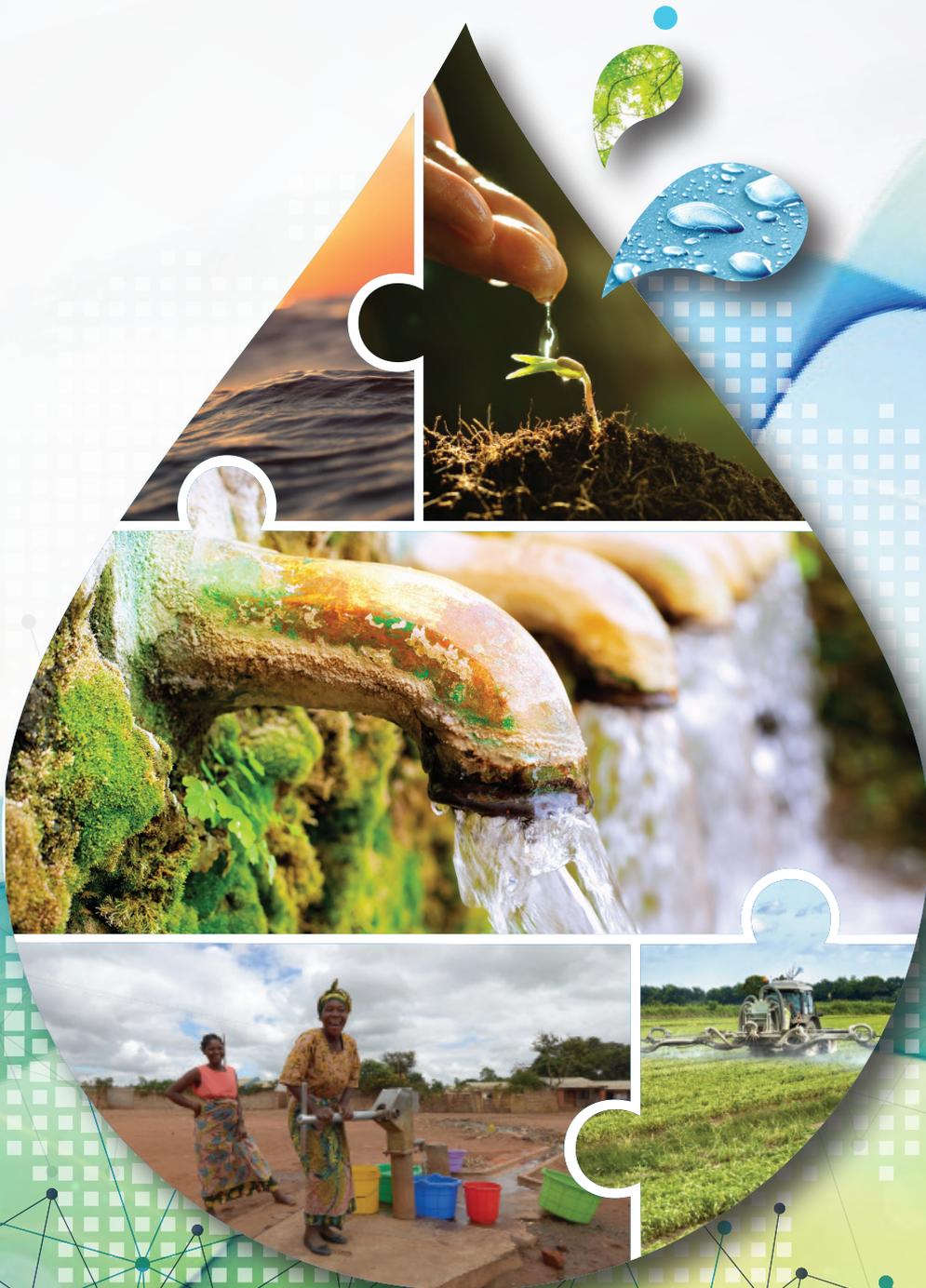




WATER
RESEARCH
COMMISSION

ANNUAL PERFORMANCE PLAN 2019/20





Vision

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, Africa and the world.



Mission

To be a global water knowledge node and South Africa's premier water knowledge hub active across the innovation value chain that:

- informs policy and decision making;
- creates new products, innovation and services for socio-economic development;
- develops human capital in the water science sector;
- empowers communities and reduces poverty;
- supports the national transformation and redress project; and
- develops sustainable solutions and deepens water research and development in South Africa, Africa and the developing world.



Values

- A culture of learning and sharing
- Innovation and creativity
- Integrity and fairness
- A spirit of professionalism and service orientation
- Facilitating empowerment and social change
- Good governance

OFFICIAL SIGN-OFF

It is hereby certified that this Performance Plan:

1. Was developed by the Water Research Commission under the guidance of the Water Research Commission Board
2. Takes into account all the relevant policies, legislation and other mandates for which the Water Research Commission is responsible
3. Accurately reflects the strategic outcome-oriented goals and objectives which the Water Research Commission will endeavour to achieve over the period 2019/20



