

Presentation to Portfolio Committee on Electricity and Energy

NRWDI 2026/27 Annual Performance Plan

23 April 2026

NRWDI

NATIONAL RADIOACTIVE WASTE
DISPOSAL INSTITUTE



Presentation Outline





Chairperson's Remarks

A period of Transition: From Stabilisation to Strategic Positioning

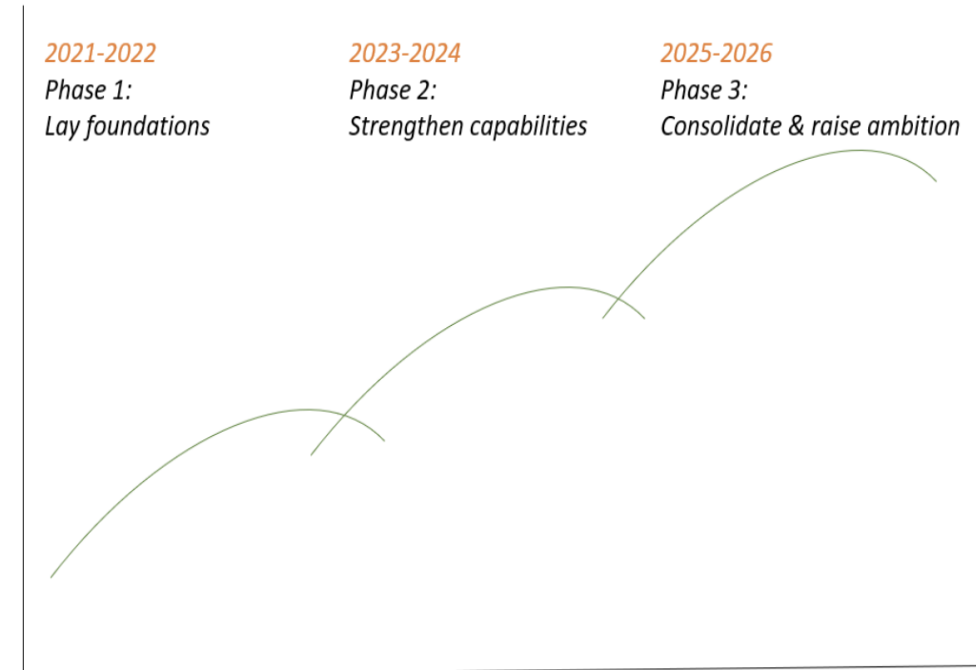
Since its appointment in August 2023, the Board has prioritised:

- Organisational stabilisation
- Leadership consolidation
- Governance and performance improvement

Key milestones achieved:

- Vaalputs Nuclear Installation Licence secured (July 2025)
- Appointment of a permanent CEO and executive team nearing completion
- Restoration of stakeholder confidence

We now transition from **recovery and stabilisation** → **to growth and delivery**.



Board-Approved Strategic Repositioning

The Board has formally approved a **repositioning strategy** that:

<p>Clarifies NRWDI's role as a central, authoritative institution in radioactive waste management</p>	<p>Aligns the organisation with global best practice and national priorities</p>	<p>Positions NRWDI to deliver on long-term, complex national infrastructure programmes</p>	<p>Strengthens institutional credibility, capability, and sustainability</p>	<p>Ensures that NRWDI is not only compliant — but fit-for-purpose for the future.</p>
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A trusted and integrated radioactive waste management system that ensures long-term environmental protection, regulatory confidence and intergenerational responsibility.

NRWDI's Repositioning Strategic Pillars

PILLAR 1



Financial Sustainability

PILLAR 2



Organisational Effectiveness

PILLAR 3



Delivery Excellence

PILLAR 4



Industry Leadership

1. Financial Sustainability

2. Mandate Execution & Capability

3. Infrastructure Delivery & Programme Maturity

4. Governance & Institutional Maturity

5. Risk Exposure & Compliance Assurance

6. Human Capital & Leadership

7. ICT, Systems Integration & Digital Readiness

8. Legislative Compliance

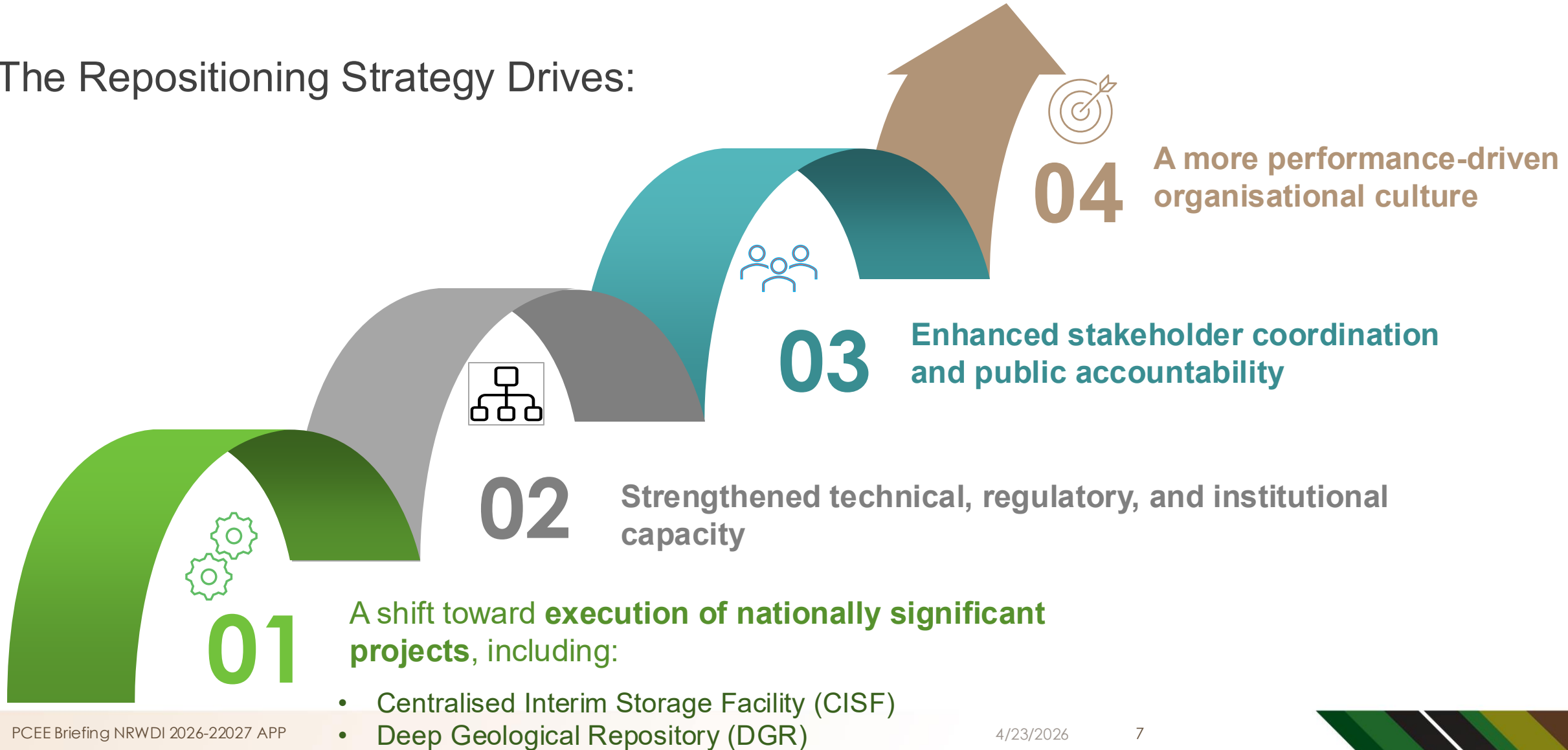
9. Operational Efficiency & Service Delivery

