



# ANNUAL PERFORMANCE PLAN 2022-23 – 2024-25



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## 1. MINISTER'S FOREWORD



**Mr Ebrahim Patel**

Minister of Trade, Industry and  
Competition

The Annual Performance Plan (APP) identifies the outputs, output indicators and targets that an entity aims to achieve in the new financial year. The Executive Authority is responsible for providing direction on the development and implementation of policies and strategic priorities of entities in line with their respective mandates, and to ensure the APP is aligned to government's priorities.

The environment in which the APPs of the Department of Trade, Industry and Competition (**the dtic**) and our entities have been formulated remains challenging, given the impact of the COVID-19 pandemic, the July 2021 unrest and more recently the Russia/Ukraine war. At the same time, determined efforts by the Administration has seen signs of economic recovery and greater investor confidence in economic prospects. In this light, Government's priority focus continues to be the recovery of growth, investment and employment, guided by the Economic Recovery and Reconstruction Plan adopted in 2020, and the tasks outlined by President Ramaphosa in the 2022 State of the Nation Address.

This APP is expected to take forward the strategic shift initiated in 2021/2022 toward strengthened implementation and impact of **dtic's** work, through greater integration of efforts within the department and our entities, guided by shared, crosscutting outcomes and joint performance indicators. In this regard, the work of **the dtic** and the entities will be evaluated in relation to three over-arching Outcomes (which incorporate the previous "Joint-KPIs") namely **Industrialisation; Transformation; and Capable State** (Implementation/ Effective Delivery). In this way these Outcomes more deliberately and directly inform respective outputs and KPIs of the department and entities.

In turn, the scope of the outputs collectively still encompass the identified dtic's priorities, which include among others, the work of sector masterplans, initiatives to boost levels of investment

and localisation in the economy, expanding trade within the continent, enabling better local economic development, supporting the growth of new industries (in the green economy and through beneficiation) and building a capable state, in particular addressing red tape as prioritised by the President in the 2022 State of the Nation Address.

Every entity in the dtic has been requested to align their APPs to the three outputs, it being recognised that a particular entity's core business links more clearly and strongly to one or the other of the overarching Outcomes, than to others.

This APP represents the outcome of the work done by the South African National Accreditation System. Following the tabling of the APP by the dtic itself, each entity of the Department will be expected to consider such additional refinement and additions to be made and following completion of the review, such an addendum to this APP may be submitted in due course after the tabling.

This APP is therefore not about many new objectives but rather on a new way of implementation, with the focus on integration, to enhance the development impact of the work.

I accordingly table the APP for 2022/23 in accordance with the request by the Speaker.

I wish to thank the management and governance structures for the work done and wish them well in executing the APP and aligning their work to government's overall programmes and priorities.

**Mr Ebrahim Patel**

Minister of Trade, Industry and Competition

Date: **31 March 2022** .....

## 2. ACCOUNTING AUTHORITY STATEMENT



**Ms Lindi Tlou**

Interim Chairperson:  
SANAS Board of Directors

SANAS' mandate is to provide an internationally recognised and effective Accreditation and Monitoring System for the Republic of South Africa. As the sole accreditation body for the accreditation of Conformity Assessment and Monitoring of Good Laboratory Practices, SANAS aligns its plans to support South Africa's public policy objectives and enhance the country's economic performance.

SANAS is a schedule 3A national public entity in terms of the PFMA and established through the Accreditation of Conformity Assessment, Calibration and Good Laboratory Practices Act, Act 19 of 2006. Through the implementation of its mandate, SANAS ensures that the Republic continues to support the needs of our enterprises competing in a fast-paced global economy and to support public policy objectives in terms of health, safety and Broad-Based Black Economic Empowerment (BBBEE) compliance issues.

In the current 2021/22 financial year, although SANAS reported a decline in expected revenue in the first half of the year due to reduced requests for knowledge transfer products and withdrawals from conformity assessment bodies largely due to the impact of the COVID-19 pandemic, the organisation had seen an upswing in revenue in quarter 3 as new applications were received for accreditation services. By the end of the third quarter, this had resulted in an increase in the number of accredited organisations to 1933, which was 37 more accredited organisations than the targeted number of 1896.

It is my pleasure to present the priorities of SANAS outlined for the 2022/23 financial year. SANAS plans to contribute towards increasing the competitiveness of South Africa's enterprises, the achievement of Government Policy Objectives (Health, Safety and Environment) and Organisational Sustainability, while reducing its dependency on the fiscus. This plan however takes cognisance of the economic effects of COVID-19 in the year 2021/22, as it is expected to have an adverse impact on SANAS growth. The next three years requires a focus on facilitating the national, regional and global acceptance of conformity assessment results which in turn allows for free passage of South African produced goods and services into foreign markets, while also exploring the introduction of new accreditation programmes.

On the African front, SANAS through AFRAC, will play a role in accreditation matters related to the AfCFTA. AFRAC is one of the Institutions of the Pan African Quality Infrastructure (PAQI) which coordinates the technical infrastructure institutions within the African Region.

Furthermore, a focus on ensuring our national priorities, especially priorities 2 and 7 of the NDP and the MTSF is central to our strategic direction for the upcoming MTEF period.



**Ms Lindi Tlou**

Interim Chairperson: SANAS Board of Directors

Date: 04 March 2022

### 3. OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of SANAS under the guidance of SANAS' Board of Directors
- Takes into account all the relevant policies, legislation and other mandates for which SANAS is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which SANAS will endeavour to achieve over the period 2022/23-2024/25.

**Mr Farhad Osman**

Executive Strategy and Development

Signature: \_\_\_\_\_



**Mr Mpho Phaloane**

Executive Accreditation

Signature: \_\_\_\_\_



**Ms Busi Radebe**

Executive Corporate Services

Signature: \_\_\_\_\_



**Ms Nadine Thomas**

Chief Financial Officer

Signature: \_\_\_\_\_



**Mr Tumelo Baleni**

Acting Chief Executive Officer

Signature: \_\_\_\_\_



**Ms Lindi Tlou**

Interim Chairperson: SANAS Board of Directors

Signature: \_\_\_\_\_



Approved by:

**Mr Ebrahim Patel**

Minister of Trade, Industry and Competition

Signature: \_\_\_\_\_



## 4. ABBREVIATIONS AND ACRONYMS

ACRONYM	DEFINITION
AFRAC	The African Accreditation Cooperation
AFRIMETS	Intra-Africa Metrology System
AFSEC	The African Electrotechnical Standardization Commission
AfCFTA	African Continental Free Trade Area
ARSO	African Regional Standards Organisation/ African Organisation For Standardisation
B-BBEE	Broad-Based Black Economic Empowerment
BPM	Business Process Management
BRC	British Retail Consortium
BSE	Bovine Spongiform Encephalopathy (Mad Cow Disease)
CAB	Conformity Assessment Body
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COMESA	Common Market For Eastern And Southern Africa
COVID-19	Corona Virus Disease Of 2019
EAC	East African Community
EGAC	The Egyptian Accreditation Council
EMS	Environmental Management System
ENAO	The Ethiopian National Accreditation Office
FPP	Fraud Prevention Plan
FSSC	Food Safety Systems Certification
GFSI	Global Food Safety Initiative
GCP	Good Clinical Practice
GCPV	Good Clinical Practice Veterinary
GHG	Greenhouse Gas
GLP	Good Laboratory Practice
HACCP	Hazard Analysis And Critical Control Points
HR	Human Resources
IAF	International Accreditation Forum
ICT	Information And Communication Technology
IEC	International Electrotechnical Commission
ILAC	International Laboratory Accreditation Cooperation

ACRONYM	DEFINITION
IPPS	Industrial Policy Priority Sectors
ISO	The International Organization For Standardization
IT	Information Technology
KENAS	The Kenyan Accreditation Service
MLA	Multilateral Recognition Agreement
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
MRA	Mutual Recognition Arrangement
NMISA	The National Metrology Institute Of South Africa
NRCS	The National Regulator For Compulsory Specifications
OECD	The Organisation For Economic Co-Operation And Development
PAJA	Promotion Of Administrative Justice Act, 2000
PAQI	Pan African Quality Infrastructure
PFMA	Public Finance Management Act
PT	Proficiency Testing
PTB	Physikalisch-Technische Bundesanstalt
QMS	Quality Management System
RMP	Reference Material Producers
SABS	The South African Bureau Of Standards
SADC	The Southern African Development Community
SADCA	The Southern African Development Community Cooperation In Accreditation
SADCAS	The Southern African Development Community Accreditation Services
SANAS	South African National Accreditation System
SMME	Small, Medium And Micro Enterprises
STC	Specialist Technical Committee
TBT	Technical Barriers To Trade
the dtic	The Department Of Trade Industry And Competition
WADA	World Anti-Doping Agency
WTO	World Trade Organisation





# **PART A**

## SANAS MANDATE



## 5. LEGISLATIVE AND POLICY MANDATES

### 5.1 Legislative mandate

SANAS is classified as a Schedule 3A public entity in terms of the Public Finance Management Act (PFMA). The organisation is established under the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006). SANAS reports to the Minister of Trade Industry and Competition, who is the Executive Authority. The Act recognises SANAS as the sole body in the Republic, responsible for carrying out accreditations in respect of conformity assessment, calibration and good laboratory practice. The Act seeks to promote the importance of ensuring that the accreditation system of the Republic supports the needs of the enterprises competing in a fast-paced global economy and the importance of supporting public policy objectives in terms of health, safety and broad-based black economic empowerment compliance issues. Thus, it promotes accreditation as a means of facilitating international trade and enhancing the economic performance and transformation of the Republic.

**Table 5.1: Legislative Mandate**

ENABLING ACT	Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006)
MANDATE	<p>SANAS is the sole national accreditation body, established to provide an internationally recognised and effective accreditation and monitoring system for the Republic of South Africa by doing the following:</p> <ul style="list-style-type: none"> <li>• Accrediting or monitoring, for Good Laboratory Practice (GLP) compliance purposes, organisations falling within its scope of activity.</li> <li>• Promoting accreditation as the means of facilitating international trade, enhancing South Africa's economic performance and transformation.</li> <li>• Promoting the competence and equivalence of accredited bodies; and</li> <li>• Promoting the competence and equivalence of GLP-Compliant facilities.</li> </ul>

In executing its mandate, SANAS is also guided by various legislation, regulations, standards, including but not limited to:

- The Accreditation Act, Act 19 of 2006;
- The Public Finance Management Act, 1999 (Act 1 of 1999);
- National Treasury's Regulations and Instruction Notes;
- Preferential Procurement Policy Framework Act 2000 (PPPFA);
- Public Service Act, 1994 (Act 103 of 1980) as amended
- The Broad-Based Black Economic Empowerment Amendment Act (53 of 2003) as amended by the B-BBEE Act (46 of 2013);
- The Basic Conditions of Employment Act 75 of 1997; and
- ISO/IEC 17011:2017: General requirements for accreditation bodies accrediting conformity assessment bodies

### 5.2 Policy mandate

Although SANAS' key focus is on its legislative mandate, SANAS ensures that through alignment with **the dtic** key priorities as outlined in the Joint Key Performance Indicators (J-KPIs) as listed in table 9.7, it also aligns to government's key priorities as espoused in the National Development Plan (NDP) and the Medium-Term Strategic Framework (MTSF). More specifically, SANAS has a direct impact on the MTSF Priorities 2 and 7 as identified for the 2019 -2024 government administration.

#### a) Priority 2: Economic Transformation and Job Creation

Sustainable long-term growth is needed to sharply reduce unemployment. This requires both broad structural reforms as well as targeted interventions. To this end SANAS is to build confidence on South African products through accreditation. Furthermore, in terms of Industrialisation, Localisation and Exports, SANAS will maintain and increase the accreditation scopes needed for industrialisation and exports in closer collaboration with **the dtic**.

It should be noted that job creation will be an indirect contribution as a result of the supporting, enabling economic transformation and growth. Economic transformation is both addressed at the national and international level. At the national level, economic transformation is to support the participation of black individuals to participate in the mainstream economy of the Country. At the regional, continental and international level, it is to ensure the acceptance of South Africa's conformity assessment results and thus mitigate the technical barriers to trade to South African goods and services.

#### **b) Priority 7: A better Africa, a better World**

Deepening South Africa's cooperation and integration at the national, regional and international level in matters of accreditation requires South Africa to remain an influential member who is at the forefront of economic development as it influences the acceptance of South African goods and services in the region and beyond. In addition, support for South Africa's trade negotiators on matters of trade and conformity assessment is crucial to advance South Africa's better Africa, better World priority.

In the implementation of the AfCFTA, SANAS, through AFRAC, contributes to the discussion of addressing issues of acceptance of conformity assessment results related to products and services traded within the African continent. These discussions are at the AU level and AFRAC is an important part of the Pan African Quality Infrastructure (PAQI). SANAS plays critical roles in the functioning of AFRAC through the secretariat and technical committee leadership roles that it holds.

## **6. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE THREE-YEAR PLANNING PERIOD**

A need to review the enabling Acts of **the dtic's** Technical Infrastructure Institutions, of which SANAS is a member, has been identified as urgent. During this MTSF, these Acts will be reviewed to streamline the Standards, Metrology, Accreditation and Legal Metrology Acts.

Towards the end of the previous 5-year strategic plan period (2017-2021), it had become evident that the acceptance of conformity assessment results has grown into one of the significant technical barriers to trade globally, as economic growth is closely linked to trade. With less than 18% intra-regional trade, it has become imperative to focus on expanding the acceptance of conformity assessment results to yield a more significant part of Africa's inter-regional trade. The African Continental Free Trade Agreement which came into effect from the beginning of 2021 needs SANAS to play an active role within the work of the African Accreditation Cooperation (AFRAC) and the Southern African Development Community Cooperation in Accreditation (SADCA) on all matters related to the acceptance of conformity assessment results pursuant to the reduction/elimination of Technical Barriers to Trade within the continent.