Chief Executive Officer



Dr Nozi Mjoli
Chairperson of the WRC Board

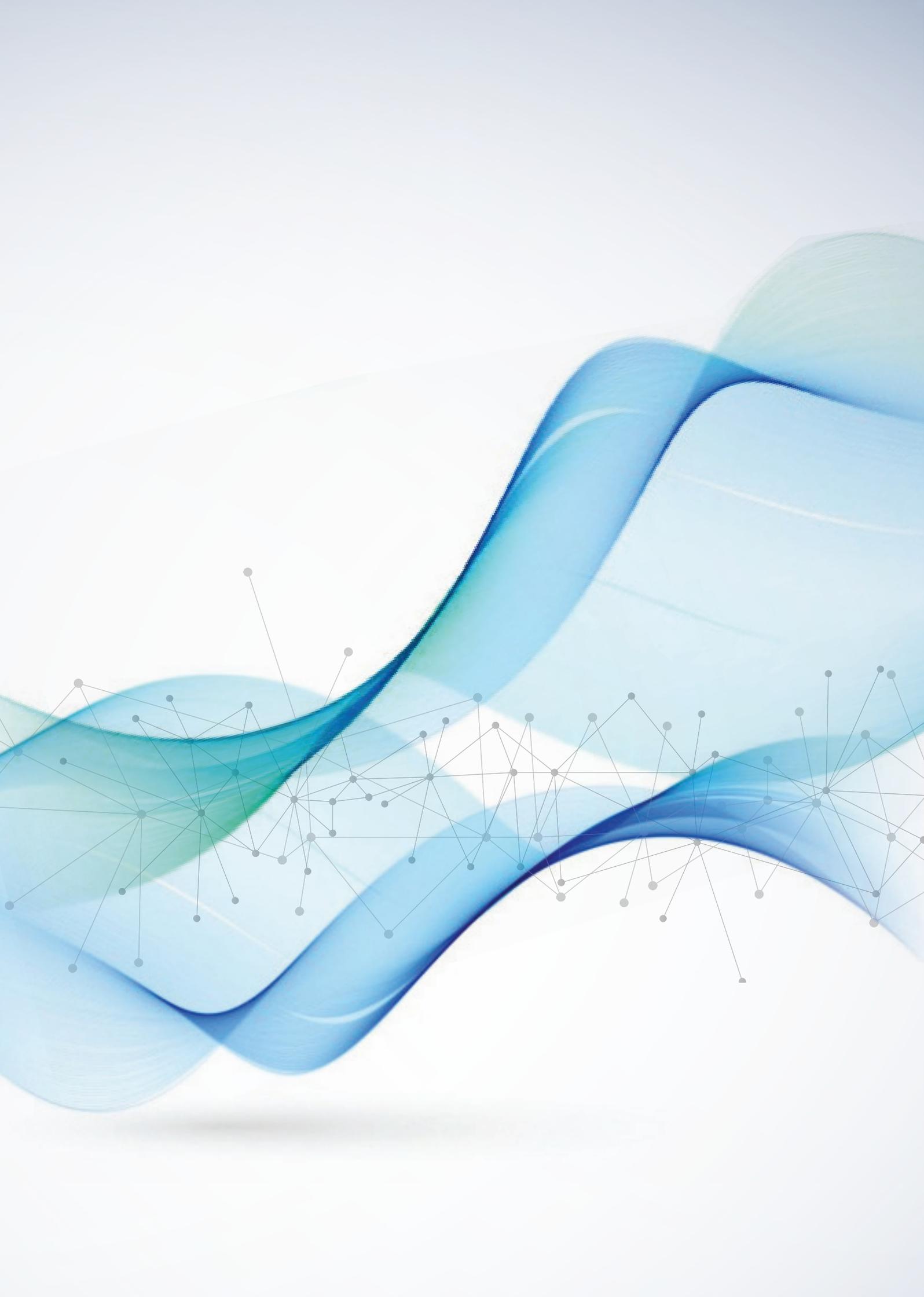


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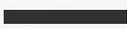
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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The WRC's Corporate Plan for 2019 (CP19) continues with the solution-orientated vector in the 'new normal' but builds on the water innovation value chain. Achieving true innovation within this value chain requires a holistic approach - one engaging all stakeholders and deploying a wide array of actions, such as improved policy, increased investment, expanded infrastructure, farmer capacity-building, consumer behaviour change and improved resource management.

For the WRC to achieve its objectives set in the Corporate Plan, it has developed a set of streamlined indicators and targets that are in line with the WRC's strategic orientated outcome goals. This holistic approach touches every part of the organisation, and this alignment allows the WRC to effectively plan, monitor and ensure that its employees have a clear understanding of their own personal role within the organisation, and the business strategy as a whole.

The WRC's Annual Performance Plan indicator set is a lifecycle approach to measuring performance that integrates strategy, people, resources, processes and measurements to improve decision-making, transparency and accountability. The management of performance allows the WRC to learn from experiences, reflect on what has worked and what has not and adapt to the changing environment. In using the streamlined indicator set, the WRC is able to monitor and report on results through the development and provision of integrated financial and non-financial information. This information will be used for both internal management purposes and for external accountability to the Minister of Water and Sanitation, Parliament, and the Public.

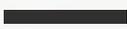
The WRC indicators have been defined using SMART criteria and are set in the following five areas:

1. Impact Portfolio
2. Partnership Portfolio
3. Research and Innovation Portfolio
4. Financial Portfolio
5. Human Resources and Corporate Wellbeing Portfolio

The indicators and targets for each of these areas are detailed in Part B.



STRATEGIC OVERVIEW



INTRODUCTION

The WRC's value proposition is to contribute to South Africa's increased water security in order to improve the quality of life of our people as well as improve South Africa's international competitiveness through water research and development (R&D). Further, in accordance with our core principles, i.e., investment in the multiplier effect, research concentration, diversification of research philosophy, and increased partnerships, the WRC portfolio is designed to get more out of each project than it has done in the past. The WRC's indicators are aligned to its strategic orientated outcome goals. This will show the achievement of these goals as the targets are achieved.



1

Inform policy and decision-making

The WRC aims to commission appropriate evidence-based knowledge



generated to guide decision-making, influencing the development of policy, practice or service provision, shaping legislation, altering behaviour, contributing to the understanding of policy issues, and reframing debates.

2

Develop new products and services for economic development

The WRC capitalises on those projects that have potential to develop new intellectual property or to introduce innovations which create new or improved technologies, products and services that can be used in the real economy. Effectively, this is the WRC's contribution to job creation and economic development through water science innovations.



3

Enhance human capital development (HCD) in the water and science sectors

The WRC strives to have high levels of student participation in its projects. Although the emphasis is on post-graduate degrees, inclusion of undergraduates has also been investigated. There is also a particular emphasis on previously-disadvantaged individuals (PDIs) and women. The WRC also aims to support institutional development through mentorship provided to new research leaders.



4

Empower communities

The WRC places an emphasis on projects that (a) include communities not only as end-users of research but as active participants in the research process from the project design phase; (b) have a direct impact on the livelihoods of communities through water-related interventions; and (c) build sufficient capacity to assist with the post-project sustainability of those interventions.



5

Promote transformation and redress

This goal focuses on growing PDI involvement/leadership in projects, as well as helping to promote socio-economic development through the reduction of poverty and inequality in South Africa, particularly of marginalised groups such as women and youth..



6

Drive sustainable development solutions

The WRC prioritises those projects that provide sustainable development solutions that have had positive effects on the environment, economy and society, including: protection of water resources, optimal water use, equity between generations, equitable access, environmental integration and good governance. Additionally, this goal focuses on developing knowledge products that are fit-for-use to ensure the uptake of research.



1. Performance Environment

The WRC’s performance environment is created on the premise that the crux of the water and sanitation challenge in South Africa is a capacity and capability challenge. The WRC addresses the three dimensions of this challenge, namely, new knowledge, human capital, and technological solutions. It will endeavour in its projects to create a high concentration of activities that support each of these dimensions. In so doing, the WRC funds and facilitates research in water-related innovation and disseminates such knowledge for the advancement of national water security. The recipients of this knowledge may be higher-education institutions (HEIs), science councils, or private agencies/contractors, as well as the various tiers of government.

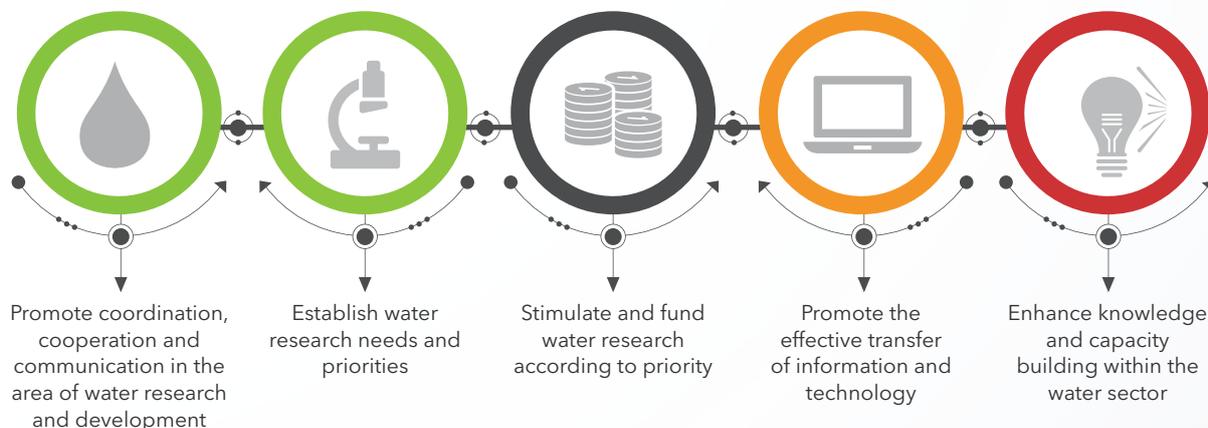
While the WRC’s increased efficiencies, innovation and partnerships will continue to maintain knowledge production levels, it is becoming increasingly difficult to meet two very basic challenges in the South African water and sanitation system. The first is the ability to address the increasingly complex nature of water problems such as non-revenue water and acid mine drainage. The second is the WRC’s ability to both transform the South African R&D community through the development of researchers from the designated groups as well as to create further avenues for job creation and entrepreneurship development, which are all restricted by the limited availability of R&D funds.