10. Alignment to Integrated Resource Plan (IRP)

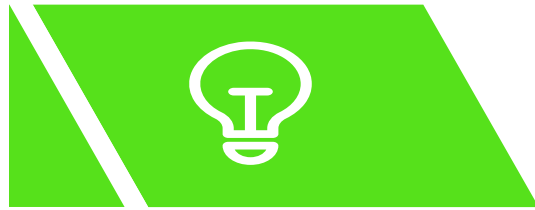
11. Reputational Standing

What This Means for NRWDI (Implications of Repositioning)

The Repositioning Strategy Drives:



Governance and Oversight Commitment



01

Upholding **strong governance and ethical leadership**



02

Ensuring **accountability for delivery against the APP**



03

Supporting management in building a **capable and resilient institution**



04

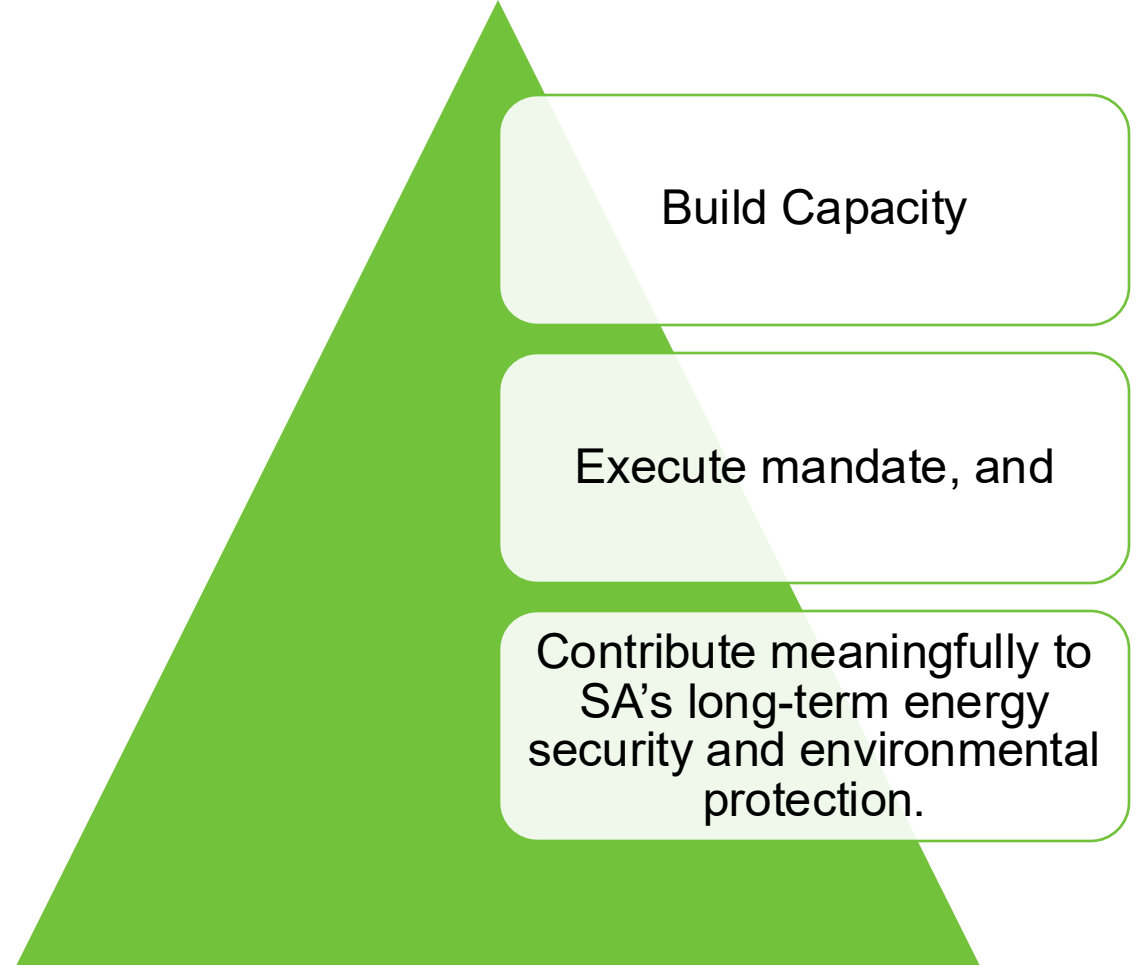
Maintaining alignment with **government priorities and legislative mandates**

Looking Ahead - *NRWDI has laid a solid foundation.*

The 2026/27 APP reflects an organisation that is:



The focus is clear:

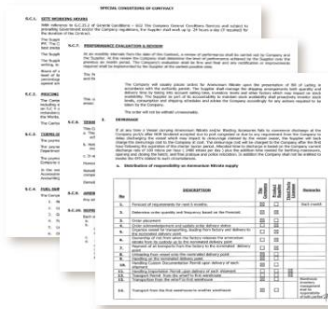




Overview of the National Radioactive Waste Disposal Institute

About NRWDI

Empowering law



- The National Radioactive Waste Disposal Institute Act No. 53 of 2008 (NRWDIA) became effective on the 1 December 2009.