SANAS provides an accreditation service that impacts directly on Conformity Assessment Bodies (CAB's) also referred to as accredited organisations, industry sectors and the economy by facilitating the national, regional, and international acceptance of test, inspection, and certification results. Through executing SANAS' mandate, the risk of rejection of South Africa's goods and services is significantly mitigated.

The COVID-19 pandemic has caused a most severe global economic downturn following the lockdowns that took place from April 2020, where many countries were trying to protect their susceptible populations. In South Africa, the lockdown to tackle the virus outbreak led to a significant decrease in economic activity in the first half of 2020. In 2021, the GDP showed slight growth and is expected to grow by an estimated 2% in 2022. The damage to the economy is expected to have long lasting effects that will span several years, as the effects of economic activities normally have lag before they show. To counter this negative effect, the government has introduced the Economic Reconstruction and Recovery Plan, and SANAS has responded with a plan to assist government in realising some of the objectives.

Furthermore, SANAS accreditation supports South Africa's development objectives, as well as its regulators responsible for the protection of the health, safety, environmental, economic, and socio-economic welfare of the citizens. SANAS' goals are, therefore, aligned with those of **the dtic**, at both strategic and implementation levels as direct in some instances and indirect in others.

## 7. RELEVANT COURT RULINGS

There are currently no court rulings that have a significant ongoing impact on SANAS' operations and service delivery. However, should any situation arise, that may lead to such a possibility, then the SANAS team stands ready to respond accordingly.







# PART B

THE SANAS STRATEGIC FOCUS

## 8. UPDATED SITUATIONAL ANALYSIS

The country was still in the grip of the COVID-19 pandemic by the end of the year 2021, at Risk Adjusted Level 1. The country had experienced a decline in the number of positive cases between September and mid-October 2021, after the so-called third wave had earlier hit the country hard. Experts had predicted that the fourth wave would materialise around mid-December 2021, however the prediction came earlier around the end of November where a new variant of the virus had been detected. Infection rates were escalating once again, indicating that this virus will be with us for some time to come.

Although government had embarked on an aggressive campaign to vaccinate the country's population, only 25% of people had been fully vaccinated by the 1st week of December 2021. At adjusted level 1, all sectors of the economy were opened for business including some international travel and business, which were beginning to improve. South Africa's Gross Domestic Product (GDP) increased by 1,2% in the second quarter of 2021. The transport, storage and communication industry increased by 6,9% in the second quarter, and made the largest contribution to GDP growth, namely 0,5 percentage points. Increased economic activity was reported for land transport and communication services. The personal services industry increased by 2,5% and contributed 0,4 of a percentage point to GDP growth. Increases were reported for community services and other producers. The trade, catering and accommodation industry increased by 2,2% and contributed 0,3 of a percentage point to GDP growth. Increased economic activity was reported in wholesale, retail and motor trade, and there was increased spending on catering and accommodation services. The agriculture, forestry and fishing industry increased by 6,2% and contributed 0,2 of a percentage point to GDP growth. The increase was mainly due to increased production of field crops, horticulture and animal products. The mining and quarrying industry increased by 1,9% and contributed 0,1 of a percentage point to GDP growth. Increased production was reported for platinum group metals (PGMs), gold and coal. Unadjusted real GDP for the first six months of 2021 increased by 7,5% compared with the first six months of 2020.

It is reported that in the third quarter of 2021 the level of GDP was on par with the first quarter of 2016. It seems that the twin pressure of both the restrictions of the third wave and the July 2021 civil disorder/or unrest events had led to the contraction/slump of the SA economy in the third quarter of 2021. Government has put measures in place to boost economic recovery, as alluded to by the honourable President Cyril Ramaphosa in various media briefings. SANAS has identified a number of interventions from the Economic Reconstruction and Recovery Plan, where our role will be to assist government to achieve its goals.

The SANAS intervention plan was endorsed and submitted to **the dtic** for review and approval. Considering the devastation of the COVID-19 pandemic, SANAS has experienced considerably less withdrawals of accreditation than was expected. We believe that this may be attributed to the resilience of the South African industry, coupled with the relief in terms of a rebate on annual fees, that SANAS had extended to its clients in the first quarter of 2020. This rebate amounted to 16,7% off the annual fees, and an extension on the period to pay the annual fees from the standard 30 days to 90 days.

Accreditation provides confidence in the competence and integrity of conformity assessment activities and goes a long way towards unlocking the technical barriers to trade, both locally, regionally and internationally, affording companies the opportunity of having a competitive edge. The competitiveness of South Africa's goods and services hinges on the quality of these products and services, which is confirmed by Conformity Assessment Bodies (CABs) such as laboratories, certification and inspection bodies. It is important to note that non-acceptance of conformity assessments normally leads to rejection, costly retesting/re-inspection or recertifying of such exported goods and services, making this uncompetitive in the global market.

Although it was projected that SANAS may experience reduced growth in the number of accredited organisations due to the effects of COVID-19, by the end of Q2 of 2021 SANAS has shown a growth in the number of accredited organisations, and will continue to reprioritise its activities to support our National Development Plan (NDP) outcomes as articulated through **the dtic** priority programmes assigned projects (see diagram 8.1 below), while simultaneously contributing to the Economic Reconstruction and Recovery Plan.



This includes strengthening accreditation effectiveness to support local manufacturing and export market access more actively by assisting South African firms to meet the increasingly demanding conformity assessment requirements of advanced developed and developing countries. Moreover, accreditation plays an increasingly important role in improving the competitiveness of South Africa's enterprises competing in the global economy, facilitating the acceptance of conformity assessment results and supporting economic transformation, contributing to a better Africa and World through promoting increased intra-Africa accreditation support mechanisms.

The National Development Plan (NDP) serving as a lodestar and the Medium-Term Strategic Framework (5-year implementation plan) provides clear guidance on how South Africa should respond to the various challenges. SANAS role as an accreditation body has a significant part to play, firstly as a trade facilitator on matters of conformity assessment, and secondly, to support the attainment of the NDP and MTSF priorities 2 and 7, **the dtic's** sectorial outcomes, masterplans, programmes and support public policy objectives and localisation. Furthermore, SANAS assists the regulators in their responsibility of protecting health, safety and the environment.

On the regional and international front, the African Accreditation Cooperation (AFRAC), the International Laboratory Accreditation Cooperation (ILAC), and the International Accreditation Forum (IAF) play a critical role in supporting the mutual acceptance of conformity assessment results. These bodies are responsible for harmonising the international criteria applied to the international network of accreditation bodies all over the world. The ILAC mutual recognition arrangement (MRA), IAF multilateral recognition agreement (MLA) and AFRAC MRA, which are managed by these respective organisations, recognise accreditation body members that have attained signatory status to their MRA/MLA, as equivalent.

These arrangements are actively promoted as a tool for government, regulators and industry to identify competent sources of calibration, testing, inspection and certification to facilitate appropriate market access. Through these networks, the calibration, test, inspection and certification reports that are issued by SANAS accredited CABs are recognised in different economies in the world that are also signatories to the MRAs and MLAs mentioned above. The prerequisite for accreditation bodies to remain signatories and to be part of the accreditation network is that they be evaluated at least every four years by the respective recognised regional accreditation cooperation (AFRAC).

SANAS has been able to maintain its signatory status to the MRA's since 2000. However, these arrangements are not automatically accepted within the regulatory domain and thus much work is required to facilitate the acceptance of conformity assessment results within the regulatory domain. Such acceptance is mostly facilitated through government-to-government recognition arrangements. Herein, SANAS will strengthen its capacity to play a major role in providing guidance and participate in supporting South Africa's trade negotiations as well as participate in the WTO TBT committee. As identified in the MTSF strategies and priorities for 2019-2024, export is key to South Africa's economic development and growth.

## 8.1 Locking in exports from markets

**the dtic** recognises the country's capacity to assist manufacturers and exporters to comply with international standards, norms and technical regulations, and this underpins the potential for economic growth both nationally and in the African region. The strengthening of technical infrastructure capacity in African countries is a precondition of industrialisation efforts with respect to technical regulations, metrology, standards, accreditation and conformity assessment.

The balance between global free trade and a strategy aimed at facilitating job creation through localisation needs to be maintained and carefully managed to mitigate the risk of retaliation by those affected. This requires South Africa to step up its conformity assessment (e.g., accredited testing, inspection, certification and calibration) capabilities as technical considerations would be one of the acceptable tools which can be defended and used to protect our markets from being flooded by inferior goods. In order to capitalise on this opportunity whilst being aware of the challenges, South Africa will have to work with countries in the region to strengthen coordination of accreditation and conformity assessment services, mindful of the fact that the development of such capacity has a long lead time and the scope of work is enormous and should therefore be prioritised.

SANAS is aligned to and supports the South African NDP, ERRP, the MTSF and therefore has to continue to focus on accreditation support through the creation of accreditation programmes and facilitating the expansion of laboratories, certification bodies and inspection bodies required for the NDP and national sectorial priorities. In SADC, as well as the Continental Free Trade Area, SANAS will have to strengthen the existing capacity to support infrastructure that will facilitate the acceptance of accredited certification, inspection and testing in many African markets based on the principle “accredited once accepted everywhere”. Therefore, in its quest for an effective accreditation mechanism for South Africa, SANAS will focus on the development of its human resources, and optimisation of technology.

A set of sector-specific Master Plans have been developed by **the dtic**. As a Public Entity of which **the dtic** is the Executive Authority, SANAS will prioritise these Master Plans in support of **the dtic**. SANAS accredited conformity assessment bodies are the vehicles through which SANAS will achieve its objectives. The organisational services available to both CAB's and other stakeholders must be of the highest standard as expected from an internationally recognised institution. Therefore, in its quest for delivering an effective accreditation system, SANAS will focus on maintaining its compliance to the international harmonised standard ISO/IEC 17011:2017 and will further its technical support and technology to improve communication and efficiency.

## 8.2 Internal Environment

SANAS' customer base grew from 1529 to 1874 over the past five years, translating to about 22,6% growth. However, due to the effects of COVID-19, it was envisioned that this growth would be negatively affected but as at the end of 2020/21, it was evident that SANAS continued to grow in the number of accredited organisations by 5% since the previous financial year. The increased expectations of government, regulators and industry including the demand for highly skilled employees, necessitated a review of the SANAS processes and structures aimed at positioning the organisation to effectively meet South Africa's future accreditation demands. Over the period of this Annual Performance Plan, SANAS will continue to ensure enhancement of competencies in line with the national accreditation demands.

The scarcity of technical expertise in some specialised areas demands innovation and collaborations as higher compensation and privileges are not the panacea and can exert undue pressure for SANAS to provide cost-effective accreditation infrastructure. It is against this background that SANAS will continue to roll out its long-term strategy of investing in tertiary education institutions by providing training on accreditation through internship and bursary programmes to address future skills shortages. SANAS will focus on growing its assessor and technical expert pool to maintain the technical integrity of the accreditation process. Other priorities identified include investment in ICT, such as purchasing of cutting-edge equipment for staff and protecting our IT infrastructure from cybercrime.

## 8.3 External Environment

An important obligation of SANAS is to continue funding the limited activities of AFRAC and SADCA, as the pioneer founding member and host to both AFRAC and SADCA secretariats. This is in line with the nomination and acceptance of this responsibility since the inception of both SADCA and AFRAC. Resources for the secretariat function of both regional bodies are provided by SANAS, with the support by Physikalisch-Technische Bundesanstalt (PTB) for identified projects. PTB is the German funder of the AFRAC and SADCA activities.

As a public entity and an internationally recognised accreditation body for conformity assessment, SANAS is subjected to various external requirements imposed by national, regional and international obligations. The effectiveness of SANAS' accreditation is measured against the international norm ISO/IEC 17011:2017 that is set out by the International Organisation for Standardisation (ISO), and peer evaluated by the internationally recognised regional accreditation cooperation, African Accreditation Cooperation (AFRAC). A successful evaluation of compliance to the ISO/IEC 17011:2017, allows accreditation bodies to become signatories to the ILAC/IAF and of AFRAC Mutual Recognition Arrangement (MRA), thus confirming the accreditation body's equivalence across national borders. Therefore, for SANAS to fulfil its mandate of providing an internationally, effective National Accreditation system, compliance with ISO/IEC 17011:2017 is crucial. SANAS underwent its 4 yearly peer evaluation by AFRAC in August 2021 and was found to be in compliance with all the requirements of an accreditation body.

Factors such as the reduction in fiscal funding, and compliance to various regulations, Acts, instructions and frameworks as well as the “new global reality” add to the broader responsibilities that SANAS embraces. These regulations include, amongst others, compliance with the B-BBEE Act, PAIA, PAJA, PFMA, Preferential Procurement Act, POPI Act, etc. A key objective for the period of this plan is to improve SANAS’ B-BBEE level. As the body accrediting B-BBEE Rating Agencies as well as being a public entity, it is important for SANAS to fully comply with the B-BBEE codes as reflected in its level of compliance.

It is apparent that the preparations done by SANAS since the hard lockdown and the various adjusted levels of lockdowns throughout and the recent advent of the fourth wave of COVID-19 infection early in December 2021, SANAS was able to navigate the environment and the challenges successfully. There are greater prospects of succeeding and achieving the objectives, despite the need to work both remotely and on-site, SANAS will be able to meet the objectives and ensure that continuous improvements to processes are implemented.