At the same time, technological innovation, improvements in communication, increased collaboration and international partnerships have enhanced our ability as a South African water R&D community to conduct better research, to train students at higher levels, and to organise for better translation of research into products and services for the economy. These improvements, together with new resources, will guarantee our ability to make a significant difference to South Africa’s water fortunes.

1.2 Organisational Environment

The primary functions of the WRC have always been to fund and steer the water research agenda in South Africa, and to effectively disseminate and communicate research findings. Administrative activities are carried out to ensure compliance with regulatory requirements and to provide an enabling environment for research management. However, in recent years the WRC has been increasingly called upon to not only develop new knowledge in the water and sanitation science and technology domain, but also to support and further develop human capacity and skill as well as lead technology, product and industry development (Figure 1). This not only necessitated an expanded mandate, but also a suitable organisational structure capable of handling these added responsibilities. The WRC has re-engineered its operations and structure to address challenges faced by the water and science sectors and the country.

THE PRIMARY FUNCTION OF THE WRC IS TO:



As such, four core teams have been developed (Figure 2:

1. Research and Development - which focuses on the generation of new knowledge as well as the mechanisms needed to support this, including human capital development and skills development.
2. Impact and Innovation - which entails a redefined focus on technology, product and industry development, business development and innovation realisation on the one hand, and enabling mechanisms such as knowledge dissemination, communication and marketing on the other.
3. Finance - which focuses on improved efficiencies and effectiveness within the WRC's supply chain and the enhancement of financial planning capabilities which will contribute towards creating and appropriately funded and financially stable operating environment.
4. Corporate Services - which focuses on the world of work. The Corporate Services portfolio ensures integration of information technology, People and Culture, Corporate Social Responsibility, Legal and Compliance, and Facilities.

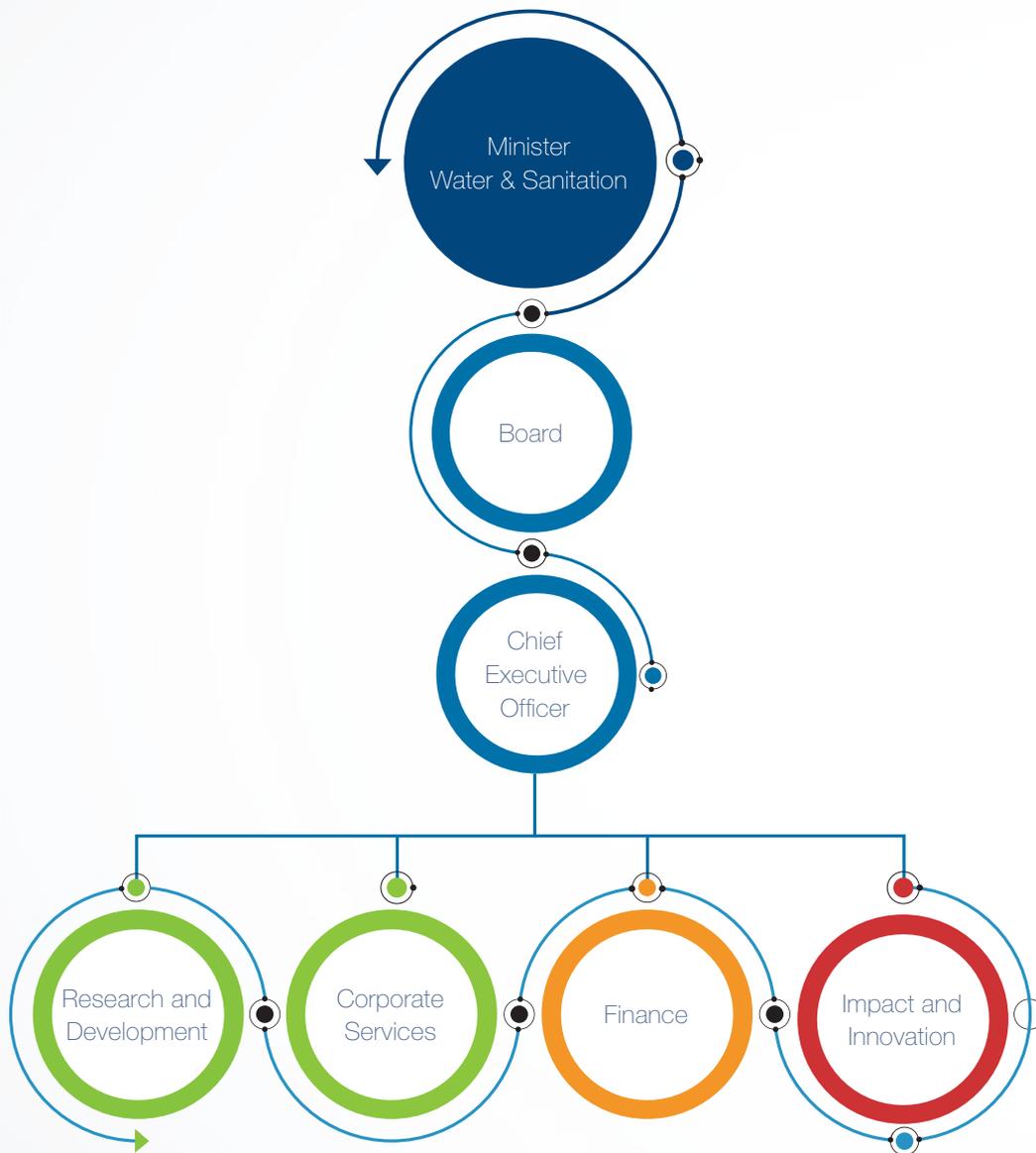


FIGURE 2: WRC organisational structure

The following structure defines the internal governance framework:

- The Minister of Water and Sanitation is the Executive Authority of the WRC.
- The Department of Water and Sanitation is the shareholder representative.
- The WRC Board is the Accounting Authority of the WRC.
- The Chief Executive Officer (CEO) is the Accounting Officer and a member of the WRC Board.
- The Heads of Branches, which include the Group Executives, the Chief Financial Officer and the Executive Manager for Corporate Services, report directly to the CEO.

2. Revisions to Legislative/Policy and Other Mandates

The WRC serves as the R&D partner of the sector leader, the Department of Water and Sanitation (DWS), and provides the sector with knowledge and capacity to ensure sustainable management of water resources and enhance water services.

2.1 Constitutional mandates

While the WRC is not specifically mentioned in the South African Constitution (Act No. 108 of 1996), as an organ of state it is bound to the Bill of Rights contained within the Constitution that is applicable to all laws. In the execution of its mandate, the WRC upholds several key principles of the Bill of Rights, most notably Section 27.1.b that gives everyone the right to have sufficient access to water. The WRC regards the ready availability of water knowledge and understanding as critically important to the adoption of effective and innovative strategies for equitable water service provision, management and use.

Additionally, Section 16 of the Constitution, which addresses freedom of expression, including the right to academic freedom and freedom of scientific research, also applies to the work of the WRC. The development of the WRC's media strategy will directly speak to the way in which freedom of expression is aligned with principles of scientific integrity and accountability.

2.2 Legislative mandates

The WRC is governed by the Water Research Act (WRA), Act No. 34 of 1971, which outlines the purpose and mandated objectives of the organisation. The WRC also operates and accounts for its activities in accordance with the Public Finance Management Act (PFMA), Act No. 1 of 1999, and is listed as a national public entity in Schedule 3A of this Act.

