



So  
We

SOUTH AFRICAN WEATHER SERVICE

**Parliamentary Portfolio Committee  
Presentation on Performance on  
Objectives:  
Quarter 1 of 2015/16  
*'Making you WeatherSMART'***

**Dr Linda Makuleni: Chief Executive  
Officer  
18 August 2016**



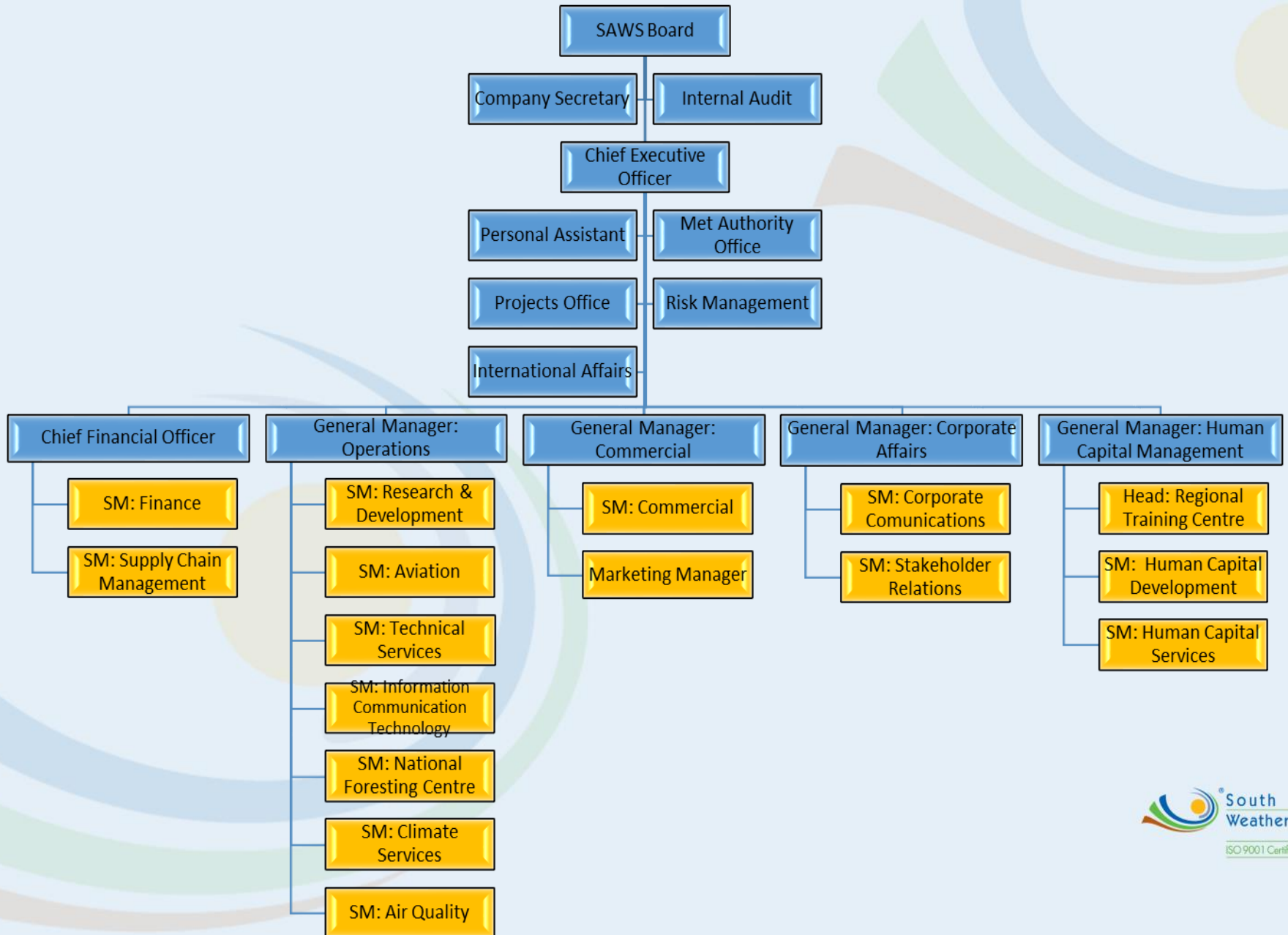


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# HIGH LEVEL STRUCTURE

# HIGH LEVEL STRUCTURE



# Strategic Goals and Objectives

Strategic goals	Strategic goals	Strategic Objectives	Goal Statement
Short Tittle	Long Tittle		
<b>Strategic Goal 1:</b>  <b>Provision of Products and Services</b>	Meteorological Products and Services that meet the needs of a weather-smart nation are provided	1.1 Develop and provide meteorological and related products and services for targeted communities nationally  1.2 Develop and market meteorological and related products and services for specific economic sectors  1.3 Establish strategic partnerships for products & services	The impact of climate change is resulting in an increasing number of extreme weather events, which impacts on food security, lives and property. This calls for the development and provision of innovative products and services for both commercial and public good purposes that enable a weather- smart nation.
<b>Strategic Goal 2:</b>  <b>Capability and capacity developed</b>	Service Delivery Infrastructure and Human Capital Capability and Capacity developed	2.1 Upgrade, expand and optimise infrastructure  2.2 Position SAWS as employer of choice  2.3 Build a talent pool for atmospheric sciences as a national imperative	A shortage of skills in weather and climate related sciences makes it difficult for SAWS to consistently deliver on its mandate and achieve its vision. This requires building a talent pool both in-house and on a national basis whilst extending and upgrading our current infrastructure.