**Diagram 8.1: Traditional Sectors and SANAS Accredited Scopes Supporting the Sectors**



**Table 8.1 Current SANAS Accreditation Programmes Supporting Specific Sectors**

TESTING LABORATORIES	CERTIFICATION BODIES
Chemical and microbiological testing;	Management systems: (e.g., Environmental Management Systems)
Residue testing;	Hazard Analysis and Critical Control Points (HACCP)
Toxicity testing	Food Safety Systems Certification (FSSC)
Water testing; and	Forest Certification; and
Materials testing	Global Gap.
Software testing	
Automotive testing	
CALIBRATION LABORATORIES	INSPECTION BODIES
Dimensional; Pressure;	Textile, clothing and footwear;
Temperature; Force;	Energy efficiency verification;
Flow; Mass and volume;	Energy Performance Certificates for Buildings
Humidity;	Non-destructive inspection of metals
Acoustics and vibration;	Fish and food;
Time and Frequency;	Steel structures;
Gas metrology; and	Automotive;
Chemical viscosity.	Occupational hygiene; and
	Chemical and Mechanical.

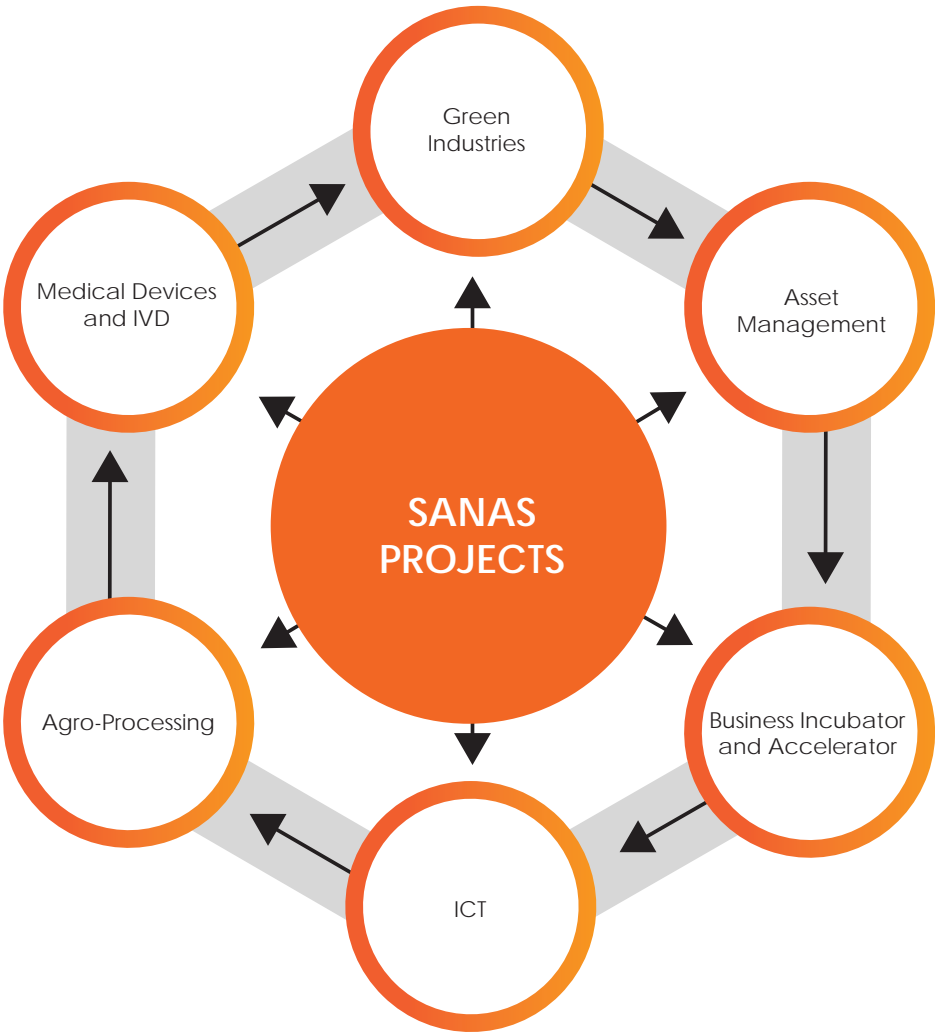
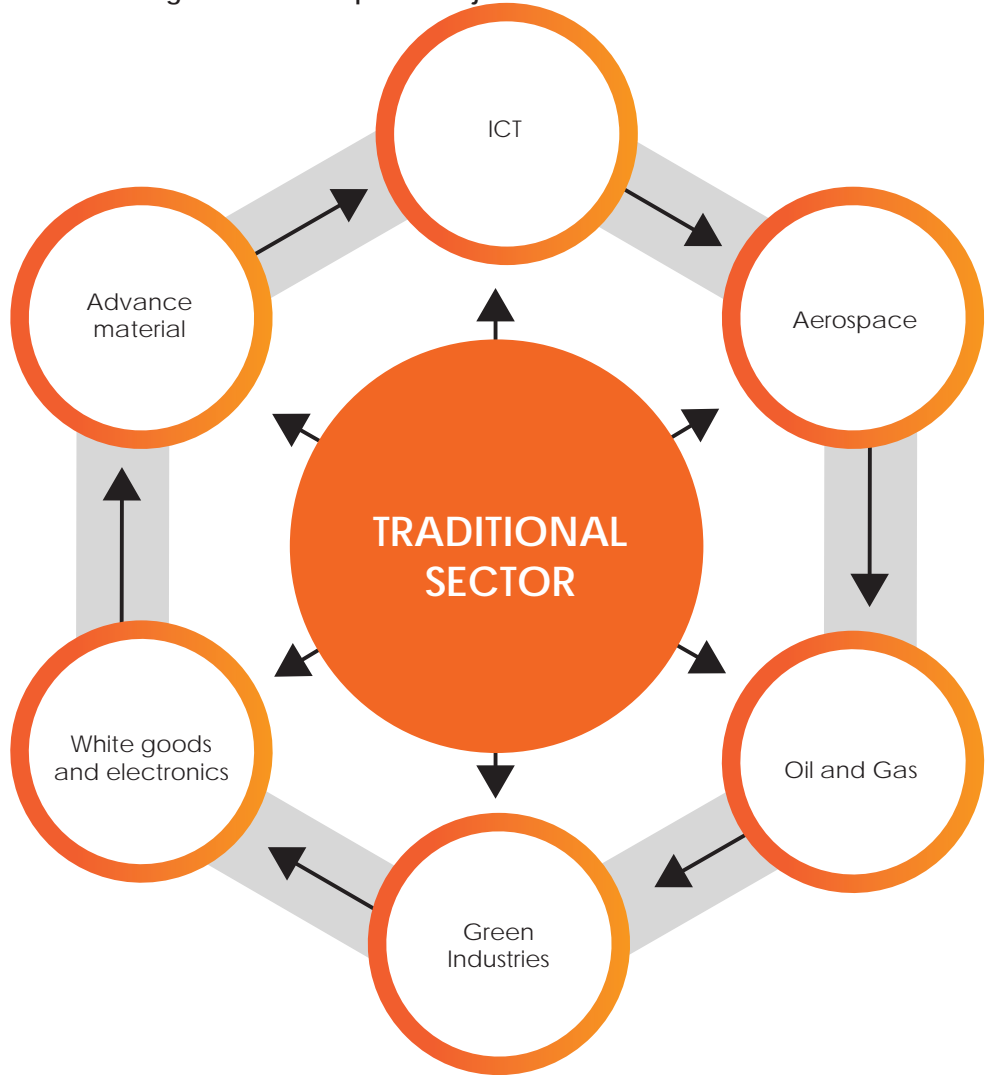


DIAGRAM 8.2: Energy and High-Technology Sectors and SANAS Accredited Scopes  
Diagram 8.3 SANAS New Programme Development Projects: 2022-2024







# **PART C**

## SANAS PERFORMANCE MEASUREMENT

## 9. SANAS PROGRAMME PERFORMANCE INFORMATION

### 9.1 Introduction

Linking the outcomes as presented in the SANAS Strategic Plan 2019-2024 as well as to give effect to its vision and mission, this Annual Performance Plan focuses on the key outputs to realise the outcomes (See SANAS strategic framework under paragraph 9.2 below). These outputs are:

- Service delivery excellence;
- Acceptance of conformity assessment results; and
- Internal business excellence

SANAS undertakes various initiatives and interventions under the following key programmes:

- Administration services: policy development, financial management, legal and administrative support;
- Corporate services: HR management, quality management and regional and international development, information security, information and communication technology, communication and marketing, administrative coordination and facilities management;
- Accreditation services: accreditation assessments and good laboratory practice monitoring; and
- Strategy and development services: Organisational strategy, research and development of new accreditation programmes and knowledge transfer.

SANAS covers twelve programmes under the management of eight accreditation managers. The SANAS accreditation programmes below are listed to reflect their importance to the South African economy. The SANAS Strategic Framework is outlined in Figure 9.2.1. The alignment of the SANAS Outcomes, as stated in the SANAS Framework are outlined in Table 9.2.1. The table shows the link between the Strategic Plan MTFS Priorities, the MTSF interventions, SANAS Outcomes, Interventions, Indicators, the Baseline, and the Five-year Targets. It shows the relationship between the Strategic Plan Outcomes and the APP Outputs, Output indicators and the MTEF targets.

Diagram 9.1: SANAS Strategic Framework

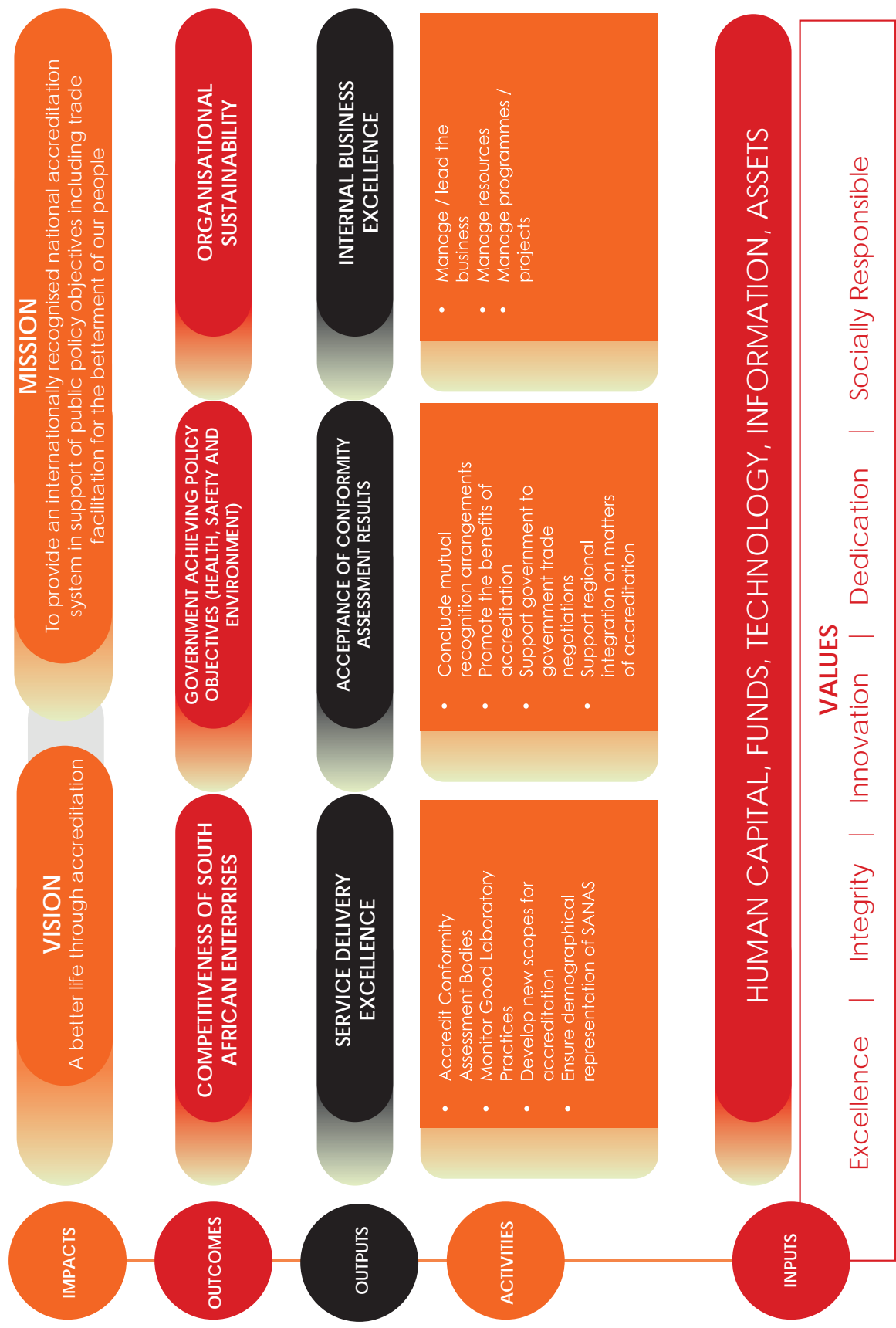


Table 9.2.1 Alignment to the Medium-Term Strategic Framework

MEDIUM-TERM STRATEGIC FRAMEWORK		SANAS ALIGNMENT TO THE MEDIUM-TERM STRATEGIC FRAMEWORK				
PRIORITIES	INTERVENTIONS	OUTCOMES	INTERVENTIONS	INDICATOR	SANAS BASELINE	5 YEAR-TARGETS
<b>Priority 7</b> A better Africa and World	Implementation of AfCFTA and other trade agreements to grow intra-Africa trade. Conformity Assessment results in AfCFTA	Government achieving policy objectives (Regional integration health, safety, and environment).	<ul style="list-style-type: none"> <li>To provide an effective accreditation system, in delivering excellent service in accrediting conformity assessment bodies and monitoring of good laboratory practice compliance.</li> <li>To provide knowledge transfer and develop the new fields/scopes of accreditation to support industry and government policy objectives.</li> </ul>	Number of Accreditation Scopes and Sub-scopes recognised under Regional and International (AFRAC, ILAC and IAF) Mutual Recognition Arrangements (MRA).	Nine (9) Accreditation Scopes. (Calibration, Proficiency Testing, Reference Material Producers, Inspection, Testing, Medical, Management System Certification, Product Certification) Five (5) Accreditation Sub-scopes (QMS, EMS, FSMS, EnMS and OHSMS)	Ten (10) Accreditation Scopes (Personnel Certification) One (1) Accreditation Sub-scope (Food Safety Systems Certification)
<b>Priority 2</b> Economic Transformation and Job Creation	Create a conducive environment that enables national priority sectors to support industrialisation and localisation, leading to increased exports, employment, and youth and women owned SMME participation (to ensure high productivity and creation of jobs).	Government achieving policy objectives (Regional integration health, safety, and environment).	<ul style="list-style-type: none"> <li>To maintain SANAS International Recognition by AFRAC, ILAC and IAF through successful Peer Evaluations.</li> <li>To provide an internationally recognised and accepted accreditation service, thereby facilitating trade and contributing to the improvement of South Africa's competitiveness within the global market.</li> </ul>	Compliance to ISO/IEC 17011:2017 requirements to ensure continued maintenance of international recognition.	Successful AFRAC peer evaluation in 2021.	Successful AFRAC peer evaluation in 2025.