The mandated objectives of the WRC are also in accordance with the requirements of the policies of the Department of Water and Sanitation (DWS) for the Water Services Act (Act No. 108 of 1997) and the National Water Act (Act No. 36 of 1998). Key legislative frameworks and their applicability to the WRC are highlighted below:

Water Research Act (Act No. 34 of 1971 as amended)

The principal aim of the WRA is to provide for the promotion of research in connection with water affairs. The Act requires the establishment of the WRC and the Water Research Fund, and sets the framework within which the WRC operates. It also provides for the establishment of the WRC as a Schedule 3A public entity, thereby requiring compliance with the PFMA Act (Act No. 1 of 1999) and Treasury Regulations.

The WRC's mandate as set out in this Act highlights the following functions to be carried out by the organisation:

- Promote co-ordination, co-operation and communication in the area of water research and development
- Establish water research needs and priorities
- Stimulate and fund water research according to priority
- Promote the effective transfer of information and technology
- Enhance knowledge and capacity building within the water sector

National Water Act (Act No. 36 of 1998)

The objective of the National Water Act (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 also provides for the pricing strategy for water use charges. The role of the WRC in this regard is to provide high quality water science that enables the implementation of the NWA.

Water Services Act (Act No. 108 of 1997)

The objective of the Water Services Act (WSA) is to provide 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 (Act No. 108 of 1996) vests the executive authority and responsibility to support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.

2.3 Policy mandates

In addition to the above-mentioned legislative mandates, the WRC also adopts the South African Government's outcome-based approach in our commitment to influencing socio-economic development and achieving high impact. In so doing, the WRC aims to support Government's Outcomes and Outputs through its research portfolio. The WRC will continue to support DWS in its call for mainstreaming of water as the basis to enable and catalyse economic growth and sustainable development. The WRC is therefore actively involved in key DWS initiatives, including the legislative and policy review, the institutional realignment programme as well as the implementation of the National Water Resource Strategy 2 (NWRS 2). The outcomes of our research projects provide scientific knowledge which informs initiatives such as the water pricing strategy and water infrastructure management.

Additionally, Figure 3 illustrates the principle core national policies and strategies that will guide the WRC programme of work. At the centre are the National Development Plan (NDP) from the National Planning Commission (NPC), Government's New Growth Path (NGP) and the National Industrial Policy Framework (NIPF).

The WRC's strategies and plans are also led by the

NWRS 2. Specifically, the WRC's five-year strategy is designed to support the further refinement and implementation of the NWRS 2 together with the DWS and associated departmental plans for water services and sanitation. This is closely followed by the water-related components of the Presidential-led National Infrastructure Plan and its associated 18 Strategic Infrastructure Projects (SIPS), the DEA-led Climate Change Response Strategy and the DST's 10-year Innovation Plan, and the broader South African sustainable development agenda. A third layer addresses the water-related components of the other core development strategies for these five years, for example, in the areas of local government, agriculture (including forestry), rural development, mineral resource development, the spatial development plans, and water-related enterprise development.

2.4. Planned policy initiatives

Water Research Amendment Bill

In line with water sector institutional review of the current water-related legislation, the Water Research Act, 1971, is also subject to amendments, which include: textual improvements and name changes; further provisions regarding the appointment of members of the WRC Board and its CEO; the governance of the WRC; and the alignment of the Act with applicable legislation. The draft amendment bill is well considered and incorporates all of the comments that have been offered to date, and captures a good balance between creating an enabling environment while ensuring the correct legislative checks and balances in the manner in which it sets out the compliance clauses

Table 2. Links to the DWS Strategic Objectives

DWS STRATEGIC OBJECTIVES	WRC STRATEGIC OBJECTIVES
<p>Sound cooperative governance and an actively engaged citizenry</p>	<ol style="list-style-type: none"> 1. To enhance the governance of water in South Africa through knowledge and practice derived through research 2. To enhance human capital development through support of students in water research projects as well as the development of researchers 3. To contribute to economic transformation by supporting SMMEs in water research, development and innovation 4. Enhance the diversity of project leadership as part of the broader national transformation project to promote the ongoing transformation of the water R&D sector 5. Achieve efficient and effective institutional governance including a good audit report 6. Enhance the relevance and presence of the WRC locally and globally by coordinating strategic local and international partnerships by establishing MoUs, knowledge-sharing agreements/understandings or strategic partnership agreements with knowledge-sharing institutions and/or strategic partners 7. Strengthen the WRC’s strategic position regarding water research and development
<p>Equitable access to reliable, sustainable and acceptable water resources and sanitation services</p>	<ol style="list-style-type: none"> 1. To increase knowledge on water and sanitation services by initiating new research projects 2. To provide the country with supportive knowledge via completed projects 3. To improve knowledge dissemination (number of final research reports and technical briefs published) 4. To promote the uptake and communication of WRC research in the form of manuals, guidelines, and other supporting materials produced 5. To engage the sector in knowledge-sharing events through public dialogues and workshops
<p>Enhances and protects water resource across the value chain</p>	<ol style="list-style-type: none"> 1. To increase water science focusing on protection of water across the value chain by initiating new research projects 2. To provide the country with supportive knowledge via completed projects 3. To improve knowledge dissemination (number of final research reports and technical briefs published) 4. To promote the uptake and communication of WRC research in the form of manuals, guidelines, and other supporting materials produced 5. To engage the sector in knowledge-sharing events through public dialogues and workshops

3. Budgets for 2019/20 to 2023/24

At this stage, the budgets and financial plans for CP19 remains effective as the budget revisions are awaiting approval from Executive Authority (Minister of Water and Sanitation).

3.1 Budget estimates for the period 2019/2020 to 2023/2024

In developing and refining the WRC budget estimates over the planning period some key revenue and cost drivers and other related assumptions based on the latest available data was considered. In the WRC's budget estimates over the five-year review period we have linked its income growth to the current trend of a general reduction in water consumption volumes as declared by Water Boards. The lower water consumption trends follow

the drought and consequential water use restrictions coupled with the fact that demand historically takes time to recover.

The inflation projections utilised for the period 2019/2020 to 2023/2024, is in accordance with the 2019 MTEF Technical guidelines issued by National Treasury in June 2018, which are as follows:

- 2019/20 financial year: 5.3 %
- 2020/21 financial year: 5.5 %
- 2021/22 financial year: 5.5 %

The National Treasury inflation estimate of 5.5% for 2021/2022 has been carried through in the WRC budget estimates for the 2022/2023 and 2023/2024 financial years.

Table 3. Budget for the five-year period 2019/20 to 2023/24

DESCRIPTION	BUDGET ESTIMATES 2019/2020	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	BUDGET ESTIMATES 2023/2024
Levy income	261 884 068	288 072 475	316 879 723	348 567 695	383 424 464
Interest received	5 166 912	4 860 467	4 537 167	4 196 087	3 836 246
Leverage income	50 861 578	53 658 964	56 610 207	59 723 769	63 008 576
Sales/ commercial income	6 002	6 332	6 680	7 047	7 435
Miscellaneous income	124 813	131 677	138 920	146 560	154 621
Total income	318 043 372	346 729 915	378 172 697	412 641 158	450 431 343
Fixed costs	13 069 944	14 065 132	15 138 483	16 296 318	17 545 483
Running costs	12 381 349	12 981 924	13 612 122	14 273 428	14 967 401
Human resource costs	107 288 306	121 792 376	137 230 259	151 649 994	167 002 376
Research, development and innovation costs	178 052 843	191 662 564	205 442 933	222 653 579	241 944 324
Corporate expenses	2 963 905	3 126 919	3 298 900	3 480 340	3 671 758
Capital expenditure	4,287,026	3,100,000	3 450 000	4 287 500	5 300 000
Total expenditure	318 043 372	346 729 915	378 172 697	412 641 158	450 431 343

3.2 Levy income

During both the 2017 and 2018 National Stakeholder Consultation sessions for Water Research Levies the WRC requested a levy increase of 10% in order to ensure that it achieves optimum impact and delivers on its business plans. There was consensus from the water sector that the work of the WRC is highly valued and as a result there was overwhelming support for the 10% increase for the three years 2018/19 to 2020/21 for the Water Research Levy. We therefore have included a 10% year on year levy increase.