# Strategic Goals and Objectives

Strategic goals	Strategic goals	Strategic Objectives	Goal Statement
Short Tittle	Long Tittle		
<b>Strategic Goal 3: Engaged stakeholders</b>	Strategic relationships leveraged and Stakeholders engaged	3.1 Position SAWS as a relevant Meteorological Institution  3.2 Manage and leverage strategic relationships	SAWS functions in a complex scientific and service environment where it is essential to maintain and manage stakeholder relationships to the benefit of both parties. Through the activities supporting this goal SAWS is committed to effectively partner, collaborate, manage and leverage its key stakeholder relations to deliver on SAWS' mandate and objectives and to ensure its sustainability.
<b>Strategic Goal 4: Research, knowledge and intelligence creation</b>	Research, knowledge and Intelligence created in support of a weather-smart nation	4.1 Grow weather and climate knowledge base	SAWS is mandated to innovate and provide products and services that are designed to solve real life weather related challenges. This requires ongoing research to maintain its technological edge in meteorology and related disciplines.
<b>Strategic Goal 5: Growth and sustainability</b>	Revenue growth and organisational sustainability achieved	5.1 Grow Revenue Streams	SAWS is an essential element of South African public life, contributing to both the country's economic activities and safety of life. In order to grow while also ensuring that it remains sustainable, SAWS must establish sustained and high value sources of revenue to fund its operations.

**Note:** These strategic goals are long-term and targets for the next 5 years are as indicated in the strategic plan and APP and as set out in the strategic objectives with their related objectives

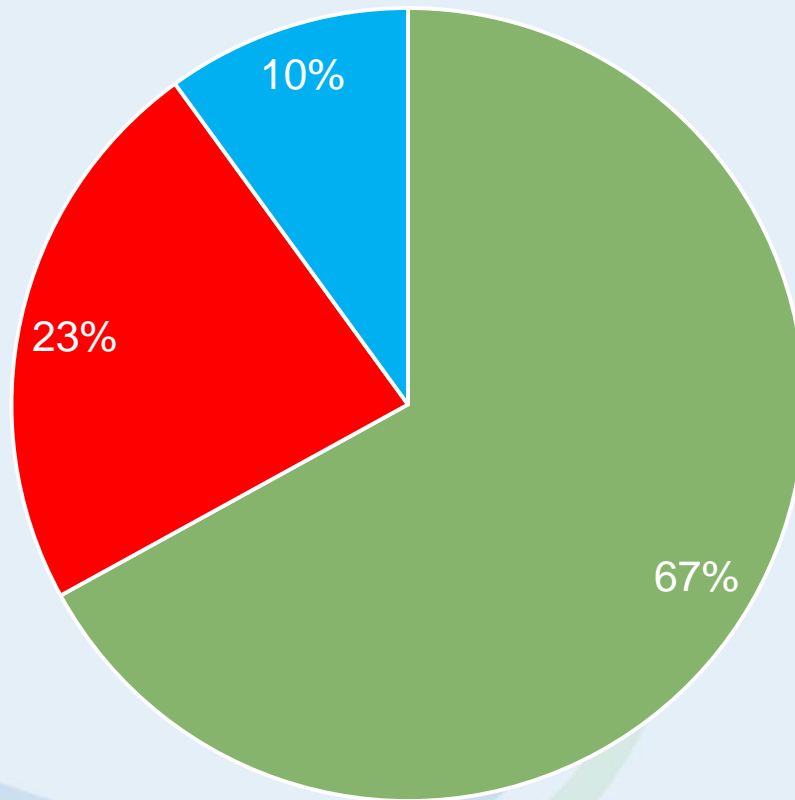
# QUARTER 1 of 2016/17: ACTUAL PERFORMANCE AGAINST PRE-DETERMINED OBJECTIVES