Table 9.2.1 Alignment to the Medium-Term Strategic Framework (Continued)

MEDIUM-TERM STRATEGIC FRAMEWORK			SANAS ALIGNMENT TO THE MEDIUM-TERM STRATEGIC FRAMEWORK			
PRIORITIES	INTERVENTIONS	OUTCOMES	INTERVENTIONS	INDICATOR	SANAS BASELINE	5 YEAR-TARGETS
<b>Priority 2</b> Economic Transformation and Job Creation	Create a conducive environment that enables national priority sectors to support industrialisation and localisation, leading to increased exports, employment, and youth and women owned SMME participation.	Government achieving policy objectives (Regional integration health, safety, and environment).	Ensure trust in the acceptance of South African produced goods and services nationally and globally, through meeting the needs of government, industry and consumers, the international recognition of accreditation scopes.	Number of regulators programmes relying on SANAS Accreditation for their conformity assessment needs (e.g., Energy efficiency, medical devices etc.)	13 Regulator programmes relying on SANAS accreditation for their conformity assessment.	16 Regulators programmes relying on SANAS accreditation for their conformity assessment.
<b>Priority 7</b> A better Africa and World	Implementation of AfCFTA and other trade agreements to grow intra-Africa trade.		Support government-to-government trade negotiations and development of regional integration on matters of accreditation.  Support the removal of technical barriers to trade through, SANAS concluding mutual recognition agreements, promotion of accreditation benefits.  To promote the acceptance of conformity assessment results to mitigate against future trade disputes and mistrust within intra-Africa trade.	Percentage of <b>the dtic's</b> engagements participated in/advised on in support of trade negotiations.	New measure.	Participate and/or advise on 100% of <b>the dtic's</b> engagements where required.



Table 9.2.1 Alignment to the Medium-Term Strategic Framework (Continued)

MEDIUM-TERM STRATEGIC FRAMEWORK			SANAS ALIGNMENT TO THE MEDIUM-TERM STRATEGIC FRAMEWORK			
PRIORITIES	INTERVENTIONS	OUTCOMES	INTERVENTIONS	INDICATOR	SANAS BASELINE	5 YEAR-TARGETS
Priority 2 Economic Transformation and Job Creation	Improve ease of doing business	Organisational sustainability	Increase stakeholder engagements in support of SANAS activities aligned to its mandate	Percentage completion of planned stakeholder engagements in line with the approved annual Stakeholder Engagement Plan	1) Annual Stakeholder Engagement Plan 2) 90% of the annual Stakeholder Engagement Plan as approved by the relevant Executive rolled out	1) Finalise the annual Stakeholder Engagement Plan 2) Roll out 95% of the annual Stakeholder Engagement Plan as approved by the relevant Executive
Priority 2 Economic Transformation and Job Creation	Reduced alliance on government funding	Organisational sustainability	Costs containment, Operational and financial sustainability, to ensure that SANAS can deliver on its mandate without compromising its independence.	Increased percentage ratio of SANAS income generation versus government grants	70:30 SANAS income to government grant	75:25 SANAS income to government grant

### **9.3 Programme 1: Administration**

#### **9.3.1 Purpose**

The purpose of this programme is to ensure that effective leadership, financial management, legal and administrative support continues. To refine the organisational strategy and structure in compliance with the appropriate legislation and international best practices.

#### **9.3.2 Description of The Programme**

The sub-programmes that fall under this programme include policy development, financial management, legal services, and the company secretary.

#### **9.3.3 Policy Development**

SANAS' Board of Directors, as the accounting authority, is responsible for providing strategic direction to SANAS, in keeping with the Accreditation Act, as well as the Shareholder's Compact, which was concluded with the Minister of Trade and Industry as the executive authority. Through its Chief Executive Officer (CEO), SANAS' management is responsible for the day-to-day implementation and control of the organisation's Strategic Plan. To provide required assurance to SANAS Board of Directors (BoDs) regarding effective and efficient operational management.

#### **9.3.4 Financial Management**

Financial Management will continue to focus on ensuring compliance with all relevant financial standards and regulations, particularly the PFMA and Treasury Guidelines, as well as overseeing the supply chain management function. This sub-programme will further refine its managerial financial accounting systems, advise the CEO on financial risk and risk control and perform the function of the Chief Financial Officer (CFO).

#### **9.3.5 Legal Services**

The Company Secretary provides legal services to SANAS as and when required on contractual, litigious, operational, and managerial legal matters. It also adopts a proactive approach by ensuring that the legal implications of proposed decisions are examined to mitigate any future risks. SANAS has adopted an approach, in accordance with the provisions of the King Code and Report on Governance for South Africa (King IV), to resolve disputes in an amicable manner to avoid protracted litigious matters. This approach has yielded remarkable success in resolving potential litigious matters.

#### **9.3.6 Company Secretary**

The Company Secretary, as the overseer of corporate governance, is responsible for assisting the Board of Directors to ensure adherence to sound corporate governance principles. The Company Secretary assists the Board by providing refresher training on roles and responsibilities. The Company Secretary will continue to provide guidance to the Board on governing legislation, and regulations and policies that affect SANAS, as well as providing secretariat services to the Board and its sub-committees.

#### **9.3.7 International and Regional Developments**

International and regional developments focus on fulfilling SANAS' obligations in maintaining and expanding good regional and international relations. It also supports South Africa's objective of effective regional integration through the provision of an effective leadership role in the development of accreditation in SADC and on the African continent. SANAS will continue to fulfil its mandate to provide an internationally recognised accreditation infrastructure and its involvement in SADCA by providing SADCA with regional coordinator and secretariat functions. In addition to this, the SANAS-SADCAS twinning arrangement will continue.

The recognition of the AFRAC MRA through the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF) supports regional and international trade by promoting confidence and acceptance of results generated by conformity assessment bodies accredited by its signatory accreditation bodies, i.e., SANAS (South Africa), SADCAS (SADC Economies), EGAC (Egypt), ENAO (Ethiopia), MAURITAS (Mauritius) and KENAS (Kenya). Technical barriers to trade (TBTs) such as re-testing, re-inspection, or re-certification of products/ services each time they enter a new economy, will thus be reduced if not eliminated. This international recognition of the AFRAC MRA is a key milestone in enabling full integration of Africa into the world trading system. This will be achieved through the enhancement of regional and global market access, hence accelerating economic growth within the continent. For the fulfilment of Africa's aspirations as provided for in the agenda 2063, this international recognition enables inclusive growth and sustainable development through the positioning of Africa as an influential global player and partner on conformity assessment and accreditation. As Secretariat of AFRAC and SADCA, SANAS will continue to play a leadership role to facilitate the participation of Africa as a Continent in the activities of IAF and ILAC.



Table 9.3.1 Outcomes, Outputs and Quarterly Targets Administration Programme

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Organisational sustainability	Internal business excellence	<b>Payment Efficiency:</b> Eligible creditor payment days from receipt of a fully compliant invoice to electronic payment deposited.	18 days eligible creditor payment process days	<5% of eligible payments processed after 20 days" (within the legislated 30 days)	<5% of eligible payments processed after 28 days" (within the legislated 30 days)	Improve payments of creditors to ensure <5% of eligible payments processed after 20 days	Improve payments of creditors to ensure <5% of eligible payments processed after 19 days. All eligible payments to be made within 30 days.	Improve payments of creditors to ensure <5% of eligible payments processed after 18 days. All eligible payments to be made within 30 days.	Improve payments of creditors to ensure <5% of eligible payments processed after 17 days. All eligible payments to be made within 30 days.
	Reduced reliance on government funding	Increased percentage ratio of SANAS income generation versus government grants	New measure	New measure	New measure 70:30 SANAS income vs government grant	New measure 72:28 SANAS income vs government grant	72:28 SANAS income vs government grant	New measure 73:27 SANAS income vs government grant	New measure 75:25 SANAS income vs government grant
Government achieving policy (Health, Safety, Environment and Regional Integration objectives)	Acceptance of conformity assessment results	AFRAC: Percentage of AFRAC Secretariat's Annual Performance Plan as it relates to supporting regional integration on matters of accreditation.	New measure	New measure: AFRAC represented at 4 (four) regional and International fora	New measure Implement 90% of the AFRAC Secretariat's Annual Performance Plan	New measure Implement 90% of the AFRAC Secretariat's Annual Performance Plan	New measure Implement 90% of the AFRAC Secretariat's Annual Performance Plan	New measure Implement 90% of the AFRAC Secretariat's Annual Performance Plan	Implement 90% of the AFRAC Secretariat's Annual Performance Plan
		SADCA: Percentage of SADCA Secretariat's Annual Performance Plan as it relates to supporting regional integration on matters of accreditation.	Number SADCA meetings held. 100% achieved	New measure adopted: (1) Align relevant SADCA documents to ILAC/IAF requirements (2) Completion of Internal Auditing	New measure Implement 90% of the SADCA Secretariat's Annual Performance Plan	New measure Implement 90% of the SADCA Secretariat's Annual Performance Plan	Implement 90% of the SADCA Secretariat's Annual Performance Plan	Implement 90% of the SADCA Secretariat's Annual Performance Plan	Implement 90% of the SADCA Secretariat's Annual Performance Plan

Table 9.3.2 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET- 2022/23	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<b>Payment Efficiency:</b> Eligible creditor payment days from receipt of a fully compliant invoice to electronic payment deposited.	Improve payments of creditors to ensure <5% of eligible payments processed after 19 days	<5% of eligible payments processed after 19 days for the quarter. All eligible payments for the quarter to be made within 30 days. 72:28 SANAS income vs government grant	<5% of eligible payments processed after 19 days for the quarter. All eligible payments for the quarter to be made within 30 days. 72:28 SANAS income vs government grant	<5% of eligible payments processed after 19 days for the quarter. All eligible payments for the quarter to be made within 30 days. 72:28 SANAS income vs government grant	<5% of eligible payments processed after 19 days for the quarter. All eligible payments for the quarter to be made within 30 days. 72:28 SANAS income vs government grant
Increased percentage ratio of SANAS income generation versus government grants	72:28 SANAS income vs government grant	72:28 SANAS income vs government grant	72:28 SANAS income vs government grant	72:28 SANAS income vs government grant	72:28 SANAS income vs government grant
AFRAC: Percentage of AFRAC Secretariat's Annual Performance Plan as it relates to supporting regional integration on matters of accreditation.	Implement 90% of the AFRAC Secretariat's Annual Performance Plan	New measure Implement 60% of the AFRAC Secretariat's Annual Performance Plan	New measure Implement 70% (cumulative) of the AFRAC Secretariat's Annual Performance Plan	New measure Implement 80% (cumulative) of the AFRAC Secretariat's Annual Performance Plan	New measure Implement 90% (cumulative) of the AFRAC Secretariat's Annual Performance Plan
SADCA: Percentage of SADCA Secretariat's Annual Performance Plan as it relates to supporting regional integration on matters of accreditation.	Implement 90% of the SADCA Secretariat's Annual Performance Plan	Implement 40% of the SADCA Secretariat's Annual Performance Plan	Implement 50% (cumulative) of the SADCA Secretariat's Annual Performance Plan	Implement 70% (cumulative) of the SADCA Secretariat's Annual Performance Plan	Implement 90% (cumulative) of the SADCA Secretariat's Annual Performance Plan



## **9.4 Programme 2: Corporate Services**

### **9.4.1 Purpose**

The purpose of this programme is to oversee the provision of corporate services which plays an enabling role for the entity.

### **9.4.2 Programme Description**

The sub-programmes that fall under this programme include ICT, Quality Management, ICT Security, HR Management, Facilities Management, Admin Coordination, Marketing and Communications.

### **9.4.3 Quality Management**

Quality Management ensures SANAS' continued compliance with the international requirements for operating and maintaining an internationally recognised accreditation infrastructure, and as such the maintenance of SANAS international recognition. The focus during this three-year period is on the expansion of SANAS' scopes to the AFRAC Arrangement, as well as the improvement of the SANAS Management system. As a signatory to the ILAC, IAF, AFRAC and SADCA MRA's, SANAS will continue to comply with its obligations to make peer evaluators available to participate in the evaluations of other regions and accreditation bodies. SANAS currently has 1(one) registered Regional (ILAC) Evaluator, 3(three) registered AFRAC/SADCA Peer Evaluators and 3(three) trainee evaluators.

### **9.4.4 Human Resources Management**

HR is responsible for ensuring that SANAS has the human resources capacity to deliver on its mandate. HR management intends to strengthen its strategic role within SANAS, with the aim of ensuring that its services are aligned to the organisation's objectives. The activities of HR management during this three-year period will focus on workplace climate enhancement, talent optimisation strategies and human intellectual capital with great emphasis on learning and development, knowledge transfer and preservation. SANAS employees will be continuously upskilled to ensure that they are competent to support SANAS in its delivery of the mandate. HR will further focus on enhancing organisational culture and initiatives aimed at improving employee engagements.

