the environment, thus making its contribution towards the safe utilization of nuclear energy in our country.

In line with the provisions of the National Treasury's Framework for Strategic Plans and Annual Performance Plans, strategic plans identify strategically important outcome orientated goals and objectives against which public institutions' medium-term results and can be measured and evaluated by Parliament, provincial legislatures and the public. These plans are broken down into goals and objectives in order to address the breadth and depth of the fledgling organization's mandate and responsibilities.

The Board endorses this Annual Performance Plan and commits to supporting its implementation. We have pleasure in delivering to you the strategic intent of the entity for the 2017/18 financial year.

Mr. Tshepo Mofokeng

Chairperson: NRWDI Board

Signature:  _____

OFFICIAL SIGN – OFF

It is hereby certified that this Annual Performance Plan:

Was developed by the management of NRWDI under the guidance of the executive authority.

Was prepared in line with the Strategic Plan of NRWDI

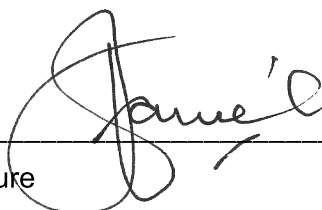
Accurately reflects the performance targets which NRWDI will endeavour to achieve given the resources made available in the budget for the 2017/18 financial year.

Mr. Alan Carolissen
Chief Operating Officer




Signature

Mr. Justin Daniel
Chief Financial Officer



Signature

Dr Wolsey Barnard
Chief Executive Officer



Signature

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PART A: STRATEGIC OVERVIEW

This document provides the NRWDI Annual Performance Plan for the period 2017/18, which has been aligned with the NRWDI Strategic Plan for the period 2017/18 – 2019/20. It sets out the NRWDI's strategic objectives, performance indicators and targets, which the organisation seeks to achieve in the upcoming fiscal year in relation to its policy priorities, programmes and project plans within the scope of its mandate and available resources, towards implementing its Strategic Plan. This plan also includes forward projections for a further three years, consistent with the medium-term expenditure framework (MTEF) period, with annual and quarterly performance targets where appropriate.

Concerted efforts have been undertaken to ensure that all performance indicators and targets in this plan are presented in a specific, measurable, achievable, relevant and time-bound (SMART) format, hence enabling the Institute to effectively monitor and to evaluate progress and to timeously take corrective actions when necessary. Monitoring and reporting of achievements made against this plan will be undertaken through quarterly performance reviews and annual performance audits.

1. VISION, MISSION AND VALUES

VISION

To achieve excellence in the safe management and disposal of radioactive waste in a manner that protects the environment for both current and future generations.

MISSION

To develop and implement a management approach for the long-term care and disposal of radioactive waste that is, safe, technically sound, socially acceptable, environmentally responsible and economically feasible.

VALUES

NRWDI has adopted the following corporate values, which serve as guiding principles around which its corporate culture and actions are governed and shaped. These corporate values are listed as follows:

Table 1: Corporate values

Accountability	We will be fully responsible for the wise, prudent and cost-effective management of resources and be accountable for all our actions.
Leadership	We will demonstrate leadership in all we do.
Excellence	We will pursue the best available knowledge, understanding and innovative thinking in our analysis, engagement processes and decision making.
Integrity	We will conduct ourselves with openness, honesty and respect for all stakeholders.
Engagement	We will seek the active participation and consultation of all stakeholders and will be responsive to a diversity of views and perspectives.
Professionalism	We will act professionally at all times
Transparency	We will conduct our activities in an open and transparent manner taking into account the interests and concerns of all interested and affected parties.

2. LEGISLATIVE AND OTHER MANDATES

2.1 CONSTITUTIONAL MANDATE

The NRWDI mandate is underpinned by *Section 24(b) of the Constitution of the Republic of South Africa, Act 108 of 1996* which states that:

Everyone has the right –

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

2.2 LEGISLATIVE MANDATE

The management of radioactive waste disposal on a national basis is assigned to the National Radioactive Waste Disposal Institute. The Institute is an independent entity established by statute under the provision of section 55(2) of the Nuclear Energy Act (No. 46 of 1999) to fulfil the institutional obligation of the Minister of Energy.

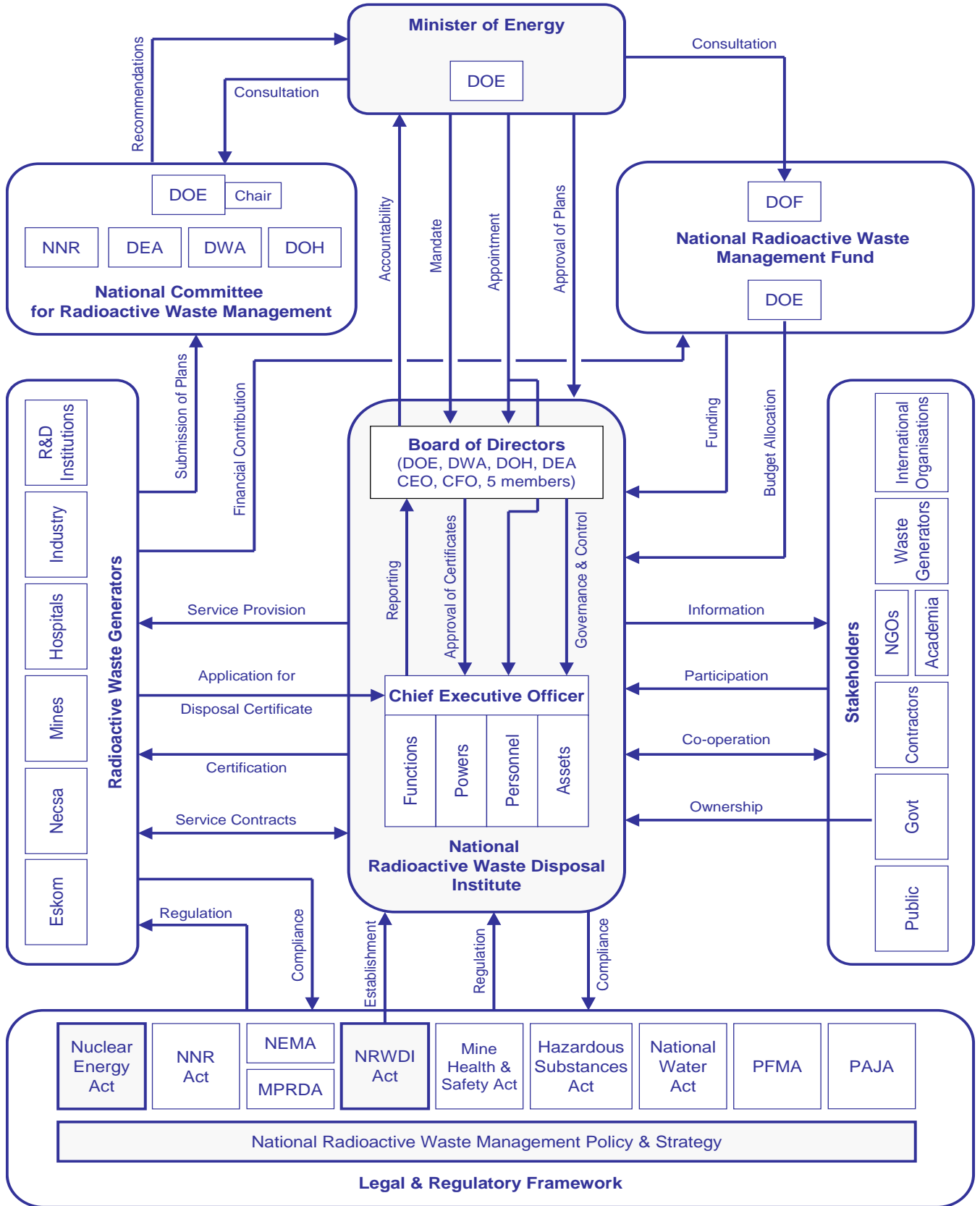
The National Radioactive Waste Disposal Institute Act (NRWDIA) (Act no. 53 of 2008) was proclaimed by the President of the Republic of South Africa in Government Gazette no. 32764 and NRWDIA became effective on the 1st December 2009. The NRWDIA endorsed the establishment of the National Radioactive Waste Disposal Institute (NRWDI).