Our Mandate



- NRWDI is responsible for the disposal of radioactive waste on a national basis.

Governance

- The governance of NRWDI is entrusted to a Board of Directors.
- Board is appointed in terms of the prescripts of NRWDI Act by the Minister.

Validation



- Minister of Electricity and Energy is the Executive Authority responsible for NRWDI.

Constitutional Mandate

According to
Section 24(b)
of the
Constitution of
the Republic of
South:

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.

Legislative Mandate

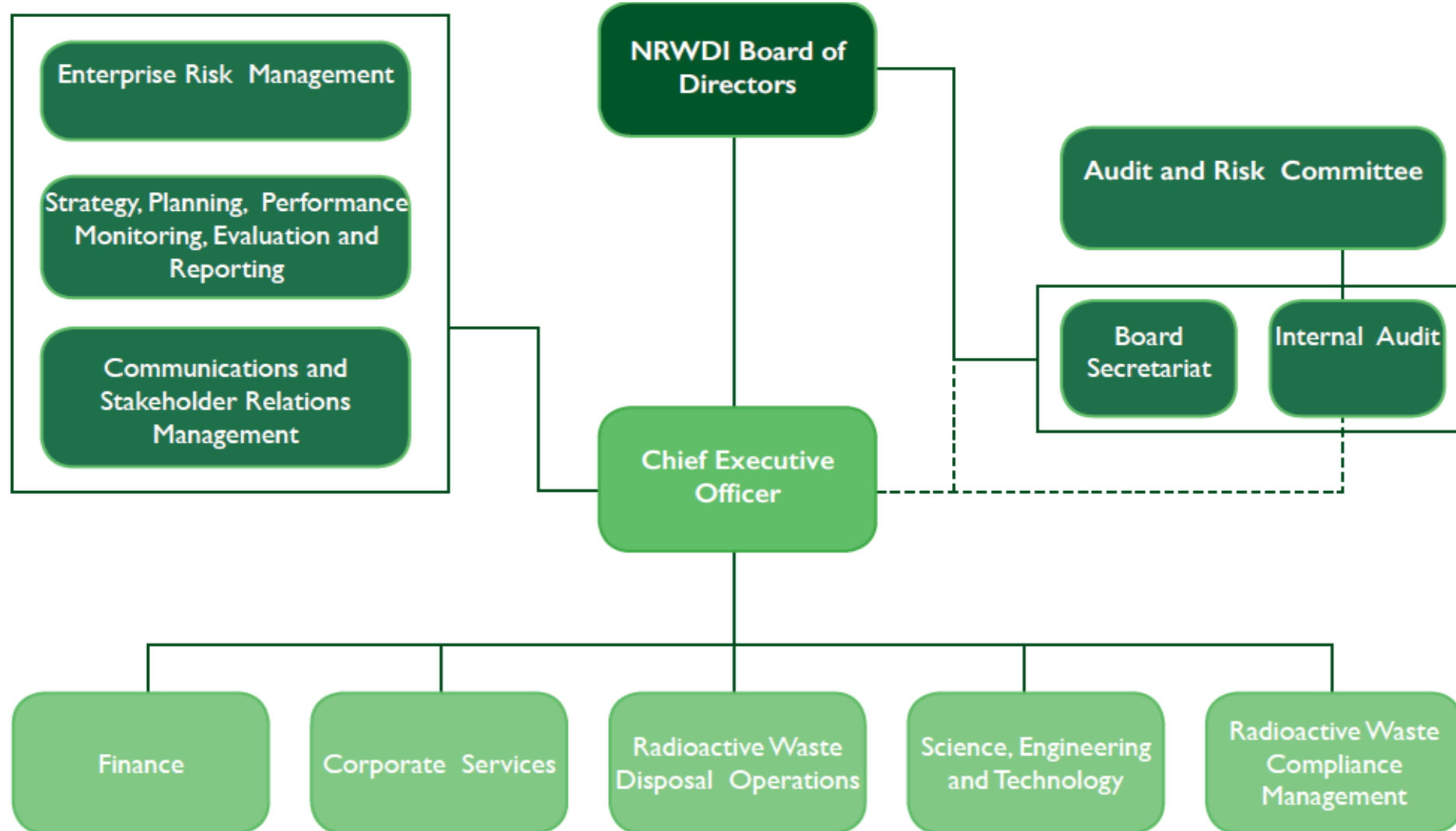
Design/implement disposal solutions for all classes of radioactive waste	National Radioactive Waste Inventory	Manage, operate and/or monitor radioactive waste disposal facilities	Plan for long-term management of radioactive waste storage and disposal;	Provide information on all aspects of radioactive waste disposal
<ul style="list-style-type: none">• Develop radioactive waste acceptance/disposal criteria.• Issue radioactive waste disposal certificates.	<ul style="list-style-type: none">• Maintain national database.• Publish a radioactive waste inventory report.	<ul style="list-style-type: none">• Operating (Vaalputs) or closed disposal facilities.• Disposal of ownerless radioactive waste on behalf of the State.• Manage and monitor closed radioactive waste disposal facilities.	<ul style="list-style-type: none">• Conduct R & D; Investigate need for new disposal facilities.• Site, design and construct new disposal facilities.	<ul style="list-style-type: none">• General public.• People living in the vicinity of disposal facilities.