### **9.4.5 Information and Communication Technology (ICT)**

The ICT is responsible for enabling SANAS' operations by aligning the ICT goals with the organisation's strategic objectives through the identification of appropriate technologies, and by designing, developing, implementing, and maintaining the ICT infrastructure. The tasks of this sub-programme includes the provision of reliable ICT infrastructure through the ongoing refinement and automation of support services and delivering business value in compliance with legislation and best practices.

During the three-year period, the ICT programme will focus on further enhancement and automation of business processes customer facing processes. This will assist the business in delivering service excellence at quicker response times and ensure continued customer satisfaction and retention. Key to development of the ICT infrastructure is increasing the security of information assets efforts. With cyber-attacks being in the rise and information assets being exposed due to working from home arrangements, SANAS will invest in state-of-the-art ICT systems aimed at protecting our information assets. Critical to the process will be continued awareness and training of employees to ensure that they are vigilant in identifying various strategies of cyber-attackers and phishers.

### **9.4.6 Marketing and Communication**

The Marketing and Communication department is responsible for the brand positioning and creating awareness of SANAS activities. In the 3-year period, audience specific stakeholder engagement plans will be developed and implemented to ensure that brand awareness is created in a structured approach. This period will also be utilised for further enhancement of virtual marketing and communication system which will ensure efficiency and effectiveness of all communication efforts. It is expected that the virtual approach will continue to reduce the costs linked to physical events as already experienced by the end of 2021.

Table 9.4.1 Outcomes, Outputs and Quarterly Targets Corporate Services Programme

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS					
			AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Organisation sustainability	Internal business excellence	Percentage completion of planned stakeholder engagements in line with the approved annual Stakeholder Engagement Plan	18 Accumulative number of communication events /initiatives held and participated in	20 Accumulative number of communication events /initiatives held and participated in	1) Finalise annual Stakeholder Engagement Plan 2) Roll out 90% of the annual Stakeholder Engagement Plan as approved by the relevant Executive	1) Finalise the annual Stakeholder Engagement Plan 2) Roll out 90% of the annual Stakeholder Engagement Plan as approved by the relevant Executive	1) Finalise the annual Stakeholder Engagement Plan 2) Roll out 95% of the annual Stakeholder Engagement Plan as approved by the relevant Executive	1) Finalise the annual Stakeholder Engagement Plan 2) Roll out 95% of the annual Stakeholder Engagement Plan as approved by the relevant Executive
Organisation sustainability	Internal Business Excellence (Managing Resources)	Percentage of vacancy rate of the total funded positions for the financial year.	7% (of 77 staff members)	5% (of 79 staff members)	5% vacancy rate of 74 funded positions in the FY	5% vacancy rate of funded positions in the FY	5% vacancy rate of the total funded positions for the financial year	5% vacancy rate of the total funded positions for the financial year

Table 9.4.2 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET- 2022/23	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Percentage completion of planned stakeholder engagements in line with the approved annual Stakeholder Engagement Plan	1) Finalise the annual Stakeholder Engagement Plan 2) Roll out 90% of the annual Stakeholder Engagement Plan as approved by the relevant Executive Manager	Finalise annual Stakeholder Engagement Plan and obtain approval of relevant Executive Manager	90% roll-out of planned quarterly activities in line with the approved Annual stakeholder engagement plan	90% roll-out of planned quarterly activities in line with the approved annual Stakeholder Engagement Plan	90% roll-out of planned quarterly activities in line with the approved Annual stakeholder engagement plan.
		90% roll-out of planned quarterly activities in line with the approved Annual stakeholder engagement plan			
Percentage of vacancy rate of the total funded positions for the financial year.	5% vacancy rate of the total funded positions for the financial year	Maximum of 6% vacancy rate of funded positions for the financial year	Maximum of 6% vacancy rate of funded positions for the financial year	Maximum of 4% vacancy rate of funded positions for the financial year	Maximum of 4% vacancy rate of funded positions for the financial year

## **9.5 Programme 3: Strategy and Development**

### **9.5.1 Purpose**

The purpose of this programme is to provide effective direction and leadership in developing accreditation programmes in new fields, project development, knowledge transfer, the SANAS assessor pool and accreditation clients. These initiatives are all aimed at driving the government's sub-regional, regional and international objectives pertaining to Industrial Policy Priority Sectors (IPPS) projects. Its purpose is also to give strategic input into SANAS' objective of effective regional integration by playing a leadership role in accreditation development in the SADC region and the African continent.

### **9.5.2 Programme Description**

The sub-programmes that fall under this programme include international and regional developments, knowledge transfer and new programme development.

### **9.5.3 Knowledge Transfer**

Knowledge transfer has, over the years, developed a solid reputation both nationally, regionally and internationally as the sought-after training provider in the accreditation field. In response to challenges presented by the COVID-19 pandemic in the provision of conventional contact training services, knowledge transfer has developed and implemented a hybrid service provision approach through contact and virtual live platforms.

The hybrid approach is underpinned by the Knowledge Transfer Integrated Service Model which includes key elements such as: Client Experience-Centric course design, Course Content Curation, Knowledge-sharing and collaboration and Experience delivery. The hybrid approach and the integrated service model, enables the advantageous use of technology to access current and formerly untapped national and international markets amid the current COVID-19 access-restrictive environment. This sub-programme will continue its innovative leadership drive through provision of accreditation-related training courses that anticipate and respond to accreditation clients' needs, support of newly developing accreditation fields and contribution towards the diversification of the SANAS Assessor pool.

### **9.5.4 New Programme Development**

New programme development will continue to focus on the development of new accreditation programmes as per the imperatives identified in the NDP, the ERRP, MTSF and South African industry needs. New programme development will continue promoting the use of accreditation in the implementation of public policies for health, safety and environment. The programme will further support government to government trade negotiations for conformity assessment procedures and results. Furthermore, we will continue promoting the use of accreditation by regulators in the technical regulations. New Programme Development will play a role within AFRAC to support the priorities of the African Continental Free Trade area through the PAQI

Table 9.5.1 Indicators, Annual and Quarterly Targets: Strategy and Development Programme

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Government achieving policy (Health, Safety, Environment and Regional Integration objectives)	Acceptance of conformity assessment results	Number of new accreditation programmes developed and rolled out in line with the NDP/ MTSF and industry requests	1 Number of new accreditation programmes developed and rolled out	0 Number of new accreditation programmes developed and rolled out	Initiate=0 Develop=1 Number of new accreditation programmes developed	Develop – 1 programme. Implement 70% of the project. (Business Incubators and Accelerator)	Develop - 1 programme. Implement 80% of the project. (Business Incubators and Accelerator)	Roll out new programme. Implement 100% of the project. (Business Incubators and Accelerator)	Implement the Business incubator and Accelerator with SEDA
Competitiveness of South Africa's enterprises	Service delivery excellence	Number of new accreditation developed and rolled out and accreditation scheme for industry	0 Number of new accreditation programmes developed and rolled out	0 Number of new accreditation programmes developed and rolled out	Initiate=1 Develop=1 Number of new accreditation programmes developed	Develop - 1. Programme Implement 90% of the project. (Asset Management)	Roll out - 1. Programme Implement 100% of the project. (Asset Management)	New Measure Initiate - 1 Programme Implement 35% of the project. (Biosafety and Biosecurity)	Develop - 1 programme. Implement 70% of the project.
Government achieving policy (Health, Safety, Environment and regional integration objectives)	Acceptance of conformity assessment results	Percentage of <b>the dtic's</b> engagements participated in and/or advised on, in support of government-to-government trade negotiations	New Measure	New Measure	New Measure	New Measure: Participate and/ or advise on 100% of <b>the dtic's</b> engagements required. Participate in the acceptance of conformity assessment results within AfCFTA, TFTA, BRICS and WTO	Participate on 100% of <b>the dtic's</b> engagements required. Participate in the acceptance of conformity assessment procedures and results within AfCFTA, TFTA, BRICS and WTO	Participate on 100% of <b>the dtic's</b> engagements required. Participate in the acceptance of conformity assessment procedures and results within AfCFTA, TFTA, BRICS and WTO	Participate on 100% of <b>the dtic's</b> engagements required. Participate in the acceptance of conformity assessment procedures and results within AfCFTA, TFTA, BRICS and WTO

Table 9.5.2 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET - 2022/23	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Number of new accreditation programmes developed and rolled out in line with the NDP/MTSF and industry requests	Develop - 1 programme. Implement 80% of the project. (Business Incubators and Accelerator)	Development of Technical Requirements Draft 4	Development of Technical Requirements Final Draft	Sourcing of Technical Assessors	Train Technical Assessors
Number of new accreditations developed and rolled out accreditation scheme for industry	Roll out - 1 Programme Implement 100% of the project. (Asset Management)	Engaging with Asset Management Industry Association	Promote Asset Management at Asset Management Conference.	No target planned for this quarter	No target planned for this quarter
Percentage of <b>the dtic's</b> engagements participated in and/or advised on, in support of government-to-government trade negotiations	Participate on 100% of <b>the dtic's</b> engagements required.  Participate in the acceptance of conformity assessment procedures and results within AfCFTA, TFTA, BRICS and WTO	Participate on 100% of <b>the dtic's</b> engagements required.  Participate in the acceptance of conformity assessment procedures and results within AfCFTA, TFTA, BRICS and WTO	Participate advise on 100% of <b>the dtic's</b> engagements required.  Participate in the acceptance of conformity assessment procedures and results within AfCFTA, TFTA, BRICS and WTO	Participate advise on 100% of <b>the dtic's</b> engagements required.  Participate in the acceptance of conformity assessment procedures and results within AfCFTA, TFTA, BRICS and WTO	Participate advise on 100% of <b>the dtic's</b> engagements required.



## 9.6 Programme 4: Accreditation Provision

### 9.6.1 Purpose

The purpose of this programme is to provide, manage and maintain accreditation services for new and existing clients in both the voluntary and regulatory domain.

### 9.6.2 Programme Description

This programme is the core business of SANAS as mandated through the Accreditation for Conformity Assessment, Calibration and Good Laboratory Act, 2006 (Act 19 of 2006). SANAS accredits Conformity Assessment Bodies in accordance with international standards as well as local standards. SANAS is also the National Authority for Good Laboratory Practice Compliant facilities in line with the principles of the Organisation for Economic Cooperation and Development (OECD). Accredited organisations service not only the local market and National Regulators, but the regional and global market at large.

The programme covers general testing laboratories, medical laboratories, blood transfusion facilities, veterinary laboratories, Good Clinical Practice (GCP)- and GLP-compliant facilities, pharmaceutical laboratories, forensic laboratories, certification bodies, mechanical and physical testing, calibration, repair and verification bodies as well as Broad-Based Black Economic Empowerment Rating Agencies.

As the sole national accreditation body for South Africa responsible for carrying out accreditation in respect of conformity assessment, SANAS provides accreditation services for the accreditation fields as discussed below and depicted in Table 9.6.1

#### i. Calibration Laboratories, Proficiency Testing Scheme Providers and Reference Material Producers

Provide metrological traceability in South Africa, as stipulated in the Measurement Units and Measurement Standards Act, Act No. 18 of 2006. SANAS-accredited laboratories form an integral part of the metrological chain whenever physical measurements are performed for manufacturing and exports, safety or scientific purposes, for law enforcement purposes, or to ensure that South African manufacturers remain globally competitive.

Proficiency Testing Scheme providers deliver a service that allows testing laboratories to evaluate their performance against a higher order reference or against their peers. Proficiency testing is an essential component in confirming the competence of a laboratory or inspection body (where applicable). Reference Material Producers provide the link to metrological traceability where traceability cannot necessarily be established directly to the SI System of units. Certified Reference Materials are typically required by laboratories conducting chemical, mineral, biological and medical testing. Certified Reference Materials are also used establish traceability for legal purposes such as blood alcohol level, and evidential breathalysers.

#### ii. Testing Laboratories

Play a critical role in supporting South African manufacturing, exports and IPPS by providing objective evidence that a product or service conforms to certain customer requirements or specifications.

#### iii. Pharmaceutical Laboratories

The sole purpose of pharmaceutical laboratories is to provide a service to the South African pharmaceutical industry, for chemical and microbiological testing. The South African pharmaceutical industry is regarded as the largest in Africa, constituting of about 33% of all the pharmaceutical sales in Africa. The pharmaceutical laboratories not only support this industry but also play a vital role in fighting the numerous diseases that are persistent in our country. These laboratories also help in the testing of vaccines (Measles, Polio and Yellow Fever) which are essential in ensuring that the country fights against diseases.

#### **iv. Inspection Bodies**

Mainly operate in the regulatory domain where regulators, the industry and citizens need to be confident that inspection bodies, such as those inspecting workplace occupational hygiene requirements in accordance with regulations of the Occupational Health and Safety Act, are competent to do so. Also included are inspections of diagnostic imaging equipment, such as medical and dental diagnostic Xray equipment in accordance with the Hazardous Substances Act, and those inspecting goods against compulsory standards in accordance with the National Regulator for Compulsory Specifications Act. Inspection bodies also support the green industry initiative by measurement and verification of energy efficiency and by issuing Energy Performance certificates for Buildings (EPCs). Inspection Bodies performing inspections on Gas Cylinders in accordance with the Pressure Equipment Regulations ensure that cylinders are safe for use by households, restaurants and industry.

#### **v. Verification and Repair Bodies**

The sole purpose of the Verification and Repair bodies is to protect consumers from unfair trade practices. These bodies perform verifications and repair functions on volume, mass and length measuring instruments in accordance with the requirements of the Legal Metrology Act and other related technical regulations to ensure consistent and reliable results.