## Actual Performance Against Targeted Performance - Interpretation Key

Achieved	Met all requirements (On target)	Partially Achieved	Met requirements substantially – there may be changes to requirements (Work in progress)	Not Achieved	Met none/ some requirements – Requires urgent attention (Off target)	No milestone	No set milestone for that period	Information not provided	Information not evaluated at the time of reporting
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# PERFORMANCE ON OBJECTIVES for Quarter 1 of 2016/17 Financial Year

## Quarter 1: 2016/17 Performance



■ Achieved ■ Not Achieved ■ No Action Required

- 21/31 Targets (67%) – Achieved(19 targets) /Partially Achieved(2 targets)
- 7/31 Targets (23%) - Not Achieved
- 3/31 Targets(10%) – No action required





**STRATEGIC GOAL 1:  
PROVISION OF PRODUCTS & SERVICES**

# STRATEGIC GOAL 1: Provision of Products and Services

## SO 1.1: Develop and provide meteorological and related products and services for targeted communities nationally

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
% completion of the 'As is' community weather- smart Needs Analysis Report across all targeted communities for the development of products and services to improve weather resilience	New	New	Develop Terms of Reference and implementation plan for the community weather-smart needs survey	<p><b>Achievement:</b> Terms of Reference and implementation plan for the community weather-smart needs survey not developed</p> <p><b>Challenges:</b></p> <p>Availability of adequate financial resources</p> <p>Awaiting appointment of service provider</p> <p><b>Corrective measures:</b> In the process of appointing a service provider to assist with the survey</p>
Number of community segmented products and/or services provided	6	4 products and / or services developed	Maintain the delivery of 4 existing products	<p><b>Achievement:</b> Products delivered throughout the quarter</p> <p><b>Challenges:</b> None</p> <p><b>Corrective measures:</b> None</p>

# STRATEGIC GOAL 1: Provision of Products and Services

## SO 1.2: Develop and market meteorological and related products and services for specific economic sectors

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
Number of sector specific products provided	1 Wind farm product	Renewable energy sector product / application developed	3 sector specific products provided into the market in 2016/17 but no target set for quarter 1	No action required for the quarter
% Completion of 5- year marketing plans for sector specific products on weather and climate in targeted sectors	New	New	25% completion of 5-year marketing plan for sector specific products on weather and climate for the agricultural sector	<p><b>Achievement:</b> 25% completion of 5-year marketing plan for sector specific products on weather and climate for the agricultural sector not achieved</p> <p><b>Challenges:</b> Availability of adequate financial resources</p> <p>Awaiting appointment of service provider</p> <p><b>Corrective measures:</b> Research on the sector was completed in collaboration with the UKMO; analysis of the findings underway</p>

# STRATEGIC GOAL 1: Provision of Products and Services

## SO 1.2: Develop and market meteorological and related products and services for specific economic sectors

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
% Implementation of annual milestones for Sector specific 5- year marketing plans	Not measured	Target not set for 2015/16	25% Completion of sector specific 5- year marketing plan for the agricultural sector as per the implementation plan	<p><b>Achievement:</b> 25% completion of 5-year marketing plan for sector specific products on weather and climate for the agricultural sector not achieved</p> <p><b>Challenges:</b> Availability of adequate financial resources and appointment of service provider</p> <p><b>Corrective measures:</b> Research on the sector was completed in collaboration with the UKMO; analysis of the findings underway</p>

## SO 1.3: Establish partnerships for products and services

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
Number of joint ventures and strategic alliances established	7 partnerships	8 partnerships	Identify areas within SAWS for joint venture and alliance	<p><b>Achievement:</b> 3 Venture opportunities identified and explored: General Aviation and Commercial Airlines; Manufacturing Platform; Local government partner; Associate Partners</p> <p><b>Challenges:</b> None</p> <p><b>Corrective measures:</b> None</p>