Key Legislation that Governs Radioactive Waste Disposal

The following key Acts govern the management and disposal of radioactive waste:

- Nuclear Energy Act, (No 46 of 1999).
- National Nuclear Regulator Act, (No 47 of 1999).
- National Radioactive Waste Disposal Institute Act, (No 53 of 2008).
- National Environmental Management Act, (No 107 of 1998).
- Hazardous Substances Act, (No 15 of 1973).
- National Water Act, (No 36 of 1998).
- Disaster Management Act, (No 57 of 2002).
- Dumping at Sea Control Act, (No. 73 of 1980).

Organisational Structure and Programmes



NRWDI Executive Leadership Team



RIE DEWAAN BAKARDIEN
CHIEF EXECUTIVE OFFICER



JUSTIN DANIEL
CHIEF FINANCIAL OFFICER



JULIA KENYANE
*EXECUTIVE MANAGER:
CORPORATE SERVICES*



ALAN CAROLISSEN
CHIEF OPERATIONS OFFICER



PHINA THAU GE
*CHIEF TECHNOLOGY OFFICER
(ACTING)*



REFILWE MOERANE
*EXECUTIVE MANAGER:
COMPLIANCE MANAGEMENT*

High Impact Programmes

Management and operation of Vaalputs low level waste disposal site

- The NNR granted the Vaalputs Nuclear Installation Licence (NIL-43) to NRWDI in July 2025. NRWDI now has full operational control of the National Radioactive Waste Disposal Facility in the Northern Cape.
- This milestone decision followed a comprehensive regulatory assessment process and marks a critical shift in South Africa's radioactive waste governance
- ***“By concentrating radioactive waste management functions under NRWDI, we align our policy and institutional frameworks with global best practices”***- Dr. Ramokgopa, Minister of Electricity and Energy



Vaalputs low level waste disposal site

Support to Koeberg Nuclear Power Plant Life Time Extension

- Koeberg Nuclear Power Plant life time has been extended by another 20 years to 2045.
- Replacement of key critical components necessary for Long Term Operation (LTO) of Koeberg resulted in disposal of large nuclear components such as Original Steam Generators (OSGs).
- NRWDI is working with Eskom to develop the new disposal solutions for these waste categories.
- Disposal of these components will commence in 2027.



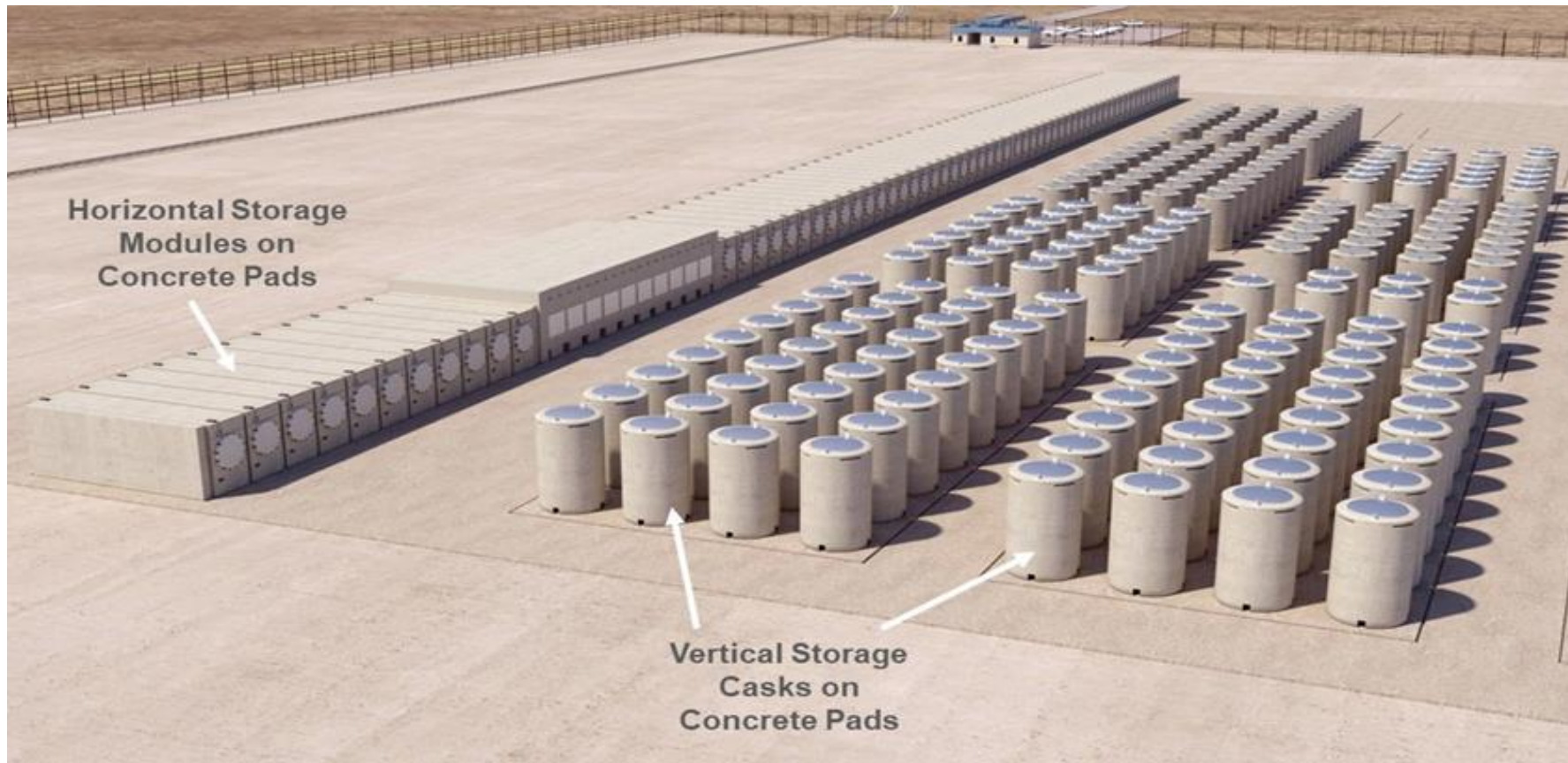
Original Steam Generator

Spent Fuel Management Outcomes

- Regardless of the chosen Spent Nuclear Fuel Strategy, the following technical outcomes are inescapable:
 - ✓ Centralized Long Term Off-site Storage Facility is required, also known as the Centralised Interim Storage Facility (CISF)
 - ✓ Deep Geological Repository (DGR) is required
- Based on preliminary site investigations done in the early 1990s the Vaalputs site is a candidate site for the establishment of the above ground off-site Centralised Interim Dry Storage Facility and Deep Geological Repository.
- NRWDI is mindful of the importance of public consultation in the site selection process and therefore wants to assure all stakeholders that NRWDI will comply with all the requirements of the National Nuclear Regulator Act and National Environmental Management Act in terms of public participation.