As a public entity, NRWDI is also governed by the *Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999)*, and it is listed as *Schedule 3A* public entity.

In order to play its role in accordance with the legislative and regulatory framework and to focus on delivering its mandate, NRWDI has developed specific outcomes and strategic objectives, around which a number of strategic initiatives and ongoing operational programmes have been planned (and are being implemented) to address the organisation's responsibilities and obligations.

Figure 1 depicts the legislative and regulatory environment within which the Institute will operate.

Figure 1: Radioactive Waste Disposal Legislative and Regulatory Framework



2.3 POLICY MANDATE

The Institute is mandated to manage radioactive waste disposal and related waste management activities on a national basis. This mandate is articulated in a number of policy documents as reflected below:

- Radioactive Waste Management Policy and Strategy for South Africa (2005)
- Nuclear Energy Policy and Strategy for South Africa (2008).

In addition to the above mentioned policies, South Africa is also a contracting party and signatory to several international conventions tasked with environmental regulation functions, in particular the Joint Convention on Safety of Spent Fuel Management and on the Safety of Radioactive Waste Management.

One of the objects of the NRWDI is to fulfil national obligations in respect of the long term management of radioactive waste disposal and related waste management activities as dictated by these international conventions.

2.4 FUNCTIONAL MANDATE

The functions of the Institute as per Section 5 of the NRWDI Act (Act 53 of 2008) are summarised as follows:

- Manage radioactive waste disposal on a national basis;
- Operate the national low level waste repository at Vaalputs;
- Design and implement disposal solutions for all categories of radioactive waste;
- Develop criteria for accepting and disposing radioactive waste in compliance with applicable regulatory safety requirements and any other technical and operational requirements;
- Assess and inspect the acceptability of radioactive waste for disposal and issue radioactive waste disposal certificates;
- Manage, operate and monitor operational radioactive waste disposal facilities including related predisposal management of radioactive waste on disposal sites;
- Investigate the need for any new radioactive waste disposal facilities and to site, design and construct new facilities as required;

- Define and conduct research and development aimed at finding solutions for long-term radioactive waste management;
- Maintain a national radioactive waste database and publish a report on the inventory and location of all radioactive waste in the Republic at a frequency determined by the BOD;
- Manage ownerless radioactive waste on behalf of the Government, including the development of radioactive waste management plans for such waste;
- Assist generators of small quantities of radioactive waste in all technical aspects related to the management of such waste;
- Implement institutional control over closed repositories, including radiological monitoring and maintenance as appropriate;
- Implement any assignments or directives from the Minister regarding radioactive waste management;
- Provide information on all aspects of radioactive waste management to the public living around radioactive waste disposal facilities and to the public in general;
- Advise nationally on radioactive waste management;
- Co-operate with any person or institution in matters falling within these functions; and
- Any other function necessary to achieve the objectives of the Institute

The majority of the above functions are currently performed within the scope of Low Level Waste (LLW) inventories. In future, the scope would need to be extended to address the national inventory of radioactive waste consisting of Intermediate Level Waste (ILW), High Level Waste (HLW), long-lived waste, spent/used nuclear fuel and disused sealed radioactive sources. This implies that alternative disposal concepts would have to be researched, designed and implemented. It is also possible that alternative disposal sites would need to be obtained, characterised, constructed and operated.

2.5 INTERNATIONAL CONVENTIONS

The assurance of nuclear safety is reinforced by a number of international instruments. These include certain Conventions such as the Convention on Nuclear Safety and Joint Convention on the Safety of Spent Fuel Management and on the Safety of Radioactive Waste Management that are legally binding on the participating States. South Africa, as a contracting party to these conventions is obliged to adhere to the articles of these conventions and to provide regular reports on compliance to these conventions.

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

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

2.6 PLANNED POLICY INITIATIVES

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

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

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

3. SITUATIONAL ANALYSIS

This Annual Performance Plan (APP) which covers the period 1 April 2017 to 31 March 2018 has been developed based on the strategic plan for 2017/18 to 2019/20 which requires approval by the Shareholder.

The APP sets out the institution's intent in the upcoming 2017/18 financial year and the Medium Term Expenditure Framework (MTEF) period. It outlines performance indicators and targets to

assist the entity to realise its goals and objectives as outlined in its strategic plan for 2017/18 to 2019/20. It includes a breakdown of quarterly targets for the period 1 March 2017 to 31 March 2018.

The broader institutional environment of the Institute is primarily influenced and impacted upon by the following five considerations:

- (a) The role of the Nuclear New Build Programme (NNBP) and future prognosis in relation to the overall impact on sustainable energy development, as well as the contribution to national energy supply security;
- (b) Economic considerations and the required development costs for future high-level radioactive waste (HLW) research, management and disposal facilities, in particular in respect of the anticipated cost impacts associated with the country's planned nuclear power expansion program;
- (c) Availability of high-tech skills, the implementation of state-of-the-art technologies, and the pursuit of technology-transfer programs, are all required for the development and maintenance of a vibrant and successful radioactive waste management and disposal regime that will not compromise public safety and national security;
- (d) Promulgation of national strategies and interventions, supported by appropriate levels of government funding and participation to ensure that public perceptions, concerns and expectations are adequately addressed, and that public education, participation and communication activities in respect of radioactive waste management and disposal issues are placed at the centre-stage; and
- (e) Consideration of the 'long-term view' regarding the Institute's core tasks and functions in respect of R&D, management and disposal technologies for all forms of radioactive waste, etc. This Strategic Plan cannot make pronouncements on this (eg rock mechanics) as it is 'early days with certain unknowns' for the Institute. Its current major task is to achieve stability and 'lay the foundation for growth'.