## **STRATEGIC GOAL 2: CAPABILITY AND CAPACITY DEVELOPMENT**

## STRATEGIC GOAL 2: Capacity and capability development

### SO 2.1: Upgrade, expand and optimise infrastructure

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
% Availability of data Radar	56.81%	Radar data availability = 80%	Radar data availability = 80%	<p>Achievement: Radar data availability = 85.94%</p> <p>Effort to ensure effective maintenance of peripheral equipment, such as air-conditioners, diesel generators and their refueling, has contributed to the increased availability of the radar</p> <p><b>Challenges:</b> None</p> <p><b>Corrective measures:</b> None</p>
% Availability of data LDN	96.48%	LDN data availability = 80%	LDN data availability = 95%	<p>Achievement: LDN data availability = 95.29%</p> <p>Challenges: None</p> <p>Corrective measures: None</p>
Percentage availability of SAAQIS	90%	SAAQIS availability 90%	SAAQIS availability = 90%	<p>Achievement: SAAQIS availability = 96%</p> <p>Challenges: None</p> <p>Corrective measures: None</p>

## STRATEGIC GOAL 2: Capacity and capability development

### SO 2.2: Position SAWS as an employer of choice

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
% implementation of annual milestones for the SAWS dual career pathing programme	Engage stakeholders	Implement phase 1 of the plan	Stakeholder engagement on career maps (dual career pathing)	<p><b>Achievement:</b> Stakeholder engagement on career maps (dual career pathing)</p> <p><b>Challenges:</b> None</p> <p><b>Corrective measures:</b> None</p>
% (increase) in employee capability for core and critical skills	No target set for 2014/15	No target set for 2014/15	Conduct analysis of current employee capability	<p><b>Achievement:</b> analysis of current employee capability not conducted</p> <p><b>Challenges:</b> Awaiting OD Exercise completion</p> <p><b>Corrective measures:</b> Targeted critical functions will be identified through the OD exercise in Q2. These functions will then form part of the capability analysis</p>
% increase in leadership competency index	No target set for 2014/15	No target set for 2014/15	Conduct analysis of current employee leadership capability to establish a baseline	<p><b>Achievement:</b> analysis of current employee leadership capability to establish a baseline conducted</p> <p><b>Challenges:</b> None</p> <p><b>Corrective measures:</b> None</p>

## STRATEGIC GOAL 2: Capacity and capability development

### SO 2.2: Position SAWS as an employer of choice

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
Talent retention rate Talent retention of scarce and critical skills	92%	92%	92% employee retention rate for core/critical skills	<b>Achievement:</b> 92% employee retention rate for core/critical skills  <b>Challenges:</b> None  <b>Corrective measures:</b> None
% achievement of Employment Equity (EE) targets as per the organisational EE plan	No target set for 2014/15	No target set for 2015/16	100% of EE targets achieved	<b>Achievement:</b> 100% of EE targets achieved  <b>Challenges:</b> None  <b>Corrective measures:</b> None

### SO 2.3: Build a talent pool for atmospheric and related science as a national imperative

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
% completion of the phase of implementation of the National Educational Plan	No target set	Implementation as per strategy milestone	Stakeholder engagement as per the stakeholder engagement plan for the NEP	<b>Achievement:</b> Stakeholder engagement as per the stakeholder engagement plan for the NEP  <b>Challenges:</b> None  <b>Corrective measures:</b> None



## STRATEGIC GOAL 2: Capacity and capability development

### SO 2.3: Build a talent pool for atmospheric and related science as a national imperative

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
% Implementation of annual targets of the Regional Training Centre (RTC) strategy	No target set	Implementation as per strategy milestone	40% of the RTC APP targets achieved	<b>Achievement:</b> 40% of the RTC APP targets achieved <b>Challenges:</b> None <b>Corrective measures:</b> None
Number of bursaries	62	62	Report on uptake of bursaries and re-allocate bursaries	<b>Achievement:</b> Report on uptake of bursaries and re-allocate bursaries <b>Challenges:</b> None <b>Corrective measures:</b> None
Percentage of bursars absorbed by SAWS in critical strategic areas	65% of Bursars absorbed by SAWS in critical strategic areas	45%	No target set for quarter 1	No action required for quarter 1
programme plan  % implementation of Doctoral Programme milestones		2015/16	completion of Doctoral programme plan	<b>programme plan not achieved</b> <b>Challenges:</b> Awaiting OD Exercise completion <b>Corrective measures:</b> Activities for this programme will be informed by the Organisational Development exercise in Q2