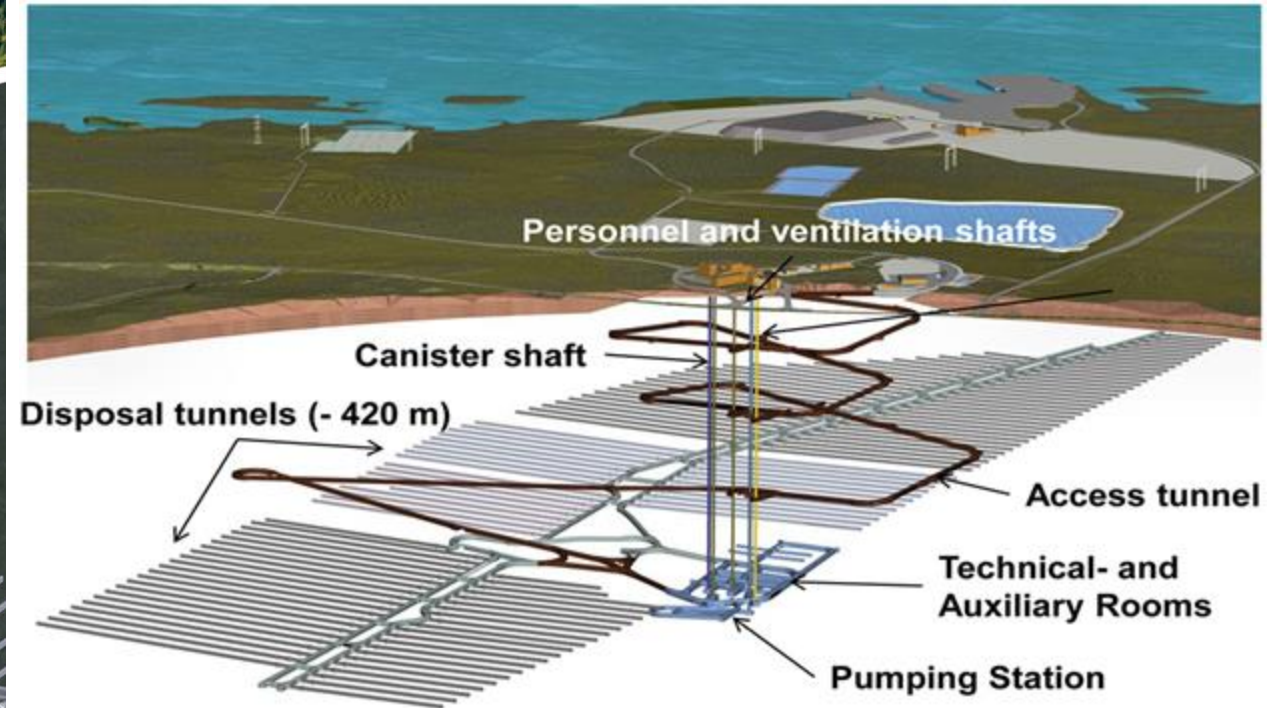
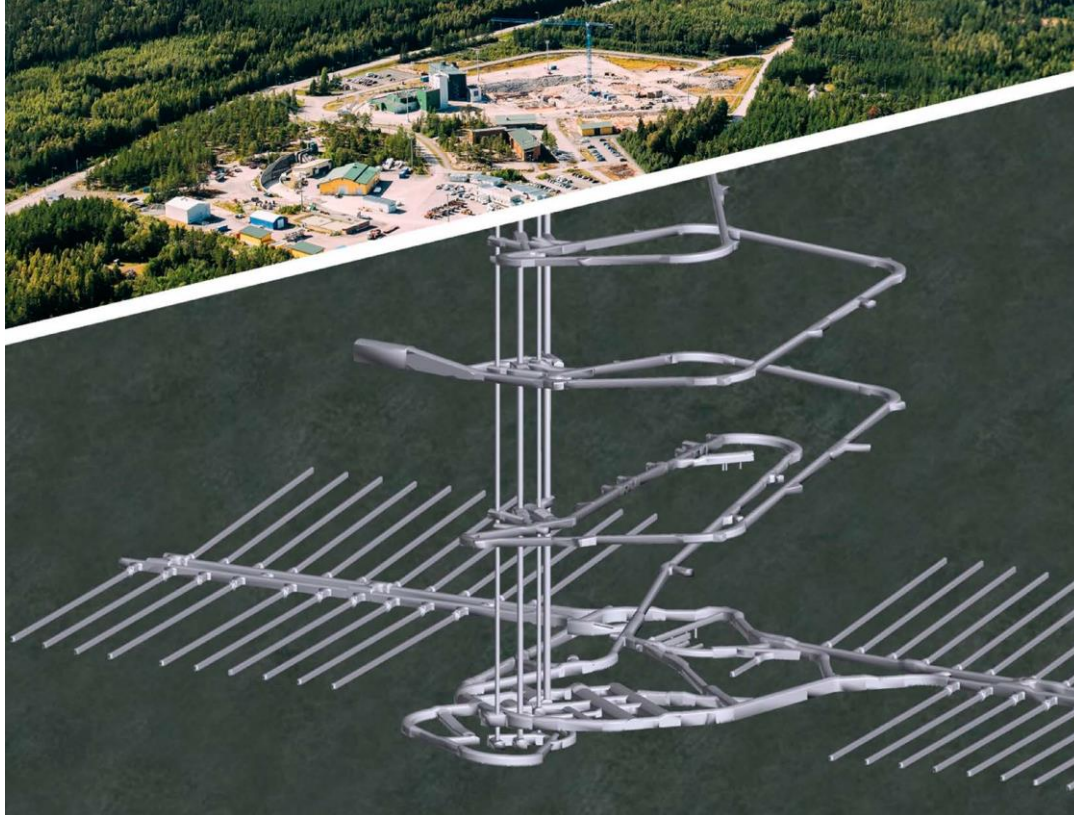
Centralised Interim Storage Facility (CISF)

- Establishment of off-site above ground Centralized Interim Storage Facility (CISF) for spent nuclear fuel by 2030 is underway.