3.3 Leverage income

The leverage income budget outlook has been revised downwards over the planning period due to several factors including the current economic climate that affects all entities making it more difficult to receive funding. Several projects and programmes that were budgeted for to have a significant impact over the planning period is now not likely to be realised due to funding challenges. This includes-

- Women Empowerment Programme. DWS is the Funder of this programme and no longer has a budget to fund this programme.
- AMD Demonstration DWS and TCTA were the Funders for this project, but as DWS no longer has sufficient funds.

In order to ensure that the WRC remains financially sustainable the WRC will pursue over the planning period an income diversification strategy and its successful implementation will place the entity in a robust financial position. This financial impact of this diversification strategy has not yet been embedded into the budget results and estimates. An appropriately risk averse and conservative approach has been adopted where the known costs associated with the diversification strategy has been included in the budget forecasts once the potential income streams and its values are more determinable then these will also be incorporated into the budget income line.

3.4 Human Resources

An integral part of the WRC financial sustainability

is ensuring that its income diversification strategy is adequately supported and this entails an investment in business development staff capacity that will have a fulltime focus on pursuing and closing leverage income opportunities. During the 2019/20 financial year the WRC plans to recruit two Business Development professionals.

In pursuit of its impact strategy and in order to respond to the large demand for decision-making information from the public the WRC is bolstering its in-house research capacity. This includes recruiting three Post Doctorate candidates on a contract basis during the 2019/20 financial year.

The above investment initiatives in capacity and capability is envisaged to have a positive impact on our income and its sustainability and also enhance the WRC ability to efficiently delivery on projects. Thereby improving its attractiveness to potential partners.

3.5 Research and Development Expenditure

As reflected in the table below the expenditure on Research Development and Innovation (RDI) is estimated to increase on a year on year basis by an average of 8% over the planning period. The RDI expenditure as a percentage of overall expenditure amounts to an average of 55% over the planning period.

Table 4. Research and development expenditure as a percentage (%) of total expenditure

Research, development and innovation expenditure	178 052 843	191 663 564	205 442 933	222 653 579	241 944 324
Research, development and innovation expenditure year on year increase (%)	-	7.6%	7.2%	8.4%	8.7%
Total expenditure	318 043 372	346 729 915	378 172 697	412 641 158	450 431 343
RDI expenditure as a % of total expenditure	56%	55%	54%	54%	54%

As reflected in the table below levy income is utilised to fund between 71% and 74% of the RDI expenditure over the planning period. Based on the current economic and other historical data trends Levy Income will remain our primary funding source for core research and impact activities in the foreseeable future. The WRC will continue to build on its partnership model and refine it with the objective of increasing leverage funding and the diversification thereof.

Table 5. Research and Development expenditure analysis of funding sources

	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Leverage RDI	50 861 578	53 658 964	56 610 207	59 723 769	63 008 576
Levy RDI	127 191 265	138 004 600	148 832 726	162 929 810	178 935 748
Total Research and Development Cost	178 052 843	191 663 564	205 442 933	222 653 579	241 944 324
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Leverage RDI	29%	28%	28%	27%	26%
Levy RDI	71%	72%	72%	73%	74%
Total Research and Development Cost	100%	100%	100%	100%	100%



PART B



1. Performance Indicators and Annual Targets

Annual Performance Indicators for 2019/2020

1. Impact Portfolio

1.1 Strategic Goal: To develop innovative products and services to economic growth						
Objective	Indicator	Target	Q1	Q2	Q3	Q4
To capitalise on projects that develop intellectual property or to introduce innovations which create new or improved technologies, products and services used in the economy.	The number of innovations, products and services that have been supported and / or implemented/ demonstrated /piloted	16	2	2	6	6
1.2 Strategic Objective: To drive sustainable development solutions						
To ensure that the WRC increasingly drives to sustainable solutions for the Water Sector by hosting events that promote robust engagement around critical emerging water management issues.	The number of WRC Dialogues	18	4	5	4	5
To promote the uptake and application of sustainable solution by the water sector through broader engagements.	The number of conferences / summits with WRC as a host	2	0	1	1	0
Strategic Objective: To inform policy and decision making						
To influence policy and decision-makers with research-based knowledge	The number of policy briefs produced and distributed to relevant government departments and other entities	14	3	4	4	3
	The number of ministerial briefs produced by the WRC and received at the Minister's Office	14	3	4	4	4
	The number of working papers produced that support decision makers with research-based knowledge	8	2	2	2	2
	The number of Parliamentary briefs produced and disseminated	8	2	2	2	2

2. Partnership Portfolio

Strategic Objective: To promote transformation and redress						
Objective	Indicator	Target	Q1	Q2	Q3	Q4
To enhance the profile of project partnership as part of the national transformation project to promote the ongoing transformation of the water research and development	To develop a strategy for engagement with African research institutions that adds value to the water partners	1	0	0	0	1
To better enable researchers to participate in WRC funding instruments and specialised contracts	The number of WRC 101 workshops held in the financial year	6	6	0	0	0
Strategic Objective: To invest in the multiplier effect by building partnerships for greater uptake and diffusion of research outputs						
To ensure that the WRC invests in the multiplier effect by partnering with strategic traditional and non-traditional partners to complement the WRC's mandate on either side of the value chain for water sector and societal impact	The number of workshops held in partnership with other institutions	22	5	6	6	5
	The number of partnership agreements signed with partnering institutions	4	0	1	2	1

3. Research, Development and Innovation (RDI) Portfolio

Strategic Goal: To enhance knowledge across the water knowledge and innovation cycle.						
Objective	Indicator	Target	Q1	Q2	Q3	Q4
To enhance knowledge through new RDI projects initiated	The number of new RDI projects initiated in the 2019/20 financial year	70	40	10	10	10
To maintain a portfolio of RDI projects that that enhances water knowledge and the innovation cycle	The total number of RDI projects managed by the WRC in the 2019/20 year	250	0	0	0	250
To complete and finalize RDI projects scheduled in the financial year	The number of research projects that have been completed in the 2019/20 financial year	80	10	20	20	30
Strategic Goal: To promote transformation and enhance human capital development						
Growing a more inclusive water and sanitation science community of practice	The total number of WRC managed projects led by female project leaders	80	0	0	0	80
	The total number of new projects led by female project leaders	25	10	5	5	5
	The total number of WRC managed projects led by black male project leaders	75	0	0	0	75
	The total number of new projects led by black male project leaders	20	5	5	5	5

Objective	Indicator	Target	Q1	Q2	Q3	Q4
	The total number of WRC managed projects led by black female project leaders	20	0	0	0	20
	The total number of initiated projects led by black female project leaders	10	5	1	3	1
	The number of students supported on all WRC managed projects. Distributed as follows:	250	0	0	0	250
	Postdocs, PhDs and Masters	200	0	0	0	200
	Honours and other	50	0	0	0	50
Strategic Goal: To develop innovative products and services for economic development growth						
To increase the number of new innovations/products and services produced from WRC Research.	The number of innovations/products and services produced from WRC research	24	0	4	10	10