## **STRATEGIC GOAL 3: ENGAGED STAKEHOLDERS**

# STRATEGIC GOAL 3: Engaged Stakeholders

## SO 3.1: Position SAWS as a relevant meteorological institution

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
% completion of annual targets as set out in the corporate communications strategy	Communication Strategy	Develop and implement programmes and campaigns that promote the organisation as per the communications strategy and implementation plan	Implementation of 20% of communications programmes as per the communications strategy for 16/17	<p><b>Achievement:</b> Development of communications plan for 2016/17; Implementation of Community Development Workers' programme; Hosting of National Press Club (Media</p> <p><b>Challenges:</b> Adequate Financial Resources</p> <p><b>Corrective measures:</b> In the process of appointing a service provider to assist with the review of the</p>
% (increase) in traffic volumes on media platforms (website/ facebook, twitter, YouTube)	No target set	No target set for 2015/16	Establish media platforms to engage stakeholders (website/facebook, twitter, YouTube)	<p><b>Achievement:</b> Maintained the automated feed on twitter</p> <p><b>Challenges:</b> Awaiting review of Communications and Media Strategy</p> <p><b>Corrective measures:</b> Facebook &amp; YouTube to be established in quarter 2 following development of Communications and Media Strategy</p>

# STRATEGIC GOAL 3: Engaged Stakeholders

## SO 3.1: Position SAWS as a relevant meteorological institution

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
Rand value Advertising Value Equivalent (AVE) (cumulative)	No target set	No target set for 2015/16	Advertising Value Equivalent (AVE) –R4m	<p><b>Achievement:</b> R26 797 866</p> <p>Ongoing drought associated with El Nino created, amongst journalists, an increased awareness and interest on weather phenomena</p> <p><b>Challenges:</b> None</p> <p><b>Corrective measures:</b> None</p>

## SO 3.2: Manage and leverage strategic relations

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
Number of engagement programmes for targeted stakeholder groups as per SES(2016/17)	NEW	Develop and implement stakeholder engagement plan for vulnerable communities	Engagement programmes for 2 targeted key stakeholder groups	<p><b>Achievement:</b> 1 x engagement programme for agricultural sector</p> <p><b>Challenges:</b> None</p> <p><b>Corrective measures:</b> Terms of Reference developed for Stakeholder Engagement Strategy</p>
Overall stakeholder satisfaction rating (expressed as a percentage)	84.8%	85%	Overall stakeholder satisfaction rating – 86%	No action required for this quarter

# STRATEGIC GOAL 4: RESEARCH AND KNOWLEDGE / INTELLIGENCE CREATION

# STRATEGIC GOAL 4: Research and knowledge / intelligence creation

## SO 4.1: Grow weather and climate knowledge base

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
% of funds secured for conducting SEB study	Not measured	Target not set for 2015/16	Develop Socio-Economic Benefit study funding proposal	<p><b>Achievement:</b> Socio-Economic Benefit study funding proposal developed</p> <p><b>Challenges:</b> None</p> <p><b>Corrective measures:</b> None</p>
National Framework for Climate Services (NFCS) implementation per key sector	Landscape document	NFCS developed and approved	Review of NFCS	<p><b>Achievement:</b> Review conducted by the Project Management Team and presented to the Project Steering Committee (PSC)</p> <p><b>Challenges:</b> None</p> <p><b>Corrective measures:</b> None</p>
Number of partnership agreements for applications and / or products development for various socio-economic sectors in support of the NCCRP	Not measured	Agro /hydrological product developed	Identify potential partner	<p><b>Achievement:</b> Process of identifying potential partner started</p> <p><b>Challenges:</b> UKMO report being reviewed</p> <p><b>Corrective measures:</b> Engagement with various stakeholders to identify potential partners is underway</p>

# STRATEGIC GOAL 4: Research and knowledge / intelligence creation

## SO 4.1: Grow weather and climate knowledge base

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
Number of peer- reviewed articles published in accredited national or international scientific journals where SAWS scientists are the leading author or co-author. (cumulative target)	28	14	3 x publications	<p><b>Achievement:</b> 4 x publications</p> <p><b>Challenges:</b> None</p> <p><b>Corrective measures:</b> None</p>