As a newly-formed public entity, the Institute is currently faced with many developmental and institutional challenges during its transitional establishment phase as it works its way towards achieving maturity and stability.

Owing to the unique nature of the situation that faces the Institute, namely its establishment as a new public entity, with a newly appointed executive management and administrative staff, and limited infrastructural resources to support its activities, the Institute's various short- and medium- term policy initiatives and priorities include the implementation of unique intervention strategies and actions that are necessary to address the situation.

These interventions must also enable the Institute to deliver on its mandate and allow it to implement its functions and exercise its powers as provided for in the NRWDI Act.

3.1 PERFORMANCE ENVIRONMENT

The Government of the Republic of South Africa has adopted five key pillars, derived from manifesto of the ruling party to drive the government's Medium term Strategic Framework (MTSF) and policy agenda viz:

- Creation of more jobs, decent work and sustainable livelihoods for inclusive growth;
- Rural Development, including land reform and increasing food production;
- Education;
- Health; and
- Reducing levels of crime in our society.

The MTSF has been translated into a set of 14 outcomes that should inform the strategic planning, focus and delivery of government services by state departments and public entities. These Outcomes are:

- Outcome 1 - Quality basic education
- Outcome 2 - Long and healthy life for all South Africans
- Outcome 3 - All people in SA feel and are safe
- Outcome 4 - Decent employment through inclusive growth
- Outcome 5 - Skilled and capable workforce to support an inclusive growth path
- Outcome 6 - An efficient, competitive and responsive economic infrastructure network
- Outcome 7 - Vibrant, equitable, sustainable rural communities contributing towards food security for all
- Outcome 8 - Sustainable human settlements and improved quality of household life
- Outcome 9 - Responsive, accountable, effective and efficient local government

- Outcome 10 - Protect and enhance our environmental assets and natural resources
- Outcome 11 - Create a better South Africa and contribute to a better Africa and a better world
- Outcome 12 - An efficient, effective and development-oriented public service
- Outcome 13 - A comprehensive, responsive and sustainable social protection system
- Outcome 14- A diverse, socially cohesive society with a common national identity

The outcomes that are of particular relevance to NRWDI are Outcomes 5, 6,10 and 12 and will be expanded in greater detail as to how it relates to the different strategic orientated goals and programmes in the entity in Section 6 of the Strategic Plan.

3.2 ALIGNMENT WITH THE DEPARTMENT OF ENERGY'S STRATEGIC PLAN AS WELL AS THE NATIONAL DEVELOPMENT PLAN AND THE MEDIUM TERM STRATEGIC FRAMEWORK

NRWDI reports into the Department of Energy and it is critical for the organisation to have its strategic plan aligned to that of the shareholder department. Indicated below are the relevant strategic outcome orientated goals of the Department of Energy which have been integrated into the strategic planning process of NRWDI.

Table 2: Other planning instruments integrated into NRWDI planning

DoE Strategic Outcome Orientated Goal	NRWDI Strategic Outcome Orientated Goal	NRWDI Strategic Objective	Linkages to the NDP Proposals	Linkages to the MTSF (2014 – 2019) (Outcomes)	NRWDI Programme
SOOG1: Corporate Governance	SOOG 1: Effective resource utilisation and good governance	SO1.1 Improved payment system SO1.2 Highly motivated team of SO1.3 Good image of NRWDI SO1.4. National Radioactive Waste Management System	Creating a basis for making choices about how to best use limited resources Chapter 15 of the NDP relates to the eradication of corruption.	Outcome 5: Skilled and capable workforce to support an inclusive growth path' Outcome 12: An efficient, effective and development-oriented public service	Programme1 Administration

DoE Strategic Outcome Orientated Goal	NRWDI Strategic Outcome Orientated Goal	NRWDI Strategic Objective	Linkages to the NDP Proposals	Linkages to the MTSF (2014 – 2019) (Outcomes)	NRWDI Programme
SOOG 2: Environmental Assets	SOOG 2: Safe management and disposal of radioactive waste	<p>SO2.1 Excellent radioactive waste management and disposal service on a national basis</p> <p>SO2.2 Environmentally sound management and disposal of radioactive waste</p> <p>SO2.3 Transparent waste disposal site management</p>	<p>Creating a basis for making choices about how to best use limited resources</p> <p>Chapter 5 of the NDP relates to ensuring environmental sustainability and transition to a low carbon economy</p>	<p>Outcome 5: Skilled and capable workforce to support an inclusive growth path</p> <p>Outcome 10: Protect and enhance our environmental assets and natural resources</p> <p>Outcome 12: An efficient, effective and development-oriented public service</p>	Programme 2: Radwaste Operations
SOOG3: Infrastructure	SOOG 3: Comprehensive site selection, site characterisation and design of radioactive waste disposal storage and related facilities	SO3.1. Excellent site selection and investigations for storage and disposal facilities	Creating a basis for making choices about how to best use limited resources	Outcome 6 : An efficient, competitive and responsive economic infrastructure network	Programme 3: Radwaste Technology and Siting

DoE Strategic Outcome Orientated Goal	NRWDI Strategic Outcome Orientated Goal	NRWDI Strategic Objective	Linkages to the NDP Proposals	Linkages to the MTSF (2014 – 2019) (Outcomes)	NRWDI Programme
		<p>SO3.2. Advanced design and construction of storage and disposal facilities</p> <p>SO3.3 Effective scientific and technical support for development and maintenance of safety cases</p>	<p>Chapter 5 of the NDP relates to ensuring environmental sustainability and transition to a low carbon economy</p>	<p>Outcome 10: Protect and enhance our environmental assets and natural resources</p>	
SOOG 4: Regulations	SOOG 4: Effective compliance with national nuclear legislative and regulatory requirements	<p>SO4.1. Quality management system</p> <p>SO4.2. Nuclear Installation Licence</p>	<p>Creating a basis for making choices about how to best use limited resources</p> <p>Chapter 5 of the NDP relates to ensuring</p>	<p>Outcome 5: Skilled and capable workforce to support an inclusive growth path</p> <p>Outcome 10:</p>	Programme 4 : Radwaste Compliance Management

DoE Strategic Outcome Orientated Goal	NRWDI Strategic Outcome Orientated Goal	NRWDI Strategic Objective	Linkages to the NDP Proposals	Linkages to the MTSF (2014 – 2019) (Outcomes)	NRWDI Programme
			environmental sustainability and transition to a low carbon economy	Protect and enhance our environmental assets and natural resources Outcome 12: An efficient, effective and development-oriented public service	

3.3 ORGANIZATIONAL ENVIRONMENT

NRWDI is registered as a public entity in terms of section 38(1) (m) of the PFMA, and classified as a Schedule 3A entity.