4. Financial Portfolio

Strategic Goal: To maintain financial and income sustainability						
Objective	Indicator	Target	Q1	Q2	Q3	Q4
To maintain income financial sustainability	The total amount of leverage income	R 50,861,578	R 5,347,671	R 12,859,626	R 17,483,677	R 15,170,604
	Initiate contracts with other organisations that increase leverage funding	4	0	2	1	1
To improve the response to internal audit results	The percentage of the internal audit queries fully addressed	100% of all internal audit queries fully addressed	n/a	n/a	n/a	100% of all internal audit queries fully addressed
To improve the response to the external audit results	The achievement of a unqualified audit report vs a qualified audit report	Unqualified audit report achieved	n/a	n/a	n/a	Unqualified audit report received
	The percentage of external audit queries fully addressed	100% of all external audit queries fully addressed	n/a	n/a	n/a	100% of all external audit queries fully addressed

5. Human Resources and Corporate Social Responsibility

Strategic Goal: To enhance social responsibility and corporate responsibility						
Objective	Indicator	Target	Q1	Q2	Q3	Q4
To ensure social and corporate responsibility	The total number of research and non-research community-based projects managed by the WRC	70	0	0	0	70
	The total number of new community-based research projects managed by the WRC	20	10	5	5	0
	The total number of SMMEs on WRC managed research projects	70	0	0	0	70
	The total number of SMMEs on new WRC research projects	10	3	1	3	3
To promote Transformation and Redress and cultivate a high-performance organisational culture	To maintain the percentage of black, female and employees with a disability at the WRC measured by:					
	The total number of black employees	88%				88%
	The total number of female employees	52%	0	0	0	52%
	The total number of employees with a disability	3%				3%
To develop strategies to support business leadership of the organisation	Maintain the number of Staff with Masters	22%	0	0	0	22%
	Maintain the number of Staff with PhD's	15%	0	0	0	15%

2. Technical Indicator Descriptions

INDICATOR TITLE	THE NUMBER OF INNOVATIONS, PRODUCTS AND SERVICES THAT HAVE BEEN IMPLEMENTED/ DEMONSTRATED /PILOTED IN THE 2019/20 FINANCIAL YEAR	THE NUMBER OF WRC DIALOGUES HELD IN THE FINANCIAL YEAR	THE NUMBER OF CONFERENCES/ SUMMITS WITH THE WRC AS A HOST IN THE 2019/20	THE NUMBER OF POLICY BRIEFS PRODUCED AND DISTRIBUTED TO THE RELEVANT GOVERNMENT DEPARTMENTS AND OTHER ENTITIES
Short definition	The implementation of innovations which is the process of putting the new ideas; devices/ products, processes that have been produced from WRC research projects in the 2019/20 financial year	The WRC Dialogues are discussion-based events on topical water issues affecting the South African public. The aim is to serve as a platform to exchange ideas and opinions related to water	This is the number of conferences/summits hosted by the WRC in the financial year 2019/20 financial year	Policy briefs are produced based on knowledge produced from WRC research that has the potential to inform policy
Purpose	To capitalise on projects that develop intellectual property or to introduce innovations which create new or improved technologies, products and services used in the economy	To ensure that the WRC increasingly drives to sustainable solutions for the Water Sector by hosting events that promote robust engagement around critical emerging water management issues	To promote the uptake and application of sustainable solutions by the water sector through broader engagements	To influence policy and decision makers with research-based knowledge
Source of collection data	Innovation implementation reports submitted for the 2019/20 financial year	WRC dialogue programmes and signed attendance registers or minutes	Summit/Conference reports approved by Executive	The policy briefs produced and delivered in 2019/20
Method of calculation	Addition of the number of Innovation reports received for the 2019/20 financial year	Addition of the number of Dialogue programmes and attendance registers received.	Addition of the number of conferences and summit reports approved in the financial year	Addition of the number of policy briefs produced and delivered in 2019/20
Data limitations	None	None	None	None
Type of indicator	Output	Output	Output	Output
Calculation type	Non-cumulative	Non-cumulative	Non-cumulative	Non-cumulative
Reporting cycle	Every quarter	Every quarter	Every quarter	Every quarter
New indicator	No	No	Yes	No

THE NUMBER OF MINISTERIAL BRIEFS PRODUCED BY THE WRC AND RECEIVED BY THE MINISTER'S OFFICE	THE NUMBER OF WORKING PAPERS PRODUCED THAT SUPPORT DECISION MAKERS WITH RESEARCH BASED KNOWLEDGE	THE NUMBER OF PARLIAMENTARY BRIEFS PRODUCED AND DISSEMINATED	TO DEVELOP A STRATEGY FOR ENGAGEMENT WITH AFRICAN RESEARCH INSTITUTIONS THAT ADDS VALUE TO THE WATER PARTNERS
Ministerial briefs are produced based on knowledge produced from WRC research that could be of interest to the Minister	Working papers are produced to provide information that will support decision-makers /public with knowledge produced from WRC research	These as Parliamentary Briefs (branded as Parliamentary briefs) are produced to provide information that will support decision-makers /public with knowledge produced from WRC research	A strategy for engagement in Africa, embracing knowledge exchange and joint projects.
To influence policy and decision makers with research-based knowledge	To influence policy and decision makers with research-based knowledge	To influence policy and decision makers with research-based knowledge	To develop a structure way and strategic direction for engagement in Africa focussing on activities that adds across the water research value chain
The ministerial brief produced and the proof of delivery received	The working papers produced and proof of delivery or publication	The Parliamentary briefs produced and the proof of delivery received	Executive Minutes for Approval
Addition of the number of Ministerial briefs produced and delivered	Addition of the number of working papers produced	Addition of the number of Parliamentary briefs produced and delivered	Minutes of the Executive Meeting
None	None	None	None
Output	Output	Output	Output
Non-cumulative	Non-cumulative	Non-cumulative	Non-cumulative
Every quarter	Every quarter	Every quarter	End of financial year
No	Yes	Yes	Yes

INDICATOR TITLE	THE NUMBER OF INNOVATIONS, PRODUCTS AND SERVICES THAT HAVE BEEN IMPLEMENTED/ DEMONSTRATED /PILOTED IN THE 2019/20 FINANCIAL YEAR	THE NUMBER OF WRC DIALOGUES HELD IN THE FINANCIAL YEAR	THE NUMBER OF CONFERENCES/ SUMMITS WITH THE WRC AS A HOST IN THE 2019/20	THE NUMBER OF POLICY BRIEFS PRODUCED AND DISTRIBUTED TO THE RELEVANT GOVERNMENT DEPARTMENTS AND OTHER ENTITIES	
Desired performance	Meeting the target	Meeting the target	Meeting the target	Meeting the target	
Indicator responsibility	Group Executive: Innovation and Impact	Group Executive: Innovation and Impact	Group Executive: Innovation and Impact	Group Executive: Innovation and Impact	

INDICATOR TITLE	THE NUMBER OF WRC 101 WORKSHOPS HELD IN THE FINANCIAL YEAR	THE NUMBER OF WORKSHOPS HELD IN PARTNERSHIP WITH OTHER INSTITUTIONS	THE NUMBER OF PARTNERSHIPS AGREEMENTS SIGNED WITH PARTNERING INSTITUTIONS	
Short definition	The is the number of WRC 101 (branded as WRC 101s) workshops held in the financial year	The is the number of workshops held either in partnership with another organisation by the WRC were knowledge from WRC research is shared	The number of agreements that the WRC would sign to partner with other institutions	