**STRATEGIC GOAL 5:  
GROWTH AND SUSTAINABILITY**



# STRATEGIC GOAL 5: Growth and Sustainability

## SO 5.1: Grow revenue streams

Key Performance Indicator	Baseline 2014/15	Target 2015/16	2016/17 1 <sup>st</sup> Quarter Target	Achievement/ Challenges / Corrective measures
Parliamentary grant funding excluding SAAQIS	R104.5m	R98,449m	R47,32m	<b>Achievement:</b> R47,32m <b>Challenges:</b> None <b>Corrective measures:</b> None
Growth in year-on-year aviation revenue	R104.5m	R98,449m	R20,67m	<b>Achievement:</b> R32,14m Aviation income exceeds budget for the quarter mainly due to increased air traffic volumes <b>Challenges:</b> None <b>Corrective measures:</b> None
Growth in commercial revenue as per set target (annual total revenue)	R12.5m	R16m	R3,60m	<b>Achievement:</b> R4,46m <b>Challenges:</b> None <b>Corrective measures:</b> None

## SAWS EMPLOYMENT EQUITY STATISTICS



**Together in diversity.**

## SAWS PROFILE AS AT 30/06/16 - EMPLOYMENT EQUITY

Occupational Levels	Male				Female				Foreigners	Total
	A	C	I	W	A	C	I	W		
<b>Top management</b>	1	0	0	0	3	0	0	1	0	5
<b>Senior management</b>	6	0	1	0	7	0	0	2	0	16
<b>Professionally qualified and experienced specialists</b>	39	4	1	22	18	1	0	8	7	100
<b>Skilled technical and academically qualified workers, supervisors</b>	57	5	5	25	35	4	2	16	1	150
<b>Semi-skilled and discretionary decision making</b>	42	10	0	7	45	9	1	3	1	118
<b>Unskilled and defined decision making</b>	10	2	0	1	2	0	0	0	0	15
<b>Temporary Employees</b>	10	0	0	1	10	1	0	0	0	22
<b>TOTAL PERMANENT</b>	165	21	7	56	119	15	3	30	9	426

## SAWS STATS VS THE DEMOGRAPHICS OF SA- EMPLOYMENT EQUITY

Race	National Demographics	Baseline as at 31/03/2016	SAWS Target [*]	SAWS Statistics as at 30/06/2016
Africans	80.5%	74.0%	67%	-7%
White	8.3%	11.3%	20.2%	8.9%
Coloured	8.8%	8.8%	8.2%	0.6%
Indians	2.5%	2.5%	3.1%	1.4%
People with Disabilities	2%	3%	1.1%	-1.9%
Foreigners	-	0.4%	0.4%	-

(\*) Targets as per the SAWS Employment Equity Plan

**Corrective action - EE plan targets in line with skills availability - interventions include the recruitment plan targeting skills development amongst Africans and development of strategy on attraction and retention of persons with disabilities**

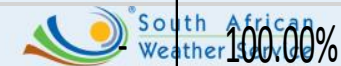


**FINANCIAL REPORT  
FOR THE PERIOD ENDING 30 June 2016**

# FINANCIAL REPORT

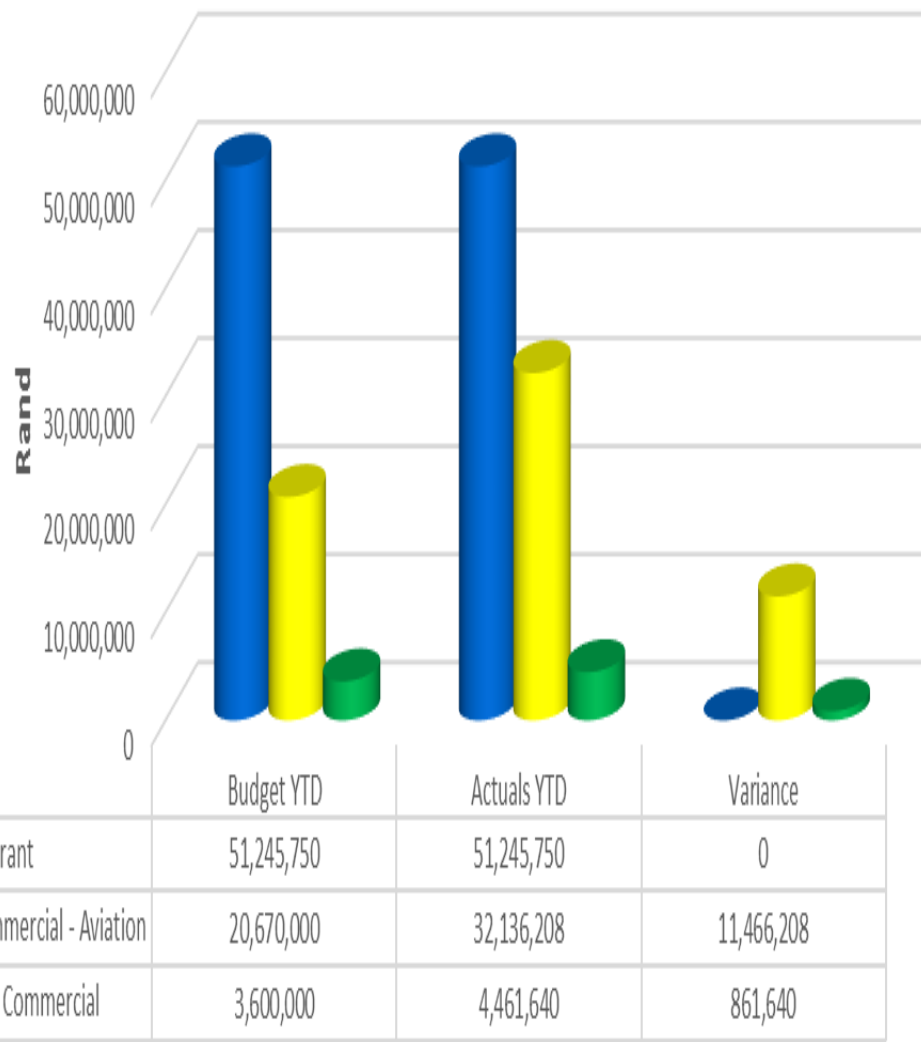
## ACTUAL *VERSUS* BUDGET for the period ending 30 June 2016