Deep Geological Repository (DGR)

- The South African Deep Geological Repository (DGR) is planned for 2065.



ONKALO Deep Geological Repository in Finland



Strategic Alignment and Contributions to Government Priorities

Strategic Priorities of the 7th Administration and the Shareholder's Priorities

MEDIUM TERM DEVELOPMENT PLAN 2024-2029 (MTDP PRIORITIES)

Strategic Priority 1: Inclusive growth and job creation.

Strategic Priority 2: Reduce Poverty and tackle the high cost of living.

Strategic Priority 3: A capable, ethical, and developmental state.

SHAREHOLDER'S STRATEGIC PRIORITIES

- Priority 1: Achieve Universal Access, Availability, Affordability and Quality.
- Priority 2: Attain sovereign and regional energy security.
- Priority 3: Drive industrialisation and lead innovation.
- Priority 4: Qualitatively transform energy demographics; elevate role of women and youth.
- Priority 5: Assert SA, continental and global energy leadership.



Annual Performance Plan

Vision, Mission and Values

VISION



A globally recognized leader in the management of radioactive waste disposal.

MISSION



To protect people and the environment by providing sustainable, safe and technologically innovative radioactive waste disposal solutions.

VALUES



Nurturing



Respect



Wellness



Dedication

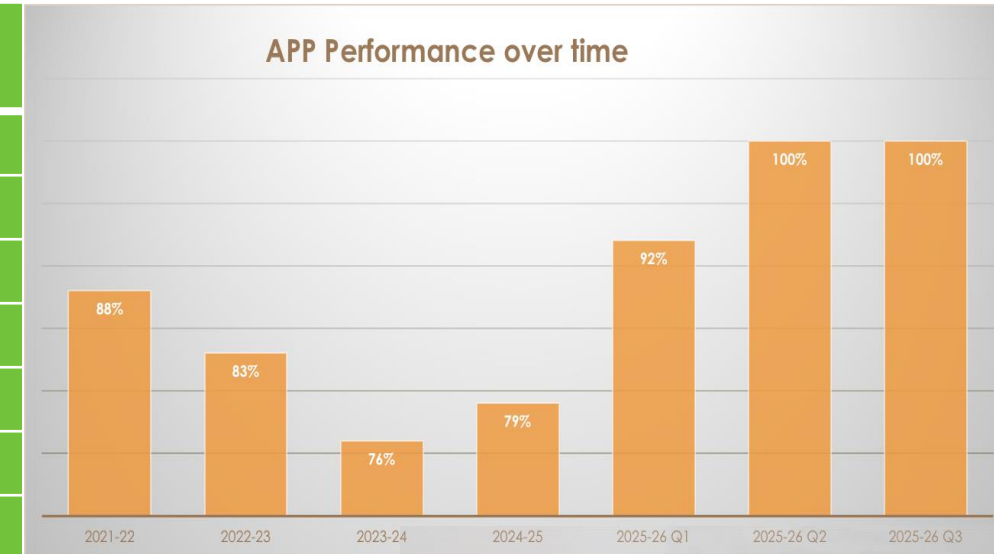


Innovation



FY 2025/26 Performance Projection*

Programme	Outcomes	YE Projection
Programme 1: Administration: Financial sustainability and governance	Unqualified audit opinion 24/25 FY	Achieved
	NRWDI Repositioning Strategy Approved	Achieved
	Knowledge Management Strategy Implemented	Achieved
	Implementation of the HCM strategy	Achieved
	Financial sustainability plan implementation	Achieved
Programme 2: Radioactive Waste Disposal Operations	Percentage acceptance rate of waste disposal	Achieved
	Public Information Forum (PSIF) meetings	Achieved
	Disabling Injury Incident Rate (DIIR)	Achieved
Programme 3: Science Engineering and Technology - CISF Project	CISF project plans developed	Achieved
	Environmental Scoping report submitted to DFFE	Achieved
	CISF preliminary design approved	Achieved
	LTO waste disposal plan approved	Achieved
Programme 4: Radioactive Waste Compliance Management	IMS implementation plan	Achieved
	Number of internal SHEQ Audit Reports	Achieved
	Number of internal regulatory Inspection Report	Achieved
	NSS culture report	Achieved



2024-25 was the 8th consecutive year with unqualified audit and no material findings

*2025/26 results awaiting AGSA audit

Programme 1: Administration: Outputs, Output Indicators and Annual Targets 2026/27