The governance of the Institute is entrusted to a Board appointed in accordance with the Act, with the Minister of Energy being the Executive Authority responsible for the Institute.

The Board provides policy and strategic leadership and is the Accounting Authority of NRWDI. The Chief Executive Officer and the Chief Financial Officer are ex-officio members of the Board.

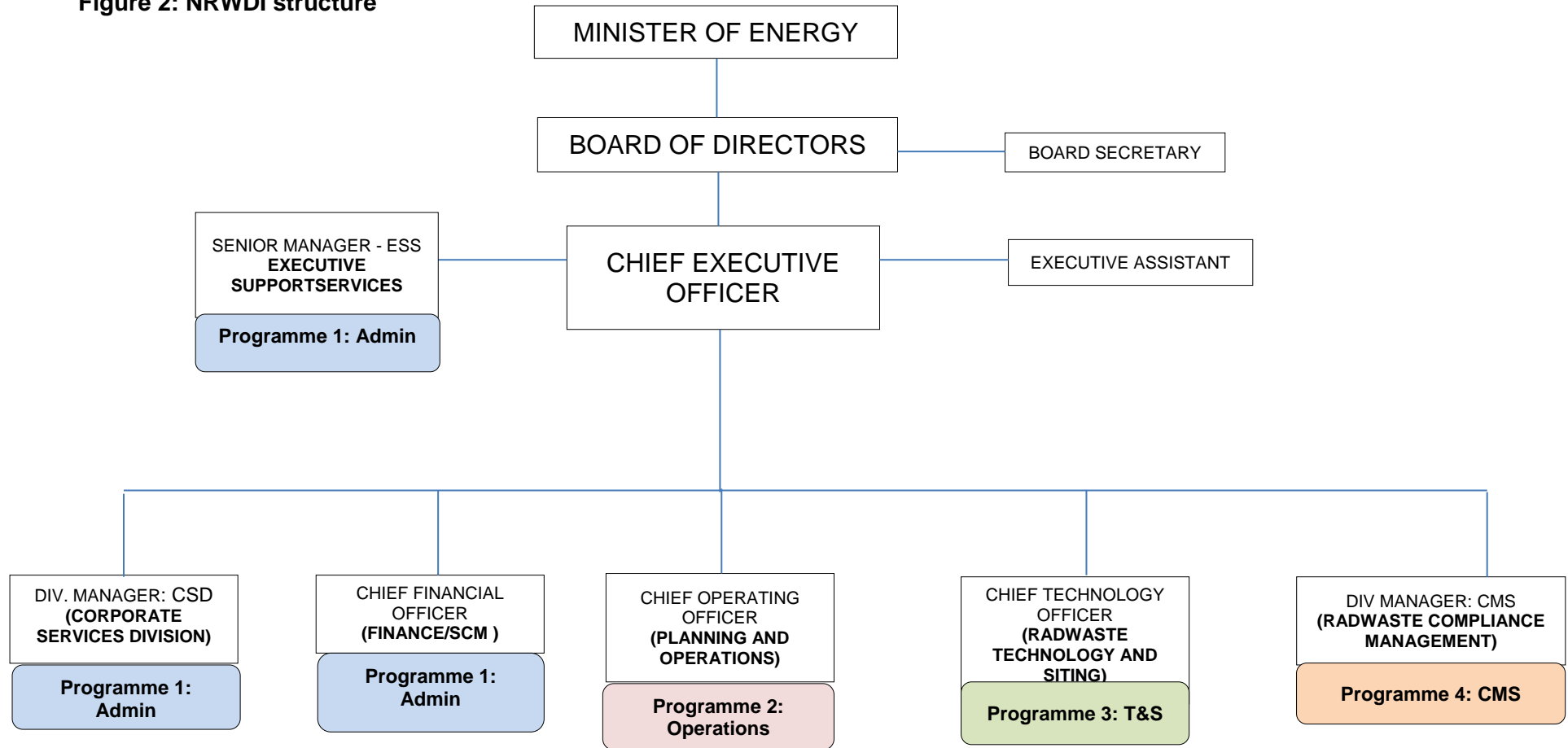
In charting the Institute's work over the duration of this revised Strategic Plan, with effect from 01 October 2016 the Chief Executive Officer is now responsible for the day-to-day running of the Institute, assisted by a senior management team, which includes the Chief Financial Officer and Divisional managers.

The operational component of NRWDI has to be delivered through the **Vaalputs National Radioactive Waste Disposal Facility**, whose functional shift from Necsa to NRWDI is a key imperative for full operationalization of the Institute.

3.4 ORGANIZATIONAL STRUCTURE

The Institute's macro-organisational structure reflects the key operational functions to oversee the core operational component of the Institute, as well as the key support capacity for effective delivery on the Institute's mandate. The structure is aligned to the Institute's strategic programmes, namely: Administration, Radwaste Operations, Radwaste Technology and Siting, and Radwaste Compliance Management.

Figure 2: NRWDI structure



3.5 FINANCIAL SUSTAINABILITY

Over and above the annual MTEF grant allocation made by DoE, a Radioactive Waste Management Fund (RWMF) has to be finalised in order to ensure financial sustainability of the Institute. The RWMF Bill in progress and the Institute is involved in its conceptualisation.

3.6 OVERVIEW OF BUDGET AND MTEF ESTIMATES

Statement of financial performance	Budget	Audited outcome	Budget	Audited outcome	Revised estimate	Medium-term estimate		
	2014/15		2015/16		2016/17	2017/18	2018/19	2019/20
R thousand								
Revenue								
Non-tax revenue	1080	1080	1030	1030	403	683	751	826
Interest received	1080	1080	1030	1030	403	683	752	827
Other non tax revenue(OSG)						1500	0	0
Other non tax revenue(CISF)						8050	12560	13693
Transfers received	2526	2526	6004	6004	11270	30000	33000	36300
Total revenue	3606	3606	7034	7034	11673	40233	46311	50819
Expenses								
Current expenses	3606	3606	7034	7034	26675	40233	46311	50819
Compensation of employees	67	67	396	396	15845	26625	28223	29916
Directors remuneration	1823	1823	1570	1570	1151	450	495	545
Goods & Services of which:					8125	13048	17472	20226
Travel & Subsistence	1044	1044	805	805	1110	500	550	605
Audit Fees					500	1072	1179	1297
Consultant Fees	5	5	3197	3197	402			
Bank Charges					2	5	5	6
Cleaning Services			12	12	24	25	27	30
Contracted-out Services	317	317	132	132	3834	350	367	385
Entertainment Costs			15	15	4			
Electronic Office Equipment						120	132	145
Legal costs			47	47	14			
Advertisement & recruitment	141	141	451	451	408			
Membership Fees						96	105	116
Computer services						50	55	61
Workshops/Conferences	154	154	145	145	176	140	154	169
Rental Buildings	21	21	80	80	502	766	842	926
Stationery and Printing	29	29	49	49	34	50	55	61
Telecommunication	3	3	8	8	380	346	361	377
Consumable Materials			80	80	9	30	33	36
Electricity charges			17	17	80	151	166	182
Small Capital						118	0	0
Repair and Maintenance					646	30	33	36
Operating Material						9200	13408	15793
Finance Costs						0	0	0
Capital costs					1483			
Depreciation	2	2	28	28	71	110	121	133
Transfers and subsidies								
Total expenses	3606	3606	7034	7034	26675	40233	46311	50819
Surplus/(Deficit)	0	0	0	0	-15002	0	0	0