#### **vi. Certification Bodies**

SANAS accredits certification bodies to ISO/IEC 17021: Requirements for bodies providing the audit and certification of management systems to provide certification in a range of areas that provide supply chain confidence for those operating in the manufacturing sector. These include ISO 9001 - Quality Management Systems (QMS), ISO 14001 - Environmental Management Systems (EMS) certification, ISO 50001 - Energy Management Systems (EnMS), OHSAS 18001/ISO 45001 - Occupational Health, Safety Management Systems (OHSAS), ISO 27001 - Information Security Management Systems (ISMS), ISO 13485 - Medical Devices and ISO 3834 - Fusion Welding of Metallic Materials. Other accreditation programmes include ISO/IEC 17065 - Product Certification, ISO/IEC 17024- Personnel Certification and ISO 14065 - Greenhouse Gas verification and validation.

#### **vii. Medical Laboratories**

The credibility of MEDICAL PATHOLOGY LABORATORIES is paramount to the health and safety of patients who rely on the testing services provided by these laboratories. As medical doctors base their diagnosis on the results issued by medical laboratories, it is important that these results are accurate and reliable.

#### **viii. Veterinary Laboratory Industry**

It is important for South Africa to have a strong and competent VETERINARY LABORATORY INDUSTRY for the diagnosis of diseases, especially emerging diseases such as bovine spongiform encephalopathy (BSE or mad cow disease), and for testing the safety of meat and other animal products.

#### **ix. Forensic Laboratories**

Forensic Laboratories are crucial to our criminal justice system, as they provide very useful information that aids in the investigation and prosecution of crime through the scientific examination of physical evidence.

#### **x. B-BBEE Rating Agencies**

SANAS accredits Broad-Based Black Economic Empowerment (B-BBEE) Rating Agencies that supports government's national objective to advance economic transformation and enhance the economic participation of black people in the South African economy. B-BBEE Legislation focuses on Direct Empowerment, Human Resources Development and indirect Empowerment of Black People, Black Women and Black Designated Groups. Black Designated Groups include People with disabilities and Black Youth.

**xi. GLP Monitoring Authority**

SANAS is the official GLP MONITORING AUTHORITY. Its main duty is to inspect test facilities and conduct study audits to ascertain their degree of compliance with the OECD principles of GLP. These principles were primarily developed to promote the quality and validity of test data used to determine the safety of chemicals and chemical products. Quality test data forms the basis for the mutual acceptance of data among countries. The application of these principles should help avoid the creation of barriers to trade and further improve the protection of human health and the environment.

**xii. Blood Transfusion**

The primary goal of a BLOOD TRANSFUSION FACILITY is the transfusion of safe units of blood. Accreditation plays a vital role in ensuring that the personnel involved in all the activities (donor registration, blood collection, testing, processing and storage) of a blood transfusion service are competent and that national and/or international standards are being adhered to.

**Table 9.6.1: Accreditation Fields and Applicable Standards Used**

ACCREDITATION FIELDS	ACCREDITATION STANDARD USED
Laboratories (calibration and testing)	ISO/IEC 17025
Medical laboratories and Blood Transfusion Facilities	ISO 15189
Verification and Repair bodies	SANS 10378 and LM-P-045-09-19 and NRCS requirements
Proficiency testing providers	ISO/IEC 17043
Reference Materials Producers (RMP)	ISO 17034
Management System Certification	ISO/IEC 17021
Product certification systems	ISO/IEC 17065
Certification of Persons	ISO/IEC 17024
Greenhouse gas Validation & Verification	ISO/IEC 14065 and IAF mandatory documents, where applicable ISO/IEC 14064-3; ISO/IEC 14066
Inspection bodies	ISO/IEC 17020 and relevant national standards
Good Clinical Practice (GCP)	VICH Principles of GCP
Good Laboratory Practice (GLP)	According to the OECD's Principles of GLP for facilities that conduct non-clinical environmental health and safety studies
Broad Based Black Economic Empowerment (B-BBEE) Verification	SANAS R47 and competence to the B-BBEE Codes of Good Practice.

Table 9.6.2 Indicators, Annual and Quarterly Targets: Accreditation Programme

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improve competitiveness of enterprises	Service delivery excellence	Increase the number of accredited organisations	1674	1782	1858	1913	2001 (Cumulative)	2098 (Cumulative)	2202 (Cumulative)
Improve SANAS' operational efficiency to deliver services with a spirit of excellence	Service delivery excellence	Reduce the number of working days to issue certificates and scopes of accreditation after completion of approvals process.	16 Days Time frame for issuing certificates. completion of approvals process	16 Days Time frame for issuing certificates. completion of approvals process	New measure: Accreditation process to be completed within 64 days. From Assessment to issuing of Certificate of accreditation	15 working days on average Time frame for issuing certificates and scopes of accreditation after completion of approvals process	13 working days to issue certificates and scopes of accreditation after completion of approvals process	10 working days to issue certificates and scopes of accreditation after completion of approvals process	10 working days to issue certificates and scopes of accreditation after completion of approvals process
Organisation Sustainability	Internal business excellence	Increasing the registration of black Assessors (Transforming the Assessor pool to represent the demographics of the country)	296 Actual	296 Actual	304 Actual	304 Actual	324 Cumulative	348 Cumulative	371 Cumulative
Government achieving policy (Health, Safety, Environment and Regional Integration objectives)	Acceptance of conformity assessment results	Expand SANAS scopes of recognition under the Mutual Recognition Arrangements	New measure	New measure	New measure: 1 Scope Reference material producers) 1 Scope (Personnel Certification + 1 sub-Scope (OH&SMS) application	1 Scope obtained + 1 Sub-scope application	1 Sub-scope application	1 Sub-scope application	1 Main scope application + 1 Sub-scope application
Government achieving policy (Health, Safety, Environment and Regional Integration objectives)		Engage regulators on the benefits of accreditation in the regulatory domain.	New measure	New measure	Conduct workshops and identify regulator and industry needs	Initiate 1(one) project based on the needs identified	Conclude MoU with SAHPRA, identify priority areas	Roll-out 1(one) project	Accredit at least 1(one) CAB in new Scope

Table 9.6.3 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET- 2022/23	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Increase the number of accredited organisations	2001 (Cumulative)	1935 Cumulative	1957 Cumulative	1979 Cumulative	2001 Cumulative
Reduce the number of working days to issue certificates and scopes of accreditation after completion of approvals process.	13 working days to issue certificates and scopes of accreditation after completion of approvals process	13 working days to issue certificates and scopes of accreditation after completion of approvals process	13 working days to issue certificates and scopes of accreditation after completion of approvals process	13 working days to issue certificates and scopes of accreditation after completion of approvals process	13 working days to issue certificates and scopes of accreditation after completion of approvals process
Increasing the registration of black Assessors (Transforming the Assessor pool to represent the demographics of the country)	324 Cumulative	309 Cumulative	314 Cumulative	319 Cumulative	324 Cumulative
Expand SANAS scopes of recognition under the Mutual Recognition Arrangements	Maintain current scopes of recognition under the MRA	No target for this quarter	No target for this quarter	1(one) sub-scope application (Medical devices)	No target for this quarter
Engage regulators on the benefits of accreditation in the regulatory domain.	Conclude MoU with SAHPRA, identify areas of priority where accreditation has a role to play and draw action plans	No target planned for this quarter	New measure Conduct meetings with SAHPRA (to establish their needs	New measure Prioritise new fields according to the needs.	Conclude MoU with SAHPRA, prioritise the identified areas where accreditation has a role to play and draw up action plans

**Table 9.7 the dtic Joint Key Performance Indicators**

The following Joint Indicators set out areas of focus that SANAS will report to, on a quarterly basis to the Executive Authority. The areas of focus represent key priorities of government that are set out in more detail in the Annual Performance Plan for 2022/23 for the dtic.

The 7 “J-KPIs” have been regrouped into three over-arching joint/integrated outputs that address the dtic portfolio contribution to outcomes (inclusive growth, jobs, combating poverty, dealing with inequality) as follows:

- **Industrialisation:** building dynamic firms through a combination of efforts in partnership with the private sector, focusing on opportunities to grow in the domestic market (through localisation-promotion policies, sector partnerships, beneficiation, promoting the green economy and fostering higher levels of investment); fostering higher levels of African economic integration through the African Continental Free Trade Area (AfCFTA) and building a wider export market for SA-products; with supply-side reforms to build competitiveness.
- **Transformation:** Building economic inclusion through transformation programmes in three broad areas: first addressing structural challenges to growth through active competition policies, particularly where the concentration levels in markets limit new entrants and small and medium businesses; second, policies that promote spatial transformation, enabling more balanced growth between rural and urban and between provinces; and third, strengthening the inclusive/transformation in the quality of growth, including broadening ownership and more inclusive corporate governance models.
- **Delivery/Capable State:** Building a new culture of partnership in the economy, characterized by greater responsiveness and nimbleness by the Department and entities, which includes reviewing internal processes and legislation/regulations that make it harder for small businesses and investors to grow their businesses (and replacing these with smart regulation that achieves key public policies in the least bureaucratic manner possible).

SANAS will contribute to the achievement of the Joint indicators and the outputs required are reports, to the Executive Authority, that sets out the actions taken by SANAS, highlighting contributions to the achievement of the dtic outcomes.

#### JOINT INTEGRATED OUTPUT / FOCUS AREA 1: INDUSTRIALISATION

##### Joint indicator 1.1:

<b>Outcome:</b>	Increased industrialisation and localisation opportunities implemented	<b>Performance period</b>	2021/2022
<b>Output /s:</b>	Report documenting the integrated support to drive industrialisation through master plans in national priority sectors; increased and diversified localisation through government and private sector procurement; and promotion of beneficiation		
<b>Indicator title:</b>	Report on integrated support across <b>the dtic</b> to drive industrialisation that supports economic recovery, covering industry Master Plans, localisation initiatives across the economy, COVID-Industrial Interventions and beneficiation		
<b>Indicator definition</b>	Integrated support across DTIC to drive industrialisation that supports economic recovery, covering industry Master Plans, localisation initiatives across the economy, COVID-Industrial Interventions and beneficiation.		
<b>Annual dtic Target/s</b>	<b>Contribution by SANAS</b>	<b>Resourcing (MTEF Budget Allocation)</b>	
Integrated support to drive industrialisation that supports economic recovery, covering industry Master Plans, localisation initiatives across the economy, COVID-Industrial Interventions and beneficiation	<p>Four quarterly reports on measures enacted by SANAS to drive industrialisation that supports economic recovery; covering industry Master Plans, localisation initiatives across the economy, COVID-Industrial Interventions and beneficiation.</p> <p>SANAS to revise the current MoU with South African Health Product Regulatory Authority (SAHPRA) to assist SA manufacturers of PPE, vaccines and medicines to comply with relevant regulations and accreditation requirements.</p>	This indicator will be resourced within current entity resources	



## Joint Indicator 1.2

<b>Outcome:</b>	Increased export-readiness by South African firms, measured by knowledge of market opportunities and firm-level actions to utilise these opportunities	<b>Performance period</b>	2021/2022
<b>Output /s:</b>	A clear plan that indicates the potential opportunities to grow exports in terms of the AfCFTA, with responsibilities assigned to facilitate implementation		
<b>Indicator title:</b>	Completed AfCFTA Export Plan to grow value-added exports to the rest of Africa, setting out the opportunities by product, sector and country		
<b>Indicator definition</b>	AfCFTA export plan to grow value-added exports to the rest of Africa setting out the opportunities by product, sector and country		
<b>Annual dtic Target/s</b>	<b>Contribution by SANAS</b>	<b>Resourcing (MTEF Budget Allocation)</b>	
Completed AfCFTA export plan to grow value-added exports to the rest of Africa setting out the opportunities by product, sector and country completed	<p>Four quarterly reports on measures enacted by SANAS to contribute to an AfCFTA export plan to grow value-added exports to the rest of Africa</p> <p>SANAS to liaise with the AfCFTA trade negotiators on the use of accreditation to facilitate acceptance of Conformity Assessment results (Testing, Inspection, Certification etc)</p>	This indicator will be resourced within current entity resources	

NB: Joint Indicator 1.2 also informs SANAS role in the Joint Key Performance Indicator (J-KPI) developed by the four Technical Infrastructure Institutions (SABS, NRCS, SANAS and NMISA) which focuses on contributing towards the AfCFTA by supporting and enabling export opportunities. SANAS, together with the remaining Technical Infrastructure Institutions will jointly collaborate on the J-KPI in the 2022/23 FY. Furthermore, SANAS will undertake joint monitoring and reporting directly to the dtic, together with the other Technical Infrastructure Institutions.

## Joint Indicator 1.3

<b>Outcome:</b>	Strategic investment by enterprises (private and public) to support growth of South African economy	<b>Performance period</b>	2021/2022
<b>Output /s:</b>	Investment projects facilitated and investment directed towards key sectors of the economy		
<b>Indicator title:</b>	Report on Investment facilitation and growth: steps taken to support new investment in key sectors		
<b>Indicator definition</b>	Investment facilitation and growth through steps taken to support new investment in key sectors		
<b>Annual dtic Target/s</b>	<b>Contribution by SANAS</b>	<b>Resourcing (MTEF Budget Allocation)</b>	
Report on investment facilitation and growth: steps taken to support new levels of investment in key sectors developed	<p>Four quarterly reports on measures enacted by SANAS to support investment in South Africa</p> <p>ID key sector players and their conformity assessment needs. Develop new programmes or accreditation scopes in support of industry's needs (e.g., calibration of temperature devices, COVID -scope testing etc.</p>	This indicator will be resourced within current entity resources	

## Joint Indicator 1.4

<b>Outcome:</b>	Growing the Green Economy and greening the economy	<b>Performance period</b>	2021/2022
<b>Output /s:</b>	Report on growing the Green Economy and greening the economy		
<b>Indicator title:</b>	Report on growing the Green Economy and greening the economy through actions to support project facilitation, policy development, investment promotion, new product development or industrial processes		
<b>Indicator definition</b>	Actions to green the economy		

Annual dtic Target/s	Contribution by SANAS	Resourcing (MTEF Budget Allocation)
Actions to grow the Green Economy and greening the economy, through measures such as support for project facilitation, policy development investment promotion, new product development or industrial processes	<p>Four quarterly reports on measures enacted by SANAS to support the green economy or the greening of the economy</p> <p>GHG Validation and Verification accreditation scheme will support National Greenhouse Gas Emission Reporting regulation. This accreditation scheme will also find expression in the implementation of the Carbon Tax. In progress</p>	This indicator will be resourced within current entity resources

NB: Joint Indicator 1.4 also informs SANAS role in the Joint Key Performance Indicator (J-KPI) developed by the four Technical Infrastructure Institutions (SABS, NRCS, SANAS and NMISA) which focuses on contributing towards greening the economy including, the Hydrogen Road Map of South Africa. SANAS, together with the remaining Technical Infrastructure Institutions will jointly collaborate on the J-KPI in the 2022/23 FY. Furthermore, SANAS will undertake joint monitoring and reporting directly to the dtic, together with the other Technical Infrastructure Institutions.