	THE NUMBER OF MINISTERIAL BRIEFS PRODUCED BY THE WRC AND RECEIVED BY THE MINISTER'S OFFICE	THE NUMBER OF WORKING PAPERS PRODUCED THAT SUPPORT DECISION MAKERS WITH RESEARCH BASED KNOWLEDGE	THE NUMBER OF PARLIAMENTARY BRIEFS PRODUCED AND DISSEMINATED	TO DEVELOP A STRATEGY FOR ENGAGEMENT WITH AFRICAN RESEARCH INSTITUTIONS THAT ADDS VALUE TO THE WATER PARTNERS
	Meeting the target	Meeting the target	Meeting the target	Meeting the target
	Group Executive: Innovation and Impact	Group Executive: Innovation and Impact	Group Executive: Innovation and Impact	Group Executive: Innovation and Impact

	THE NUMBER OF NEW RDI PROJECTS INITIATED IN THE 2019/20 FINANCIAL YEAR	THE TOTAL NUMBER OF RDI PROJECTS MANAGED BY THE WRC IN THE 2019/20 YEAR	THE NUMBER OF RESEARCH PROJECTS THAT HAVE BEEN COMPLETED IN THE 2019/20 FINANCIAL YEAR	THE TOTAL NUMBER OF WRC MANAGED PROJECTS LED BY FEMALE PROJECT LEADERS	THE TOTAL NUMBER OF NEW PROJECTS LED BY FEMALE PROJECT LEADERS
	This is the number of new research contracts that have been signed by the contracting parties for commencement in the 2019/20 financial year. The research contracts are drawn up once the proposal has been approved for funding. List of projects as indicated in Appendix 2 of the Corporate Plan 2019/20 -2023/24 or from Executive resolutions	The is the total number of projects in the research portfolio. This will be counted as any project finalised, initiated and or active	This is the number of research projects approved by Executive for finalisation during the 2019/20 financial year	This is the total number of WRC funded research projects in the 2019/20 financial year that are led by female project leaders	This is the total number of initiated WRC-funded research projects in the 2019/20 financial year that are led by female project leaders

INDICATOR TITLE	THE NUMBER OF WRC 101 WORKSHOPS HELD IN THE FINANCIAL YEAR	THE NUMBER OF WORKSHOPS HELD IN PARTNERSHIP WITH OTHER INSTITUTIONS	THE NUMBER OF PARTNERSHIPS AGREEMENTS SIGNED WITH PARTNERING INSTITUTIONS
Purpose	To better enable researchers to participate in WRC funding instruments and specialised contracts	To ensure that the WRC invests in the multiplier effect by partnering with strategic traditional and non-traditional partners to complement the WRC's mandate on either side of the value chain for water sector and societal impact	To ensure that the WRC invests in the multiplier effect by partnering with strategic traditional and non-traditional partners to complement the WRC's mandate on either side of the value chain for water sector and societal impact
Source of collection data	Programmes and attendance registers/press release/minutes	Programmes and attendance registers/press release/minutes	Signed MOUs/MOAs/letters of intent/letters of engagement.
Method of calculation	Addition of the number of workshops held in the 2018/19 financial year	Addition of the number of workshops held in the 2018/19 financial year	Addition of the number of signed MOUS/MOAs/letters of intent/letters of engagements
Data limitations	None	None	None
Type of indicator	Input	Output	Outcome
Calculation type	Non-cumulative	Non-cumulative	Non-cumulative
Reporting cycle	Every quarter	Every quarter	Every quarter
New indicator	Yes	Yes	Yes
Desired performance	Meeting the target	Meeting the target	Meeting the target
Indicator responsibility	Group Executive: Innovation and Impact	Group Executive: Innovation and Impact	Group Executive: Innovation and Impact

	THE NUMBER OF NEW RDI PROJECTS INITIATED IN THE 2019/20 FINANCIAL YEAR	THE TOTAL NUMBER OF RDI PROJECTS MANAGED BY THE WRC IN THE 2019/20 YEAR	THE NUMBER OF RESEARCH PROJECTS THAT HAVE BEEN COMPLETED IN THE 2019/20 FINANCIAL YEAR	THE TOTAL NUMBER OF WRC MANAGED PROJECTS LED BY FEMALE PROJECT LEADERS	THE TOTAL NUMBER OF NEW PROJECTS LED BY FEMALE PROJECT LEADERS
	To enhance knowledge through new RDI research projects	To enhance the knowledge through research	To complete and finalise the research projects scheduled in 2019/20 financial year	Growing a more inclusive water and sanitation science community of practice	Growing a more inclusive water and sanitation science community of practice
	Contracts that have been signed by both parties and returned to the WRC	All initiated/active projects. All finalised projects	Projects that have been approved for finalisation at Executive meetings (Executive Minutes)	Project leader report	Project leader report
	Addition of the number of signed contracts	Addition of all initiated/active projects Addition of all finalised projects	Adding the number of projects that have been approved for finalisation from the Executive Minutes	Addition of the number of project leaders on projects that are active/initiated and completed in the 2018/19 that are female	Addition of the number of project leaders on initiated projects that are active/initiated and completed in the 2018/19 that are female
	None	None	None	None	None
	Input	Input	Output	Outcome	Outcome
	Non-cumulative	Non-cumulative	Non-cumulative	Non-cumulative	Non-cumulative
	Every quarter	Every quarter	Every quarter	Annual target	Every quarter
	No	Yes	No	Yes	Yes
	Meeting the target	Meeting the target	Meeting the target	Meeting or exceeding the target	Meeting or exceeding the target
	Group Executive: Research and Development	Group Executive: Research and Development	Group Executive: Research and Development	Group Executive: Research and Development	Group Executive: Research and Development

INDICATOR TITLE	THE TOTAL NUMBER OF WRC MANAGED PROJECTS LED BY BLACK MALE PROJECT LEADERS
Short definition	This is the total number of WRC-funded research projects in the 2019/20 financial year that are led by black male project leaders
Purpose	Growing a more inclusive water and sanitation science community of practice
Source of collection data	Project leader report
Method of calculation	Addition of the number of project leaders on projects that are active/initiated and completed in the 2019/20 that are black
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annual target
New Indicator	Yes
Desired performance	Meeting or exceeding the target
Indicator responsibility	Group Executive: Research and Development

INDICATOR TITLE	THE NUMBER OF STUDENTS SUPPORTED ON ALL WRC MANAGED PROJECTS. DISTRIBUTED AS FOLLOWS:		THE NUMBER OF INNOVATIONS/ PRODUCTS AND SERVICES PRODUCED FROM WRC RESEARCH
	POSTDOCS, PHDS AND MASTERS	HONOURS AND OTHER	
Short definition	The WRC funds the projects that provide support in the form of training and development of students in the research field. On submission of research proposals, the proposer indicates the number of students that will be working on the research projects. Once the proposal is approved the projects leader is required to submit student cards and ID documents. This is counted for all the projects that are in the WRC's project portfolio	The WRC funds the projects that provide support in the form of training and development of students in the research field. On submission of research proposals, the proposer indicates the number of students that will be working on the research projects. Once the proposal is approved the projects leader is required to submit student cards and ID documents. This is counted for all the projects that are in the WRC's project portfolio	Innovation is new ideas; devices/ products; processes or services that have been produce from WRC research projects
Purpose	Growing a more inclusive water and sanitation science community of practice	Growing a more inclusive water and sanitation science community of practice	To increase the number of new innovations/products and services produced from WRC research

THE TOTAL NUMBER OF NEW PROJECTS LED BY BLACK MALE PROJECT LEADERS	
	This is the total number of initiated WRC-funded research projects in the 2019/20 financial year that are led by black male project leaders
	Growing a more inclusive water and sanitation science community of practice
	Project leader report
	Addition of the number of project leaders on initiated projects that are active/initiated and completed in the 2019/20 that are black
	None
	Outcome
	Non-cumulative
	Every quarter
	Yes
	Meeting or exceeding the target
	Group Executive: Research and Development