3.7 RELATING EXPENDITURE ESTIMATES TO STRATEGIC OUTCOME ORIENTATED GOALS

The focus of the MTEF will be on NRWDI's legislative mandate imperatives and its responsiveness to Government's developmental priorities, as encapsulated in the MTSF's 14 priority outcomes in support of the NDP. It goes without saying that that the four strategic goals are rooted in these priority outcomes, which have been converted into four APP Programmes, each with its relevant projects and budget.

The strategic outcome goals are further unpacked into strategic objectives. These are long term organisational outputs that help to convert the broad vision into specific plans and projects.

These strategic objectives are further developed into programmes, whose components are outputs, performance indicators and targets which are articulated in Part B of the Annual Performance Plan.

PART B: PROGRAMME AND SUB PROGRAMME PLANS

4. STRATEGIC OUTCOME ORIENTED GOALS OF NRWDI AND STRATEGIC OBJECTIVES

4.1 PROGRAMME 1: ADMINISTRATION

4.1.1 *Programme Overview*

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

4.1.2 *Sub Programmes*

The core outcome is achieved through the provision of key corporate functions under the following sub-programmes:

- ***Executive Support Services*** (*Organisational performance management Risk management; Company Secretariat, Internal audit; Communications and stakeholder relations; Corporate social investment*)

The Executive support office has been established to ensure that NRWDI has processes and systems that are efficient, integrated, quality controlled and cost effective which will deliver value for all its stakeholders. It further aims to remove existing constraints by achieving alignment through effective stakeholder engagement and value-adding partnerships that are mutually beneficial which will result in the organisation meeting and exceeding its strategic goals and objectives.

- ***Strategic Planning***

Strategic planning, monitoring and evaluation coordinates the translation of policy priorities agreed upon by the MANCO and the Board into actionable strategic plans with clear objectives, performance measures and resource commitments. It also carries out monitoring and evaluation activities to ensure that the entity delivers on its strategic objectives.

- **Finance and Supply Chain Management**

Finance and Supply Chain Management ensures compliance with all relevant financial statutes and regulations, the most important of which is the Public Finance Management Act (PFMA). It ensures that goods and services are procured taking into consideration the procurement legislation as well as with due cognisance to the principles of corporate governance.

- **Corporate Services** (*Human capital management; Information and communications technology management; Legal services management; and General administration and facilities management*)

The Corporate Services sub-programme primarily provides integrated strategic and operational business enabling services. Legal Services is responsible for providing a comprehensive legal advisory service to enable the entity to execute its mandate effectively within the rule of law. Human Resources (HR) Management provides transformational HR support enabling the entity to attract, develop and retain skilled people across the organisation. Information and Communication Technology (ICT) provides long term planning and day to day support in respect of ICT needs, services and systems. Facilities Management ensures physical and information security. It provides accommodation and its maintenance and servicing.

Programme 1 Strategic Outcome Oriented Goal: Effective resource utilisation and good governance.

Strategic Objective SO1.1	Improved payment system
Objective statement	To ensure that 100% of all creditors are paid within 30 days after relevant documents are received.
Baseline	None

Strategic Objective SO1.2	Highly motivated team of employees
Objective statement	To ensure staff are managed equally and according to best practice so that each employee makes a valuable contribution to the achievement of organisational objectives
Baseline	None

Strategic Objective SO1.3	Good image of NRWDI
Objective statement	To position and promote NRWDI as custodian for the safe management of radioactive waste so that its stakeholders are aware and appreciate and support the role and actions of the Institute
Baseline	None

Strategic Objective SO1.4	National Radioactive Waste Management Inventory System
Objective statement	The Radioactive Waste Management Inventory System is an IAEA requirement as well as a requirement of the NRWDI Act. The system will be used to monitor the waste generated, stored and disposed nationally.
Baseline	None

Table 3: Programme 1: Administration: Programme Performance Indicators and annual targets 2017/2018 – 2019/2020

	Programme Performance Indicator	Strategic Plan Target	Estimated Performance	Medium Term Targets		
				2016/17	2017/18	2018/19
1.	Percentage of creditors paid within 30 days	100% of all creditors paid within 30 days after relevant documents are received	97% of creditors paid within 30 days after relevant documents are received	100% of all creditors paid within 30 days after relevant documents are received	100% of all creditors paid within 30 days after relevant documents are received	100% of all creditors paid within 30 days after relevant documents are received
2.	Number of HR policies developed	HR policies and procedures which will ensure that employees are managed equally and according to best practice so that each employee makes a valuable contribution to the achievement of organisational objectives	5 policies to be developed	21 policies developed (HR policy list available)	Policies implemented and reviewed	Policies implemented and reviewed

	Programme Performance Indicator	Strategic Plan Target	Estimated Performance	Medium Term Targets		
3.	Percentage positive feedback from stakeholder surveys	80% positive feedback from stakeholders	Stakeholder engagement plan to be drafted in the new financial year	60% positive feedback from stakeholders	70% positive feedback from stakeholders	80% positive feedback from stakeholders
4.	Document on system design Coding system Functional system	Fully functional system utilised for waste generators, disposal and storage	Business requirements analysis and URS completed	Document detailed system design	Develop and code system	Test and operationalise the system

Table 3: Programme 1: Programme Performance Indicators and Quarterly targets for 2017/2018

	Programme Performance Indicator	Report ing Period	Annual Targets	Quarterly Targets			
			2017/18	Q1	Q2	Q3	Q4
1.	Percentage of creditors paid within 30 days	17/18	100% of creditors paid within 30 days after relevant documents are received	100% of all creditors paid within 30 days after relevant documents are received	100% of all creditors paid within 30 days after relevant documents are received	100% of all creditors paid within 30 days after relevant documents are received	100% of all creditors paid within 30 days after relevant documents are received
2.	Number of HR policies developed	17/18	21 policies developed	6 policies to be developed	5 policies to be developed	5 policies to be developed	5 policies to be developed
3.	Percentage feedback from stakeholder surveys	17/18	60% feedback from stakeholders	No target	Develop and finalise stakeholder survey questionnaire	Distribute stakeholder survey questionnaire	Stakeholder feedback through surveys: 60% satisfaction
4.	Document on system design Coding system Functional system	17/18	Document detailed system design	Develop business case	Formalise business case	Planning and developing approved business case option	Execute approved business case option

4.2 PROGRAMME 2: RADWASTE OPERATIONS

Programme Overview

The aim of the programme is to provide radioactive waste disposal and related services on a national basis that is, safe, technically sound, socially acceptable, environmentally responsible and economically feasible ensuring that no undue burden is placed on future generations due to past, present and future involvement in nuclear programs.