Description	2015/16	2016/17	2016/17	2016/17	2016/17	2016/17
	FULL YEAR	FULL YEAR	YTD	YTD	YTD	YTD
	Actual	Budget	Budget	Actual	Budget	Budget
	R	R	R	R	Variance	Variance
					R	%
<b>Total Revenue</b>	<b>310,333,066</b>	<b>341,356,000</b>	<b>77,533,750</b>	<b>89,214,461</b>	<b>11,680,711</b>	<b>15.07%</b>
<b>Total Expenditure</b>	<b>(299,106,873)</b>	<b>(342,063,167)</b>	<b>(75,430,097)</b>	<b>(69,031,739)</b>	<b>6,398,358</b>	<b>8.48%</b>
Administrative Expenditure	(9,919,429)	(9,954,461)	(2,556,140)	872,705	3,428,845	134.14%
Compensation of Employees	(187,183,858)	(222,763,000)	(48,600,000)	(48,570,119)	29,881	0.06%
Other Operating Expenditure	(102,003,586)	(109,345,706)	(24,273,957)	(21,334,325)	2,939,632	12.11%
<b>Operating Surplus/(Deficit)</b>	<b>11,226,193</b>	<b>(707,167)</b>	<b>2,103,653</b>	<b>20,182,722</b>	<b>18,079,069</b>	<b>-859.41%</b>
<b>(before depreciation and amortisation)</b>						
Depreciation	(26,967,798)	(23,257,725)	(5,814,431)	(7,886,010)	(2,071,579)	-35.63%
Amortisation	(3,233,246)	(4,927,106)	(1,231,776)	(1,131,234)	100,542	8.16%
Gains from Fair Value Adjustments	2,625,739	-	-	-		100.00%
<b>(Deficit)/Surplus for the Period</b>	<b>(16,349,112)</b>	<b>(28,891,998)</b>	<b>(4,942,554)</b>	<b>11,165,478</b>	<b>16,108,032</b>	<b>325.91%</b>