THE TOTAL AMOUNT OF LEVERAGE INCOME RECEIVED	THE NUMBER OF EXTERNALLY FUNDED CONTRACTS SIGNED IN 2019/20	MEASURED AS A % OF THE PREVIOUS YEAR'S INTERNAL AUDIT FINDINGS FULLY ADDRESSED
It is the total amount of leverage income received by the WRC for 2019/20	Maintain income leverage growth	This is the number of findings from the internal audit fully resolved within the required time frame
Maintain income leverage growth	Maintain income leverage growth	Improve responses to internal audit results

INDICATOR TITLE	THE NUMBER OF STUDENTS SUPPORTED ON ALL WRC MANAGED PROJECTS. DISTRIBUTED AS FOLLOWS:		THE NUMBER OF INNOVATIONS/ PRODUCTS AND SERVICES PRODUCED FROM WRC RESEARCH
	POSTDOCS, PHDS AND MASTERS	HONOURS AND OTHER	
Source of collection data	Identity documents/student cards of the students working on the research projects	Identity documents/student cards of the students working on the research projects	Innovation reports submitted for the 2018/2019 financial year
Method of calculation	Adding the number of ID documents/student cards that have been received by the WRC from the project leader	Adding the number of ID documents/student cards that have been received by the WRC from the project leader	Addition of the number of Innovation reports received for the 2018/2019 financial year
Data limitations	None	None	None
Type of indicator	Outcome	Outcome	Outcome
Calculation type	Non-cumulative	Non-cumulative	Non-cumulative
Reporting cycle	Every quarter	Every quarter	Every quarter
New indicator	No	No	No
Desired performance	Meeting the target	Meeting the target	Meeting the target
Indicator responsibility	Group Executive: Research & Development	Group Executive: Research & Development	Group Executive: Research & Development

INDICATOR TITLE	MEASURED AS A % OF THE PREVIOUS YEAR'S EXTERNAL AUDIT FINDINGS FULLY ADDRESSED	THE TOTAL NUMBER OF RESEARCH AND NON-RESEARCH COMMUNITY-BASED PROJECTS MANAGED BY THE WRC.
Short definition	This is the number of findings from the external audit fully resolved within the required time frame	This total number of research and non-research community based projects managed by the WRC
Purpose	Improve responses to internal audit results	To ensure corporate responsibility in communities
Source of collection data	Audit reports from the External Auditor	Community Based projects reports
Method of calculation	Addition of the number of findings resolved	Addition of community based reports
Data limitations	None	None
Type of indicator	Outcome	Outcome

	THE TOTAL AMOUNT OF LEVERAGE INCOME RECEIVED	THE NUMBER OF EXTERNALLY FUNDED CONTRACTS SIGNED IN 2019/20	MEASURED AS A % OF THE PREVIOUS YEAR'S INTERNAL AUDIT FINDINGS FULLY ADDRESSED
	Signed contracts externally funded contracts	The number of externally funded contracts signed in the 2018/2019 financial year	Audit reports from the Internal Auditor
	Total Amount received	Additional of the number of contracts signed in the 2017/2018 financial year	Addition of the number of findings resolved
	None	None	None
	Outcome	Outcome	Outcome
	Non-cumulative	Non-cumulative	Outcome
	Every quarter	Every quarter	Annual target
	No	No	No
	Meeting the target	Meeting the target	Meeting the target
	Group Executive: Research & Development	Group Executive: Innovation and Impact	Chief Financial Officer

	THE TOTAL NUMBER OF NEW COMMUNITY-BASED RESEARCH PROJECTS MANAGED BY THE WRC	THE TOTAL NUMBER OF SMME'S ON WRC RESEARCH PROJECTS	THE TOTAL NUMBER OF SMME'S ON NEW RESEARCH PROJECTS
	This is the total number of initiated community-based research projects managed by the WRC	This is the total number of SMME's on WRC managed Research projects	This is the total number of SMME's supported on new research projects
	To ensure corporate responsibility in communities	To ensure corporate responsibility in communities	To ensure corporate responsibility in communities
	Community Based projects reports	SMME project reports	SMME project reports
	Addition of community based reports	Addition of the SMME project reports	Addition of the SMME project reports
	None	None	None
	Outcome	Outcome	Outcome

INDICATOR TITLE	MEASURED AS A % OF THE PREVIOUS YEAR'S EXTERNAL AUDIT FINDINGS FULLY ADDRESSED	THE TOTAL NUMBER OF RESEARCH AND NON-RESEARCH COMMUNITY-BASED PROJECTS MANAGED BY THE WRC.
Calculation type	Non-cumulative	Non-cumulative
Reporting cycle	Annual target	Annual target
New indicator	No	Yes
Desired performance	Meeting the target	Meeting the target
Indicator responsibility	Chief Financial Officer	Executive Manager: Corporate Services

INDICATOR TITLE	TO MAINTAIN THE MINIMUM PERCENTAGE OF BLACK, FEMALE AND EMPLOYEES WITH A DISABILITY AT THE WRC MEASURED BY:		
	THE TOTAL NUMBER OF BLACK EMPLOYEES	THE TOTAL NUMBER OF FEMALE EMPLOYEES	THE TOTAL NUMBER OF EMPLOYEES WITH A DISABILITY
Short definition	This is the total number of black employees employed at the WRC	This is the total number of female employees , employed at the WRC	This is the total number of employees employed at the WRC with a Disability
Purpose	To promote Transformation and Redress and cultivate a high performance organizational culture	To promote Transformation and Redress and cultivate a high performance organizational culture	To promote Transformation and Redress and cultivate a high performance organizational culture
Source of collection data	Identification Documents	Identification Documents	Disability reports
Method of Calculation	Addition of Identification documents	Addition of Identification documents	Addition of disability reports
Data limitations	None	None	None
Type of indicator	Input	Input	Input
Calculation type	Non-cumulative	Non-cumulative	Non-cumulative
Reporting cycle	Every quarter	Every quarter	Every quarter
New indicator	Yes	No	Yes
Desired performance	Meeting the target	Meeting the target	Meeting the target
Indicator responsibility	Executive Manager: Corporate Services	Executive Manager: Corporate Services	Executive Manager: Corporate Services

	THE TOTAL NUMBER OF NEW COMMUNITY-BASED RESEARCH PROJECTS MANAGED BY THE WRC	THE TOTAL NUMBER OF SMME'S ON WRC RESEARCH PROJECTS	THE TOTAL NUMBER OF SMME'S ON NEW RESEARCH PROJECTS
	Non-cumulative	Non-cumulative	Non-cumulative
	Every quarter	Annual target	Every quarter
	Yes	Yes	No
	Meeting the target	Meeting the target	Meeting the target
	Executive Manager: Corporate Services	Executive Manager: Corporate Services	Executive Manager: Corporate Services

	MAINTAIN THE NUMBER OF STAFF WITH MASTERS	MAINTAIN THE NUMBER OF STAFF WITH PHD'S
	This is the total number of employees with a Masters degree or equivalent. The equivalent will be defined by the South African Qualifications Authority	This is the number of employees with PHD's or equivalent. The equivalent will be defined by the South African Qualifications Authority
	To develop strategies to support business leadership of the organization	To develop strategies to support business leadership of the organization
	Qualification certificates	Qualification certificates
	Addition of the certificates	Addition of the certificates
	None	None
	Input	Input
	Non-cumulative	Non-cumulative
	Every quarter	Every quarter
	Yes	Yes
	Meeting the target	Meeting the target
	Executive Manager: Corporate Services	Executive Manager: Corporate Services