## JOINT INTEGRATED OUTPUT / FOCUS AREA 2: TRANSFORMATION

### Joint indicator 2.1:

<b>Outcome:</b>	Contribute to intergovernmental action in the implementation of the District Development Model towards district economic development	<b>Performance period</b>	2021/2022
<b>Output /s:</b>	District integrated report with district development economic maps		
<b>Indicator title:</b>	Report on District Development Model and Spatial equity including incorporating all work within the District Model		
<b>Indicator definition</b>	District Development Model and Spatial equity including incorporating all work within the District Model, District Development Model and Spatial equity including incorporating all work within the District Model		
	Contribution by SANAS	Resourcing (MTEF Budget Allocation)	
District Development Model and Spatial equity including incorporating all work within the District Model	<p>Four quarterly reports by SANAS which set out how their work has contributed to the economic development in each of the Districts and Metropolitan Areas of South Africa</p> <p>Analyse District Development Model and the conformity assessment need. Promote existing accreditation schemes or acceptance of data produced to address the identified needs.</p> <p>Establish new accreditation schemes and scopes as identified</p>	This indicator will be resourced within the current entity resources	

### Joint indicator 2.2:

<b>Outcome:</b>	Promoting a growing and inclusive economy	<b>Performance period</b>	2021/2022
<b>Output /s:</b>	Report on actions to promote transformation through structural changes in the economy to enable greater inclusion and growth; and empowerment of designated groups, using the range of public tools such as procurement, incentives, technical support and enabling opportunities		
<b>Indicator title:</b>	Report on actions to promote transformation through structural changes in the economy to enable greater inclusion and growth; and empowerment of designated groups, using the range of public tools such as procurement, incentives, technical support and enabling opportunities		
<b>Indicator definition</b>	Actions to promote transformation through structural changes in the economy to enable greater inclusion and growth; and empowerment of designated groups, using the range of public tools such as procurement, incentives, technical support and enabling opportunities		

Annual dtic Target/s	Contribution by SANAS	Resourcing (MTEF Budget Allocation)
Actions to promote transformation through both structural changes in the economy to enable greater inclusion and growth; and empowerment of designated groups, using the range of public tools such as procurement, incentives, technical support and enabling opportunities	<p>Four quarterly reports on the contributions made by SANAS to promote transformation through structural changes in the economy to enable greater inclusion and growth; and empowerment of designated groups</p> <p>The transformation of the SANAS Assessor pool to include more Black people.</p> <p>Invest in the development of Black owned Conformity Assessment Bodies in cooperation with SEDA</p> <p>More focus needs to be emphasized under B-BBEE Legislation for Gender Equality and Economic Inclusion of Women and Youth in industries across South Africa.</p> <p>During B-BBEE Legislation reforms, SANAS will provide key inputs that focuses on this.</p>	This indicator will be resourced within the current entity resources

### JOINT INTEGRATED OUTPUT / FOCUS AREA 3: DELIVERY/CAPABLE STATE

#### Joint indicator 3.1:

<b>Outcome:</b>	Functional, efficient and integrated services within the DTIC to improve economic development and ease of doing business	<b>Performance period</b>	2021/2022
<b>Output /s:</b>	Actions to promote functional, efficient and integrated government and measures to reduce red tape across DTIC and entities		
<b>Indicator title:</b>	Report on strengthening and building capabilities and agility in the DTIC and its entities, to improve efficiencies in programmes and entities, to contribute to economic development and ease of doing business		
<b>Indicator definition</b>	Strengthening and building capabilities and agility in the DTIC and its entities, to improve efficiencies in programmes and entities, to contribute to economic development and ease of doing business		
Annual dtic Target/s	Contribution by SANAS	Resourcing (MTEF Budget Allocation)	
Review of unnecessary red tape and compliance reporting requirements in dtic entities and programmes; monitoring implementation times of DTIC services	<p>Four quarterly reports on measures enacted by SANAS to improve the ease of clients using its services, including forms and procedures reviewed for simplicity and necessity</p> <p>SANAS to liaise with the dtic Agency Oversight Unit via quarterly meetings</p>	This indicator will be resourced within the current entity resources	

## 10. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

### Programme 1: Administration

The purpose of this programme is to ensure effective leadership, financial management, legal, regional and international liaisons and administrative support. Therefore, it will focus on refining the organisational strategy and structure in compliance with the appropriate legislation and international best practices. As outlined in the SANAS 5-year strategic plan, a key intervention of ensuring SANAS' operational and financial sustainability and regional integration was identified thus informing the outcome of organisational sustainability and supporting government in achieving its public policy objectives.

The purpose of operational and financial sustainability is to ensure that SANAS can deliver on its mandate without compromising its independence and to ensure that SANAS remains sustainable for the future. SANAS is largely funded from income generated from services rendered and an allocation from government.

The past few years have seen a marked decline in the government contribution to SANAS, therefore, this programme will focus on containing costs and improving income whilst enhancing service delivery.

SANAS has identified the payment of creditors within prescribed timeframes as an output indicator. This indicator has been identified as an area to which SANAS can contribute towards the assistance in the growth of businesses, in particular, SMMEs businesses including women and youth owned businesses. This is also part of government's commitment to ensuring that SMME businesses are paid within a 30-day period.

With regards to regional integration, the programme will expand on the work as it relates to SADC, the tripartite free trade area, the continental free trade area by continuing to provide leadership, guidance and the Secretariats to AFRAC and SADCA.

## **Programme 2: Corporate Services**

The relationship with our stakeholders is critical to the sustainability of SANAS. Such relationships impact on our ability to contribute to the economic as well as public policy objectives of our country. Therefore, stakeholder engagements will be the focus during this medium term for corporate services. In achieving this output, corporate services will develop and implement a stakeholder engagement plan specifically tailored for each identified stakeholder. The success of this will be measured against the percentage of the implementation of the stakeholder engagement plan. The set quarterly target is in line with the projected budget earmarked for stakeholder engagement initiatives over the period.

## **Programme 3: Strategy and Development**

Supporting SANAS' mandate with respect to economic development and supporting public policy objectives, the strategy and development programme focus during this period is on supporting the National Development Plan as well as the **dtic** sector and product focus. As such, it will contribute to the outcome as it relates to government achieving its public policy objectives by developing at least one new programme per year in line with the NDP, the MTSF and roll out at least 3 new programmes. Furthermore, as previously stated, the acceptance of conformity assessment procedures and results is critical to the acceptance of our goods and services in foreign markets. It is therefore important that our trade agreements include a need for the recognition of conformity assessment such results. The research and development department will provide technical guidance to our trade negotiators as required.

## **Programme 4: Accreditation**

The accreditation department is the core of SANAS' operations contributing to SANAS' mandate with respect to facilitating international trade, enhancing economic performance and transformation. Therefore, the focus during this period is to ensure maintenance of SANAS' international recognition, increase the number of accredited organisations in line with industry and governments' conformity needs. Furthermore, a focus on improving service delivery through reducing the turn-around times.

SANAS is engaged in discussions related to how accreditation should play a role in the African Continental Free Trade Area (AfCFTA) within the ambit of the African Cooperation in Accreditation (AFRAC), which is one of the four pillars of Pan African Quality Infrastructure (PAQI). Going forward, AFRAC is to be informed of priority sectors/products or services within the AfCFTA and this will cascade to National Accreditation Bodies such as SANAS.

## 11. PROGRAMME RESOURCE CONSIDERATIONS

Table 11.1: Budget Allocation for programme and subprogrammes as per the ENE and / or EPRE

ADMINISTRATION								
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE			
	2018/19	2019/20	2020/21		2022/23	2023/24	2024/25	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Current payment Compensation of employees	19,914	31,767	27,705	30,590	32,730	36,533	38,338	
Goods and services, etc.	23,966	14,584	15,538	12,771	16,822	15,398	15,615	
Payments of capital assets Building and other fixed structure Machinery and Equipment	72,056	4,801	3,050	2,500	-	-	-	
Other classifications	-	-	-	-	-	-	-	
CORPORATE SERVICES								
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE			
	2018/19	2019/20	2020/21		2022/23	2023/24	2024/25	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Current payment Compensation of employees	-	-	-	-	-	-	-	
Goods and services, etc.	4,216	4,572	7,286	14,810	13,042	13,596	14,800	
Payments of capital assets Building and other fixed structure Machinery and Equipment	-	-	-	-	-	-	-	



Table 11.1: Budget Allocation for programme and subprogrammes as per the ENE and / or EPRE (Continued)

STRATEGY AND DEVELOPMENT							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2018/19 R'000	2019/20 R'000	2020/21 R'000		2022/23 R'000	2023/24 R'000	2024/25 R'000
Current payment Compensation of employees	-	-	-	-	-	-	-
Goods and services, etc.	2,953	4,917	4,028	5,244	6,452	6,725	7,086
Payments of capital assets Building and other fixed structure Machinery and Equipment	-	-	-	-	-	-	-
ACCREDITATION PROVISION							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2018/19 R'000	2019/20 R'000	2020/21 R'000		2022/23 R'000	2023/24 R'000	2024/25 R'000
Current payment Compensation of employees	33,531	24,466	29,742	31,044	35,700	37,322	39,166
Goods and services, etc.	23,451	28,173	21,266	30,486	29,157	30,577	33,531
Payments of capital assets Building and other fixed structure Machinery and Equipment	-	-	-	-	-	-	-
Other classifications	-	-	-	-	-	-	-

### 11.1 Explanation of the contribution of resources towards achievement of outputs.

The entity's income and expenditure are expected to increase by an average of 5 per cent per annum over the three-year period. Budgeted income increases from R133.903million in the 2022/23 financial year to R148.535million in the 2024/25 financial year. Although income had reduced in the 2021/22 financial year due to the impact of the COVID-19 pandemic, the opening of the markets and the increased rollout of the vaccination programmes to curb a resurgence of the COVID-19 pandemic, created an expectation that a recovery in the market will take place and that the estimated income is likely to be realised. Expenditure will be closely monitored and cost containment measures will be implemented to reduce expenditure.

The entity's spending on compensation of employees is expected to remain at 48 per cent of the total budget over the period. This is expected to continue to remain stable for the MTEF as projected revenue increases. To meet the increased demand for accreditation services and to support government's industrial development and health and safety projects, SANAS filled vacant and funded posts over the last few years. These appointments are expected to increase the entity's capacity required to fulfil the target deliverables as outlined in Programme 4.

Expenditure in the provision of accreditation programmes is expected to constitute 49 per cent of the entity's total budget over the period. The Accreditation Provision Programme is responsible for accrediting calibration, testing and verification laboratories, certification bodies, inspection bodies and ratings agencies. Its work contributes to industrial development, the protection of health and the environment, and the improvement of safety standards. By aligning local standards with those of global partners, the entity promotes the attractiveness of South Africa's exports.

As such, it contributes to priority 7 (a better Africa and world) of government's medium-term strategic framework. Supporting the local manufacturing and exporting of South African manufactured goods and services through the principle of "tested, inspected or certified once accepted everywhere," will remain the focus for the next three years. Another focus for the next three years will be to support South Africa's public policy objectives by providing the accreditation tools that support the protection of the health and safety of the South African citizens, as well as the environment. As such over the medium term, the entity intends to focus on increasing the provision of accreditation services and improving the quality of its own services.

The entity expects to participate in international forums such as the International Laboratory Accreditation Cooperation and International Accreditation Forum by providing inputs into industry policy documents and voting on matters relating to accreditation, with the aim of influencing international accreditation requirements and securing acceptance for South Africa's exports. R10million is allocated for these and other developmental activities over the medium term in the strategy development programme.