The future of the environment is a global agenda item and management and disposal of radioactive waste material must be carried out in such a manner that human health and the environment are protected.

Table 4: Programme 2: Radwaste Operations Strategic objectives

Programme 2 : Strategic Outcome Orientated Goal : Safe Management and disposal of radioactive waste

Strategic Objective SO.2.1	Excellent radioactive waste management and disposal service on a national basis
Objective statement	To provide waste disposal services on a national basis that is safe, technically sound and cost effective
Baseline	None

Strategic Objective SO2.2	Environmentally sound management and disposal of radioactive waste
Objective statement	To minimise the physical, chemical and biological stresses on the environment, thus ensuring the long-term integrity of the environment.
Baseline	None

Strategic Objective SO2.3	Transparent waste disposal site management
Objective statement	Meetings need to be held on a quarterly basis with the communities around the Vaalputs area to educate and make them aware of nuclear safety and other issues relating to Vaalputs
Baseline	None

Table 5: Programme 2: Radwaste Operations: Programme Performance Indicators and Annual Targets 2017/2018

	Programme Performance Indicator	Strategic Plan Target	Estimated Performance	Medium Term Targets		
				2016/17	2017/18	2018/19
1.	Percentage of compliance rate	Increased compliance rate with regards to the annual SHEQ audit	New target	80% compliance rate with regards to annual SHEQ audit	80% compliance rate with regards to annual SHEQ audit	85% compliance rate with regards to annual SHEQ audit
2.	ISO 9001 and ISO 14001 Certification	ISO 9001 and ISO 14001 certification maintained	New target	Maintain ISO 9001 and 14001 certification	Maintain ISO 9001 and 14001 certification	Maintain ISO 9001 and 14001 certification
3.	Number of meetings held (minutes)	12 meetings held with communities	New target	4 VPSIF Meetings	4 VPSIF Meetings	4 VPSIF Meetings

Table 6: Programme 2: Radwaste Operations: Programme Performance Indicators and Quarterly Targets for 2017/2018

Programme Performance Indicator		Reporting Period	Annual Target	Quarterly Targets			
				Q1	Q2	Q3	Q4
1.	Percentage of compliance rate	17/18	80% compliance rate with regards.to annual SHEQ audit	No target	No target	No target	80% compliance
2.	ISO 9001 and ISO 14001 Certification	17/18	Maintain ISO 9001 and ISO 14001 Certification	Maintain ISO 9001 and ISO 14001 Certification	Maintain ISO 9001 and ISO 14001 Certification	Maintain ISO 9001 and ISO 14001 Certification	Maintain ISO 9001 and ISO 14001 Certification
3.	Number of meetings held (minutes)	17/18	4 VPSIF Meetings held	1 VPSIF Meeting held	1 VPSIF Meeting held	1 VPSIF Meeting held	1 VPSIF Meeting held

4.3 PROGRAMME 3: RADWASTE TECHNOLOGY AND SITING

The aim of the programme is to develop and implement programmes for safe storage and disposal of spent nuclear fuel or high level radioactive waste and long lived intermediate level waste on a national basis.

Specific criteria needs to be developed for the siting of suitable sites for the safe management and disposal of possible repositories. There are also various technologies for the safe management of radioactive waste material and the technology that is applicable for South Africa needs to be employed after consultative process has taken place.

Table 7: Programme 3: Strategic objectives: Radwaste Technology and Siting

Programme 3 : Strategic Outcome Orientated Goal : Radwaste Technology and Siting	
Strategic Objective SO3.1	Excellent site selection and investigations for the establishment of storage and disposal facilities
Objective statement	It is important to identify, evaluate, characterise and select suitable sites to make them available for the establishment and installation of storage and disposal facilities for high level waste not only from safety and environmental protection considerations but from all other aspects such as access, transportation and community and stakeholder acceptance.
Baseline	None
Strategic Objective SO3.2	Advanced design and construction of storage and disposal facilities
Objective statement	Facilities must be designed to receive, store and dispose all the high level waste and

	spent nuclear fuel from the country's power reactors and long lived intermediate level radioactive waste from the decommissioning of nuclear power plants
Baseline	None

Strategic Objective SO3.3	Efficient scientific and technical support for development and maintenance of safety cases
Objective statement	Scientific and technical support is required in the development and maintenance of safety cases for storage and disposal facilities for regulatory compliance purposes
Baseline	None

Table 8: Programme 3: Radwaste Technology and Siting: Programme Performance Indicators and Annual Targets 2017/2018

	Programme Performance Indicator	Strategic Plan Target	Estimated Performance	Medium Term Targets		
				2016/17	2017/18	2018/19
1.	CISF siting plan Safety case Submission report to NNR	Sites development strategy in place	New target	CISF siting project plan developed	Prepare a safety case	Safety case submitted to NNR
2.	Conceptual Design document Detailed design document Submission report to NNR	Operational storage facility	New target	Conceptual design developed	Detailed design developed	Detailed Design submitted for approval to NNR
3.	Number of research and development reports	3 Research and development reports	New target	1 Research and Development report compiled	1 Research and Development reports compiled	1 Research and Development report compiled

Table 9: Programme 3: Radwaste Technology and Siting: Programme Performance Indicators and Quarterly targets for 2017/2018

Programme Performance		Reporting Period	Annual Target	Quarterly Targets			
Indicators	Q1			Q2	Q3	Q4	
1.	CISF siting plan	17/18	CISF siting project plan developed	25% execution of project plan	50 % execution of project plan	75% execution of project plan	100% execution of project plan
2.	Conceptual Design document	17/18	Conceptual design developed	25% execution of project plan	50 % execution of project plan	75% execution of project plan	100% execution of project plan
3.	Number of research and development reports	17/18	1 R&D report	25% of the report completed	50 % of the report completed	75% of the report completed	100% of the report completed

4.4 PROGRAMME 4: RADWASTE COMPLIANCE MANAGEMENT

The aim of the programme is to ensure that the core function of the NRWDI (i.e., disposal of radioactive waste on a national basis) is executed in compliance with regulatory requirements and specifically the National Nuclear Regulator's (NNR's) requirements that the holder of a nuclear installation license (NIL) must implement compliance assurance measures that:

- (a) provides for overriding priority to nuclear and radiation safety; and
- (b) provides the required resources, processes and arrangements to ensure compliance with the conditions of authorisation, the requirements of the NNR Act and associated regulations.