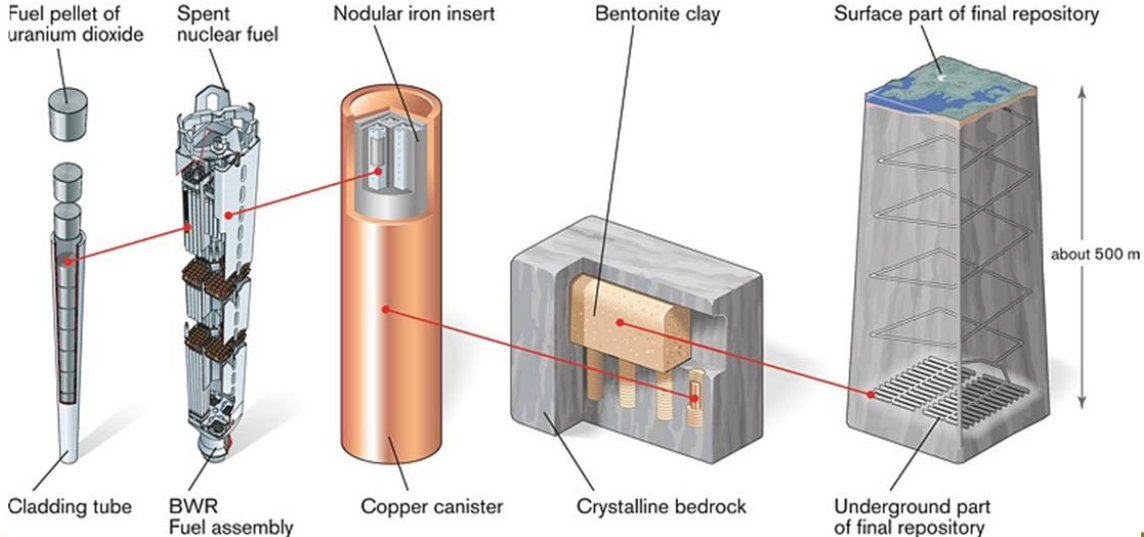
Output	Output Indicator	Annual Target 2026/27
Development and implementation of the NRWDI Repositioning strategy	NRWDI repositioning strategy Implementation plan reports	4 Repositioning strategy implementation plan reports approved by Exco
Improved corporate ethical culture	Ethics Framework	Ethics Framework approved by the Board
Implementation of the Corporate Social Responsibility (CSR) framework	Number of CSR project initiatives implemented	2 CSR project initiatives implemented
Unqualified audit opinion	Unqualified audit report	Unqualified audit report
HR strategy that responds to attracting and retaining of core and critical skills	Number of HR interventions implemented	4 Implemented projects of the HCM strategy
Financial sustainability plan is implemented	Number of financial sustainability plan initiatives implemented	Implementation of 1 financial sustainability plan initiative

Programme 2: Radioactive Waste Management Operations: Outputs, Output Indicators and Annual Targets 2026/27

Output	Output Indicator	Annual Target 2026/27
Compliance with the Vaalputs licence conditions	Percentage acceptance rate for the disposal of waste packages received from waste generators for disposal	100% acceptance rate for the disposal of waste packages received from waste generators for disposal
	Number of independent SHEQ audit reports demonstrating compliance with the Vaalputs operational procedures	1 x independent SHEQ audit reports demonstrating compliance with the Vaalputs operational procedures
	Disabling Injury Incident Rate (DIIR)	Disabling Injury Incident Rate (DIIR) less than 1
	LTO Waste Disposal Operations Readiness Plan	Operations readiness Plan for the disposal of the Reactor Pressure Vessel Heads approved by Exco

Programme 3: Science, Engineering and Technology: Outputs, Output Indicators and Annual Targets 2026/27

Output	Output Indicator	Annual Target 2026/27
CISF project plans developed	CISF project plans	Updated feasibility study approved by the TOC
Environmental Impact Assessment (EIA) performed	EIA reports	EIA report submitted to DFFE
Borehole disposal plan developed	Borehole disposal plan	Borehole disposal plan approved by EXCO
DGR plan developed	DGR plan	DGR plan approved by Exco



Programme 4: Radioactive Waste Compliance Management: Outputs, Output Indicators and Annual Targets 2026/27

Output	Output Indicator	Annual Target 2026/27
Integrated Management System(IMS) Framework	IMS implementation plan	ISO compliant IMS processes
Internal Compliance Assurance and Enforcement	Number of SHEQ audit reports	2 x Internal SHEQ audit reports
	Number of internal regulatory inspection reports	2 x Internal Regulatory Inspection Reports
Nuclear Safety and Security Enhancement Process	NSS process document and baseline safety culture survey report	NSS Enhancement plan approved by Exco
Compliance Assurance Framework	Compliance Assurance and Implementation Plan	Compliance Assurance Framework and Implementation Plan approved by Exco
NIL implementation processes and procedures (NIPP)	NIPP priority 1 and 2 documents optimisation	Develop and review NIPP Priority 1 and 2 Documents optimisation

Budget Allocation

Budget Trends and Analysis

Revenue By Category	2026/27 Budget	2027/28 Budget	2028/29 Budget
Non-Tax revenue	2,500	2,500	2,500
Interest	2,500	2,500	2,500
Transfers received	52,074	54,152	55,835
Total revenue	54,574	56,652	58,335

Expenditure By Category	2026/27 Budget	2027/28 Budget	2028/29 Budget	MTEF Total	Ave % over MTEF
	R000	R000	R000	R000	
Compensation of Employees	47,170	48,732	50,111	146,013	86,4%
Goods and Services	6,204	6,733	7,002	19,939	11,4%
Depreciation	1,200	1,187	1,222	3,609	2,2%
Total expenditure	54,574	56,652	58,335	169,561	100%

Budget Trends and Analysis: Revenue

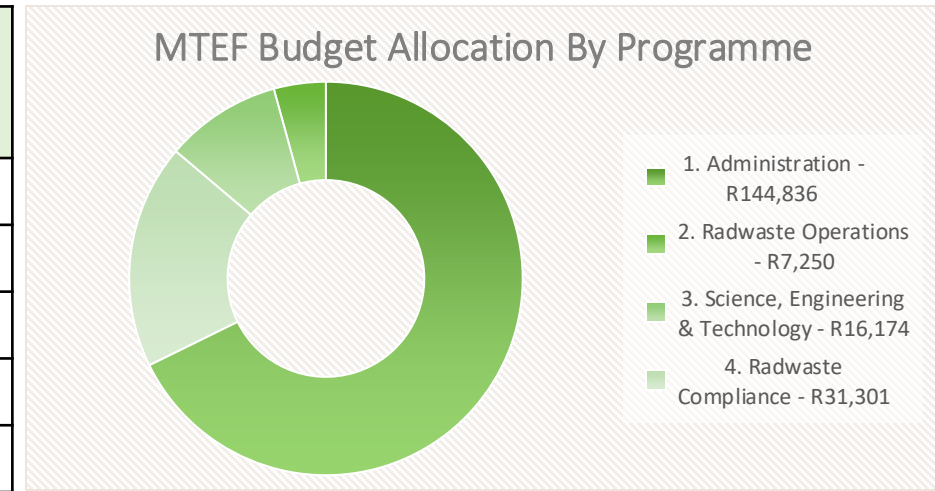
- NRWDI currently receives 100% funding for its operations from government grant allocations.
- The revenue over the MTEF will increase from R54.57 million in 2026/27 to R58.34 million in 2028/29. This is an increase of R3.77 million or 3.9% over the MTEF.
- NRWDI will derive its revenue from transfer payments received from government allocations. This allocation is expected to increase from R52.07 million in 2026/27 to R55.84 million in 2028/29.
- By obtaining the Vaalputs Nuclear Installation Licence, NRWDI will also be able to generate revenue in the form of waste disposal fees from radioactive waste generators, in particular Necsa and Eskom. This will be used for the purpose of the Vaalputs low level waste disposal function.
- Funding to be used mainly for infrastructure projects will, over the long term, be obtained from the Radioactive Waste Management Fund, where-in fees will be raised and collected in line with the polluter-pays-principle.