# FINANCIAL REPORT

## REVENUE – Actual *versus* Budget for the period ending 30 June 2016

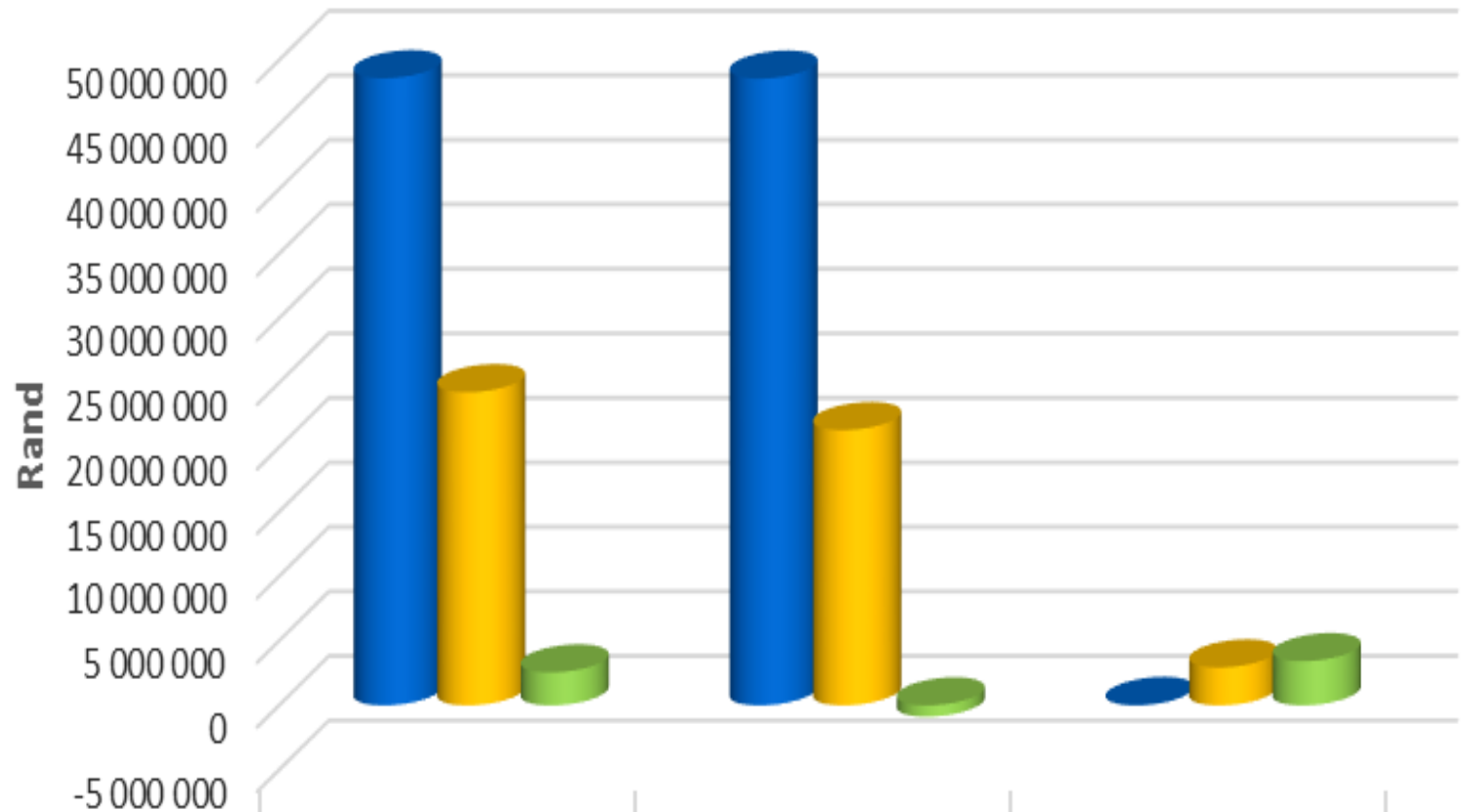


### Revenue:

- ❖ Total revenue above budget by **R11,68 million** (15.07%)
  - ✓ Aviation revenue above budget by **55.47%** (R11,47 million)
  - ✓ Non-Regulated Commercial revenue **23.93%** above budget (R0,861 million)

# FINANCIAL REPORT

## EXPENDITURE – Actual *versus* Budget for the period ending 30 June 2016



	Budget YTD	Actuals YTD	Variance
■ Compensations of Employees	48 600 000	48 570 119	29 881
■ Operational Expenditure	24 273 957	21 334 325	2 939 632
■ Administrative Expenditure	2 556 140	-872 705	3 428 845



## EXPENDITURE – Actual *versus* Budget for the period ending 30 June 2016 (continued)

### Expenditure

Total actual year-to-date expenditure (excl. Depreciation & Amortisation) is **8.48%** (R6,40 million) below budget

### *Administrative Expenditure*

- Below year-to-date budget (R2,56 million) by **134.14%** mainly due to:
  - ✓ Reversal in the *Provision for Doubtful Debts*, viewed as doubtful and subsequently collected

### *Employee Costs*

- On par with budget – budget smoothed out to reflect salary increase not yet effected

### *Operating Expenditure*

- Actual below budget by **R2,94 million** (12.11%) mainly due to:
  - ✓ *Software Licenses* below budget by **R1,14 million** (timing difference); and
  - ✓ *Systems Support & Maintenance* lower than Budget by **R1,15 million** (timing difference)



# Thank you!

# Discussion?