Table 10: Programme 4: Compliance Management: Strategic Objectives

Programme 4 : Strategic Outcome Orientated Goal : Compliance Management

Strategic Objective SO4.1	Quality management system
Objective statement	To ensure policies and procedures are developed and effectively implemented to give effect to compliance with regulatory requirements with regards to safety, health, environment and quality management systems.
Baseline	None

Strategic Objective SO4.2	Nuclear installation licence
Objective statement	To ensure that resources (both human resources and financial resources) are effectively utilised for the development, implementation, compliance assessment, review and continual improvement of the nuclear installation license for Vaalputs.
Baseline	None

Table 11: Programme 4: Radwaste Compliance Management: Programme Performance Indicators and Annual Targets 2017/2018

	Programme Performance Indicator	Strategic Plan Target	Estimated Performance	Medium Term Targets		
			2016/17	2017/18	2018/19	2019/20
1.	Percentage of QMS completed	Quality Management system in place	6 elements of ISO 9001 developed	75% of the QMS completed	100% of the QMS completed and implemented	100% of the QMS completed and implemented

Table 12: Programme 4: Radwaste Compliance Management: Programme Performance Indicators and Quarterly targets for 2017/18

Programme Performance Indicator		Reporting Period	Annual Target	Quarterly Targets			
				Q1	Q2	Q3	Q4
1.	Percentage of QMS completed	17/18	75 % of the QMS completed	19% completed	39% completed	58% completed	75% completed

ANNEXURE A: TECHNICAL INDICATORS

PROGRAMME 1: ADMINISTRATION

SO1.1 Improved payments system

<i>Indicator Title</i>	Percentage of creditors paid within 30 days
Short definition	100% of all creditors must be paid within 30 days after relevant documents are received
Purpose/importance	The President in his state of the nation address mentioned that all creditors to the state must be paid within 30 days. This relates to the achievement of Government's socio- economic goals like the growing the economy and promoting SMME development.
Source or collection of data	Payments requests, invoices, proof of payments payment reports
Method of calculation	Proper record keeping
Data limitations	Accuracy of filing systems
Type of Indicator	Output
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	100% of all creditors paid within 30 days after relevant documents are received
Indicator Responsibility	Chief Financial Officer

SO1.2 Highly motivated team of employees

<i>Indicator Title</i>	Number of HR policies developed
Short definition	In order to maximise the potential of employees it is necessary to manage them in terms of best practice
Purpose/importance	A strategic goal for a new entity is to have the necessary policies and procedures in place relating to the management of

Indicator Title	Number of HR policies developed
	human capital as a motivated team of employees will contribute optimally to the achievement of organisational goals.
Source or collection of data	Policies, procedures, approval of policies and procedures, information sessions
Method of calculation	Proper record keeping
Data limitations	Accuracy of filing systems
Type of Indicator	Output
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Policies and procedures developed and kept updated in line with best practice
Indicator Responsibility	Divisional Manager : Corporate Services

SO1.3 Good image of NRWDI

Indicator Title	Percentage feedback from stakeholder surveys
Short definition	Stakeholder relations needs to be managed to ensure that relationships are conducted transparently, ethically and in the best interests of the entity.
Purpose/importance	The principles of good governance has been adopted by the public service. The management of stakeholder relations in a transparent and ethical manner contributes to good governance.
Source or collection of data	Stakeholder database, minutes from stakeholder engagements, feedback from stakeholders, stakeholder surveys
Method of calculation	Proper record keeping
Data limitations	Accuracy of filing systems
Type of Indicator	Output
Calculation type	Cumulative
Reporting Cycle	Quarterly

Indicator Title	Percentage feedback from stakeholder surveys
Desired Performance	60% of feedback from stakeholders
Indicator Responsibility	Senior Manager : Executive Support Services

SO1.4 Radioactive Waste Management Inventory System

Indicator Title	Document on system design , Coding system , Functional system
Short definition	The Radioactive Waste Management Inventory System is an IAEA requirement to monitor the waste generated, stored and disposed nationally.
Purpose/importance	One of the responsibilities in the NRWDI Act is to have a database system in place which will give the entity insight into how much radioactive waste is being generated, stored and disposed of.
Source or collection of data	Documents relating the business requirements, URS , detailed system design, coding of system
Method of calculation	Proper record keeping
Data limitations	Accuracy of filing systems
Type of Indicator	Output
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Document detailed system design
Indicator Responsibility	Senior Manager : IT

PROGRAMME 2: RADWASTE OPERATIONS

SO2.1 Excellent radioactive waste management and disposal service on a national basis

Indicator Title	Percentage of compliance rate
Short definition	A waste disposal service that is safe , technically sound , socially acceptable and environmentally friendly will be implemented and the compliance rate will be measured in terms of the SHEQ audit
Purpose/importance	The health and safety of the public as well as the protection of the environment is critical to the safe disposal of radioactive waste disposal
Source or collection of data	Documents relating to the SHEQ audit
Method of calculation	Proper record keeping
Data limitations	Inadequate filing system
Type of Indicator	Compliance
Calculation type	Cumulative
Reporting Cycle	Annually
Desired Performance	80% compliance
Indicator Responsibility	Chief Operations Officer

SO2.2 Environmentally sound management and disposal of radioactive waste

Indicator Title	ISO 9001 and ISO 14001 Certification
Short definition	A quality and environmental management system for Vaalputs must be maintained for ISO 9001 and ISO 14001 certification
Purpose/importance	The health and safety of the public as well as the protection of the environment is critical to the safe disposal of radioactive waste disposal

Indicator Title	ISO 9001 and ISO 14001 Certification
Source or collection of data	Documents relating to ISO 9001 and 14001 certification
Method of calculation	Proper record keeping
Data limitations	Inadequate filing system
Type of Indicator	Compliance
Calculation type	Cumulative
Reporting Cycle	Annually
Desired Performance	ISO 9001 and 14001 certification maintained
Indicator Responsibility	Chief Operations Officer

SO2.3 Transparent waste disposal site management

Indicator Title	Number of meetings held (minutes)
Short definition	The communities in Kamiesberg Municipality area must be kept informed about nuclear safety and other related issues to gain their support
Purpose/importance	Regular communication with the necessary stakeholders are likely to lead to informed decisions being made, better objectives being set and the opposition is likely to become your supporters
Source or collection of data	Presentations, pamphlets and brochures that were distributed, flight tickets
Method of calculation	Proper record keeping
Data limitations	Inadequate filing system
Type of Indicator	Output
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	4 meetings held
Indicator Responsibility	Chief Operations Officer

PROGRAMME 3: RADWASTE TECHNOLOGY AND SITING

SO 3.1 Excellent site selection and investigations for the establishment of storage and disposal facilities