## 12. KEY RISKS

OUTCOME	KEY RISK	RISK MITIGATION
Competitiveness of South Africa's enterprises	Inability to sustain growth due to reduced/limited resources and the cost of running business	<ul style="list-style-type: none"> <li>Optimise resources by having realistic, stringent budgets and ensure closer monitoring of the budget</li> <li>Engage in aggressive recruitment processes and training of assessors</li> </ul>
	Barriers to Trade via the rejection of South Africa's goods and services, which might become uncompetitive	<ul style="list-style-type: none"> <li>Monitor compliance with obligations as a signatory to the MRA i.e., Vote in at least 75% of ballots and supply peer evaluators for evaluations.</li> </ul>
Government achieving policy objectives (health, safety and environment)	Inability to meet the increased government requirements/changing legislative requirements	<ul style="list-style-type: none"> <li>Monitoring of legislation in the regulatory universe document</li> <li>Training in new legislative requirements as needed</li> <li>Development of scheduled engagement plans with regulators for the year</li> <li>Development of MOUs with regulators where no MOUs exist</li> </ul>
Organisational sustainability	Inability to execute the Mandate of the Entity via the Shortage and Loss of critical and core skills (employees)	<ul style="list-style-type: none"> <li>Development of a talent management framework</li> <li>Conduct job evaluation assessments</li> <li>Develop a retention procedure and strategy</li> </ul>
	Inadequate / Lack of technical resources	<ul style="list-style-type: none"> <li>Sourcing and training of assessors</li> <li>Implementing conditions for assessors accepting appointments by other Assessment Bodies</li> <li>Reporting on assessor age analysis on a biannual basis</li> </ul>
	Disruption to business processes	<ul style="list-style-type: none"> <li>Benchmarking against similar sized entities and implementation of corrective action in line with benchmarking outcome</li> <li>Update the Disaster Recovery Plan and conduct simulations</li> <li>Continuous monitoring of the environment through monitoring of the Service Level Agreements (SLA)s</li> </ul>
	Inability to meet the technological requirements to execute the mandate of the entity	<ul style="list-style-type: none"> <li>Systems audit and reviews to be conducted to enhance the system to be fit for purpose and to identify obsolete systems / processes</li> <li>Development and implementation of obsolete systems/processes decommissioning plan</li> <li>IT Systems gap analysis to be conducted and the implementation of corrective action</li> <li>Implementation of corrective actions in line with outcome of the Customer Satisfaction Survey outcome relating to IT / Processes</li> <li>Investigation exercise into issuing of equipment allowance for Assessors</li> </ul>
	Impartiality	<ul style="list-style-type: none"> <li>Training permanent assessment specialists across standards in order to allow assessors to work across the scope</li> </ul>



# **PART D**

## TECHNICAL INDICATOR DESCRIPTION

## 13. PROGRAMME ADMINISTRATION

Indicator Title	Eligible creditor payment days from receipt of a fully compliant invoice to electronic payment deposited
<b>Definition</b>	Payment Efficiency: Payment of eligible creditors within 19 days from receipt of a fully compliant invoice to electronic payment deposited. All eligible payments, however, to be paid within 30 days.
<b>Source of data</b>	Physical records of creditor payments and information from SAGE.
<b>Method of Calculation / Assessment</b>	The calculation is based on the total number of eligible payments made during the relevant reporting period. This number multiplied by the target will determine the total number of payments that is accepted to be paid late. The number of actual payments made late is compared to this threshold to determine if the target is met.
<b>Means of Verification</b>	Summary analysis of payment data from SAGE
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Number of days calculated from receipt of a fully compliant invoice to electronic payment deposited.</li> <li>All invoices are fully compliant ready for payment and without disputes.</li> <li>Achievements are measured quarterly as the aim is to improve on the payment terms to achieve the annual target by the fourth quarter.</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Quarterly
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Target met in fourth quarter
<b>Indicator Responsibility</b>	Chief Financial Officer

Indicator Title	Increased percentage ratio of SANAS income generation versus government grants
<b>Definition</b>	Reducing dependency on government through increasing income generation
<b>Source of data</b>	Monthly management accounts
<b>Method of Calculation / Assessment</b>	Ratio of self-generated income vs government grants
<b>Means of Verification</b>	Finance reports
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Positive market response to SANAS' offerings</li> <li>New programmes rolled out as planned</li> <li>Economic environment conducive to support increase in fees</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Target Met: Increased percentage of self-generated funds
<b>Indicator Responsibility</b>	Chief financial officer



Indicator Title	AFRAC: Percentage of AFRAC Secretariat's Annual Performance Plan as it relates to supporting regional integration on matters of accreditation
<b>Definition</b>	The support provided by the AFRAC Secretariat on regional integration matters related to accreditation on the continent and globally
<b>Source of data</b>	AFRAC Secretariat's Annual Performance Plan
<b>Method of Calculation / Assessment</b>	The cumulative percentage of activities of the AFRAC Secretariat's Annual Performance Plan successfully completed.
<b>Means of Verification</b>	Simple Count of the activities successfully completed and reported on
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Activities on the AFRAC Annual Performance Plan under the responsibility of the Secretariat are not influenced by external factors or reliant on external interventions.</li> <li>The SANAS BoD is in support of SANAS maintaining the AFRAC Secretariat</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Actual
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	90% of the AFRAC Secretariat's Annual Performance Plan implemented
<b>Indicator Responsibility</b>	AFRAC Secretariat (Quality Manager)

Indicator Title	SADCA: Percentage of SADCA Secretariat's Annual Performance Plan as it relates to supporting regional integration on matters of accreditation
<b>Definition</b>	The support provided by the SADCA Secretariat and Regional Coordinator on regional integration matters related to accreditation in SADC.
<b>Source of data</b>	SADCA Secretariat's Annual Performance Plan
<b>Method of Calculation / Assessment</b>	The cumulative percentage of activities of the SADCA Secretariat's Annual Performance Plan successfully completed.
<b>Means of Verification</b>	Simple Count of the activities successfully completed and reported on
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Activities on the SADCA Annual Performance Plan under the responsibility of the Secretariat are not influenced by external factors or reliant on external interventions.</li> <li>The SANAS BoD is in support of SANAS maintaining the SADCA Secretariat</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Actual
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	90% of the SADCA Secretariat's Annual Performance Plan completed.
<b>Indicator Responsibility</b>	SADCA Secretariat (Quality Manager)

## 14. PROGRAMME CORPORATE SERVICES

Indicator Title	Percentage completion of planned stakeholder engagements in line with the approved annual Stakeholder Engagement Plan
<b>Definition</b>	Improving and maintaining Stakeholder relations, as well as increasing accreditation awareness and the role of SANAS
<b>Source of data</b>	Approved annual Stakeholder Engagement Plan reflecting planned quarterly activities and evidence of their achievement
<b>Method of Calculation / Assessment</b>	The number of stakeholder engagement activities and events rolled out as a percentage of the planned activities in the annual plan approved by the relevant Executive by end of April of each Financial Year
<b>Means of Verification</b>	Simple count: The number of Stakeholder Engagement activities successfully completed as a percentage of planned activities in line with the approved annual Stakeholder Engagement Plan
<b>Assumptions</b>	The annual Stakeholder Engagement Pplan will be timeously approved for the year under review.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
<b>Calculation Type</b>	Actual percentage
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Finalisation and approval of the annual Sstakeholder Eengagement Pplan as well as completion of the targeted percentage of approved annual activities
<b>Indicator Responsibility</b>	Executive: Corporate Services and Human Resource Manager

Indicator Title	Percentage of vacancy rate of the total funded positions for the financial year
<b>Definition</b>	Reduce SANAS Vacancy Rate to ensure organisation effectiveness and efficiency in delivering its services
<b>Source of data</b>	HR staff movement list against funded positions as confirmed by the CFO in the Financial Year.
<b>Method of Calculation / Assessment</b>	Percentage of vacant funded positions as a percentage of the total number of positions to be filled by the end of the financial year. Average of the percentage of the four quarters of the financial year.
<b>Means of Verification</b>	Simple count: Number of full-time employees including formally appointed acting individuals during the period
<b>Assumptions</b>	<p>All current positions remain filled.</p> <p>Vacant position with someone officially appointed to act will be considered filled.</p> <p>Rate of resignations does not exceed the projected rate of 5%.</p>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	All funded vacancies filled.
<b>Indicator Responsibility</b>	Executive: Corporate Services and Human Resource Manager

## 15. PROGRAMME STRATEGY AND DEVELOPMENT

Indicator Title	Number of new accreditation programmes developed and rolled out in line with the NDP/MTSF and industry request
<b>Definition</b>	The initiation, development and roll-out of new accreditation programmes in line with the NDP and the MTSF
<b>Source of data</b>	Meeting and/or progress report on New Programme development and completion for NDP and the MTSF areas
<b>Method of Calculation / Assessment</b>	The progress on targets for new NPD accreditation programmes initiated, developed and rolled out as per the business plan. Cumulative percentage completion of the activities of the project.
<b>Means of Verification</b>	Quarterly progress reports
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Input from stakeholder institutions be delivered as required.</li> <li>Active participation from the working group members and interested stakeholders.</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Reflect on contribution to spatial transformation priorities: N/A</li> <li>Reflect on the spatial impact area: N/A</li> </ul>
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A lower performance will impact negatively on the government's ability to achieve its development initiatives.
<b>Indicator Responsibility</b>	Executive: Strategy and Development

Indicator Title	Number of new accreditations developed and rolled out accreditation scheme for industry
<b>Definition</b>	The initiation, development and roll-out of new accreditation programmes for other government institutions / industry.
<b>Source of data</b>	Progress report on New Programme development and completion
<b>Method of Calculation / Assessment</b>	The number of new accreditation programmes for other government institutions / industry initiated, developed and rolled out as per the business plan.
<b>Means of Verification</b>	Quarterly progress reports
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Input from stakeholder institutions delivered as required.</li> <li>Active participation from the South African Asset Management Association and interested stakeholders.</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Reflect on contribution to spatial transformation priorities: N/A</li> <li>Reflect on the spatial impact area: N/A</li> </ul>
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A lower performance will impact the adoption of the programme.
<b>Indicator Responsibility</b>	Executive: Strategy and Development

Indicator Title	Percentage of the dtic's engagements participated in and/or advised on, in support of government-to-government trade negotiations
<b>Definition</b>	Providing technical support and guidance on matters of accreditation to South African trade negotiators. (AfCFTA, TFTA, BRICS, WTO)
<b>Source of data</b>	Report on participation
<b>Method of Calculation / Assessment</b>	Percentage of participation
<b>Means of Verification</b>	Simple count
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Unforeseen acts of nature</li> <li>• Affordability of participation</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	The acceptance of conformity results is included or at least positively considered in trade agreements
<b>Indicator Responsibility</b>	Chief Executive Officer

## 16. PROGRAMME ACCREDITATION

Indicator Title	Increase the number of accredited organisations
<b>Definition</b>	Organisations accredited by SANAS.
<b>Source of data</b>	Statistics of cumulative number of accredited organisations per accreditation programme
<b>Method of Calculation / Assessment</b>	i) All programmes: The number of accreditations ii) Certification: The number of accredited certificates
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• Accreditation Database</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Accreditation Database accurately updated on time.</li> <li>• Due to COVID-19, fewer accreditations are realised and withdrawals continue due to financial constraints</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Organisational sustainability
<b>Indicator Responsibility</b>	Executive Accreditation

Indicator Title	Reduce the number of working days to issue certificates and scopes of accreditation after completion of approvals process.
<b>Definition</b>	The timely management of issuing of Certificates and scope of accreditation after completion of the approvals process
<b>Source of data</b>	i) Approval Committee decision reports ii) Certificates and scope of accreditation register
<b>Method of Calculation / Assessment</b>	Number of working days taken to issue the Certificates and scope of accreditation after completion of the approvals process
<b>Means of Verification</b>	Simple count: Number of working days from final date of decision until the date of issuing the Certificate and scope of accreditation.
<b>Assumptions</b>	i) Availability of signatories ii) Efficient implementation of processes
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Actual
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	The certificate and scope of accreditation is issued within 13 working days after completion of the approval process
<b>Indicator Responsibility</b>	Executive Accreditation and Administrative Coordinator

Indicator Title	Increasing the registration of black assessors (Transforming the Assessor pool to represent the demographics of the country)
<b>Definition</b>	SANAS' registered assessors reflecting the demographics of South Africa
<b>Source of data</b>	Assessor Database
<b>Method of Calculation / Assessment</b>	The total number of black people registered as SANAS assessors
<b>Means of Verification</b>	Counting the number of black people currently registered as SANAS assessors
<b>Assumptions</b>	i) Assessor training and qualification realised when physical assessments resume in the new year 2022 ii) Required assessor records are in place
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	The number of black assessors reflects the demographics of the country, currently low due to inability to complete the monitoring and qualification during Remote assessment due to COVID-19
<b>Indicator Responsibility</b>	Executive Accreditation



Indicator Title	Expand SANAS scopes of recognition under the Mutual Recognition Arrangements
<b>Definition</b>	The indicator measures the growth in the number of scopes and sub-scopes of accreditation offered by SANAS that are recognised regionally and internationally to support acceptance of South African exports and reduce technical barriers to trade.
<b>Source of data</b>	ILAC, IAF and AFRAC decision-making resolutions and/or recognition certificates regarding SANAS' scopes
<b>Method of Calculation / Assessment</b>	Counting the number of scopes and sub-scopes recognised by ILAC/IAF/AFRAC MRA/MLA.
<b>Means of Verification</b>	Compare to the previous number of scopes and sub-scopes recognised by ILAC/IAF/AFRAC MRA/MLA
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Peer evaluations and the decision-making processes are successfully conducted as planned by ILAC/IAF/AFRAC</li> <li>• SANAS' accreditation in the various scopes and sub-scopes is maintained</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Actual
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Increase number of recognised sub-scopes under the AFRAC MRA to include Medical Devices certification
<b>Indicator Responsibility</b>	Executive Accreditation

Indicator Title	Engage regulators on the benefits of accreditation in the regulatory domain.
<b>Definition</b>	The indicator measures the increase in reliance on accreditation by the regulators, including SAHPRA
<b>Source of data</b>	Reference to the need for SANAS accreditation in regulator prescripts
<b>Method of Calculation / Assessment</b>	The number of new regulatory accreditation programmes initiated
<b>Means of Verification</b>	Comparison between how reference to SANAS' mandate in Regulations has been emphasised currently, vs in the past.
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Regulators have confidence in SANAS' accreditation services.</li> <li>• Regulatory need exists for SANAS accreditation.</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Increase in the need for SANAS accreditation in the regulatory domain.
<b>Indicator Responsibility</b>	Executive Accreditation

## NOTES

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## NOTES

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## **CONTACT US:**

Libertas Office Park  
305 cnr Libertas and Highway Street  
Equestria, Pretoria East  
0184

+27 (0) 12 740 8400

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