Budget Trends and Analysis: Expenditure

- The expenditure of NRWDI is expected to increase from R54.57 million in 2026/27 to R58.34 million in 2028/29.
- Compensation of Employees contributes 82,0% of the total budget, whilst Good and Services contributes 16,0% and Depreciation contributes 2,0%.
- The NRWDI MTEF budget currently excludes the Vaalputs operations.
- The majority of the NRWDI expenditure will be associated with the Vaalputs functional shift, Vaalputs Nuclear Installation Licence, setting up of internal processes and systems, research and development activities.
- The number of personnel inclusive of the 25 Vaalputs staff is 63, and this is expected to increase conservatively over the medium term with the filling of critical vacant posts which are necessary to fulfil the licence conditions.

Expenditure by Programme

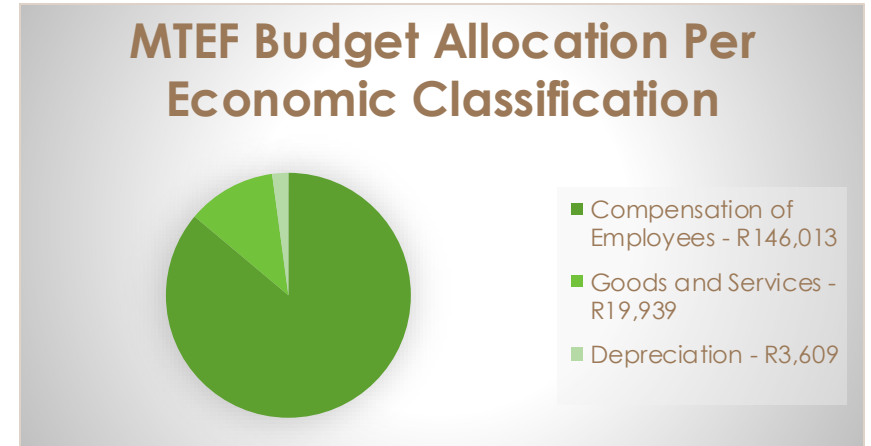
Expenditure By Programme (NRWDI excluding Vaalputs)	2026/27 Budget	2027/28 Budget	2028/29 Budget	MTEF Total	Ave % over MTEF
	R 000	R 000	R 000	R 000	
1. Administration	36,926	38,382	39,528	114,836	67,4%
2. Radwaste Operations	2,340	2,419	2,491	7,250	4,2%
3. Science, Engineering & Technology	5,220	5,398	5,556	16,174	9,6%
4. Radwaste Compliance	10,088	10,453	10,760	31,301	18,8%
Total Expenditure	54,574	56,652	58,335	169,561	100%



- 67,4% of the average budget over the MTEF period is allocated to Administration, whilst 32,6% is allocated to the Technical Operations.
- This budget excludes the Vaalputs low level waste operational budget.
- The inclusion of the Vaalputs operations budget in the NRWDI MTEF budget allocations results in the Administration budget decreasing by 30% (from 67,4% to 37,4%) and the Technical Operations programmes budget increasing by 30% (from 32,6% to 62,6%).
- The Vaalputs operational budget will be transferred from Necsa to NRWDI once the licence is obtained.

Expenditure by Economic Classification

Expenditure By Category	2026/27 Budget	2027/28 Budget	2028/29 Budget	MTEF Total	Ave % over MTEF
	R000	R000	R000	R000	
Compensation of Employees	47,170	48,732	50,111	146,013	86,4%
Goods and Services	6,204	6,733	7,002	19,939	11,4%
Depreciation	1,200	1,187	1,222	3,609	2,2%
Total expenditure	54,574	56,652	58,335	169,561	100%



- 86,4% of the average budget over the MTEF period is allocated to compensation of employees, whilst 11,4% is allocated to goods and services and 2,2% is allocated to depreciation costs.
- This budget excludes the Vaalputs low level waste operational budget.
- The inclusion of the Vaalputs operations budget in the NRWDI MTEF budget allocations results in the consolidated COE budget decreasing by 26% (from 86,4% to 60,4%) and the Good and Services budget increasing by 26% (from 11,4% to 31,4%).

Concluding Remarks

- NRWDI has received the licence and operates Vaalputs in full compliance with safety and environmental standards.
- The project to establish a Central Storage Facility will provide the interim solution for high level radioactive waste storage and enables industrialization, innovation, skills development and economic transformation.
- NRWDI continues to grow as the leading agency for radioactive waste management and disposal in Africa, representing South Africa in engaging with the International Atomic Energy Agency (IAEA) and international waste management and disposal organizations.
- Undertaking the NRWDI work programme, leading up to a Deep Geological Repository is a catalyst for R&D, job creation, innovation and transformation, thereby assisting Government to achieve its socio-economic objectives of poverty alleviation through economic transformation and contributing to a capable, ethical and developmental state.
- NRWDI has laid the foundations for growth and aims to achieve excellent performance. We are now growing the organizational capacity to fully execute its mandate as per the NRWDI Act, No 53 of 2008.

NRWDI

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THANK YOU!



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info@nrwdi.org.za

www.nrwdi.org.za