Indicator Title	CISF siting plan , Safety case , Submission report to NNR
Short definition	A siting strategy and methodology needs to be compiled for the identification, evaluation, characterisation and selection of suitable sites for storage and disposal facilities.
Purpose/importance	It is important to identify, evaluate, characterise and select suitable sites to make them available for the establishment and installation of storage and disposal facilities for high level waste not only from safety and environmental protection considerations but from all other aspects such as access, transportation and community and stakeholder acceptance.
Source or collection of data	Set of relevant documents relating to the strategy and methodology
Method of calculation	Proper record keeping of relevant documents
Data limitations	Accuracy of filing systems
Type of Indicator	Output
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Completed CISF siting strategy and methodology
Indicator Responsibility	Chief Technology Officer

SO 3.2 Advanced design and construction of storage and disposal facilities

Indicator Title	Conceptual Design document , Submission report to NNR
Short definition	.Design documents need to be compiled for the CISF storage facility
Purpose/importance	Facilities must be designed to receive, store and dispose all the high level waste and spent nuclear fuel from the country's power reactors and long lived intermediate level radioactive waste from the decommissioning of nuclear power plants

Indicator Title	Conceptual Design document , Submission report to NNR
Source or collection of data	Set of documents relating to the design of the facility
Method of calculation	Proper recording of all documents
Data limitations	Accuracy of filing systems
Type of Indicator	Output
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	CISF design documents completed
Indicator Responsibility	Chief Technology Officer

SO 3.3 Efficient scientific and technical support in the development and maintenance of safety cases for storage and disposal facilities

Indicator Title	Number of research and development reports
Short definition	R&D reports need to be compiled for the development and maintenance of safety cases
Purpose/importance	Scientific and technical support is required in the development and maintenance of safety cases for storage and disposal facilities for regulatory compliance purposes
Source or collection of data	R&D reports
Method of calculation	Proper recording of reports
Data limitations	Accuracy of filing systems
Type of Indicator	Output
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	1 R&D reports compiled
Indicator Responsibility	Chief Technology Officer

PROGRAMME 4: RADWASTE COMPLIANCE MANAGEMENT

SO4.1 Quality management system

Indicator Title	Percentage of QMS completed
Short definition	To be the holder of nuclear authorisation, a number of policies and procedures need to be developed regarding safety, health, environment and a quality system
Purpose/importance	The development of policies and procedures to give effect to implementing regulatory requirements with regards to safety, health, environment and quality system .will assist the Institute in becoming the holder of a nuclear authorisation
Source or collection of data	Set of policies and procedures for the QMS
Method of calculation	Proper recording of reports
Data limitations	Accuracy of filing systems
Type of Indicator	Output
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	75% of the QMS developed
Indicator Responsibility	Divisional Manager : Compliance Management

PART C: RISK MANAGEMENT

Objective	Risk Description	Root Cause	Consequence	Impact (1-5)	Likelihood (1-5)	Risk Level (Residual Risk)	Mitigation Action
Institute to operate as going concern	Inability of the Institute to operate as going concern	Seed funding not utilized effectively in past 3 3 year period.	Qualified audit Reputational risk	5	5	25	Engage Shareholder and NT to fund current shortfall of R10m Ensure that business operating model is correctly costed
Sustainable funding of Institute	Delay to establish RWMF	Delay indrafting process	Inability to fulfill institutional obligations as per the Nuclear Energy Act Reputational risk	5	4	20	NWRDI to renegotiatthe waste disposal contracts with Necsa and Eskom to be concluded before the next financial year Explore alternative sources of revenue
Management of used/spent fuel	Inability to provide management solutions for Eskom's Used/Spent nuclear fuel	Delay in Vaalputs functional shift to NWRDI Readiness of NWRDI	Shutdown on Koeberg nuclear plant in 2018/19 Shortage of electricity capacity	5	4	20	Develop and implement a project plan for the establishment of a CISF for the storage of Used/Spent Nuclear fuel and High Level waste between Eskom and NWRDI
Complete functional shift of Vaalputs	Delay in execution of Vaalputs functional shift as per section 30 of NRWDIA	Non-cooperation from Necsa Non-cooperation of Nehawu	NRWDI might not get ISC SHEQ, NNR or other licenses on time to fully commence its operations	5	5	25	Develop and implement roadmap developed by NWRDI to expedite the Vaalputs functional shift

Objective	Risk Description	Root Cause	Consequence	Impact (1-5)	Likelihood (1-5)	Risk Level (Residual Risk)	Mitigation Action
Establish a national radioactive waste inventory database	Delay in establishment of a national radioactive waste inventory databasis	Lack of funding	Inability to discharge disposal obligation under the Joint Convention Reputational	4	4	16	Funding allocation from limited operation budget to operationalize the National radioactive Waste Inventory Database
Stakeholder confidence and trust	Loss of stakeholder trust and confidence	Loss of stakeholder confidence due to disfunctionality of NWRDI	Inability to discharge disposal obligation Reputational risk Shutdown of Vaalputs	2	2	4	Engagement with stakeholders on a professional level. Develop and implement comprehensive communication and stakeholder management strategy
Prudent Financial Magement.	Failure to comply with SCM regulations	Limited knowldege of SCM	Irregular Expenditure	3	3	9	Approved policies, procedures and internal controls

LIST OF ABBREVIATIONS

AGSA	Auditor General of South Africa
BoD	Board of Directors
CEO	Chief Executive Officer
ESS	Executive Support Services
HLW	High Level Waste
ILW	Intermediate Level Waste
LLW	Low Level Waste
NDP	National Development Plan
NIL	Nuclear Installation License
NNR	National Nuclear Regulator
NRWDIA	National Radioactive Waste Disposal Institute Act
NRWDI	National Radioactive Waste Disposal Institute
SHEQ	Safety, Health, Environment and Quality
CFO	Chief Financial Officer
CISF	Central Interim Storage Facility
CMS	Compliance Management Services
COO	Chief Operations Officer
CSD	Corporate Services Division
CTO	Chief Technology Officer
DoE	Department of Energy
GDP	Gross Domestic Product
HR	Human Resources
ICT	Information and Communication Technology
ISO	International Standards Organisation
MANCO	Management Committee
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Fund
MTSF	Medium Term Strategic Framework
Necsa	South African Nuclear Energy Corporation
NNBP	Nuclear New Build Programme
NPP	Nuclear Power Plant
NRWDI	National Radioactive Waste Disposal Institute

NNR	National Nuclear Regulator
PESTEL	Political Economical Social Technological Environmental Legal
PFMA	Public Finance Management Act
QMS	Quality Management System
R&D	Research and Development
RWMF	Radioactive Waste Management Fund
SA	South Africa
SLA	Service Level Agreement
SHEQ	Safety, Health, Environment and Quality
SMART	Specific, Measurable, Achievable, Realistic, Time bound
SO	Strategic Objective
SOE	State Owned Entity
SOOG	Strategic Outcome Orientated Goal
SQEP	Suitably Qualified and Experienced Person
URS	User Requirement Specification
WAC	Waste Acceptance Criteria

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