

# South African National Accreditation System



## ANNUAL PERFORMANCE PLAN 2023 - 2024

**31 MARCH 2023**

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## FOREWORD BY THE MINISTER

The 2023/24 Annual Performance Plan of the South African National Accreditation System (SANAS) reflects the continued efforts of the dtic Group to align our activities around a common purpose; grounded in efforts to support Industrialisation to promote jobs and rising incomes, drive Transformation to build an inclusive economy, and build a Capable State to ensure improved impact of public policies.

The APP contains an ambitious set of targets aimed at realising the vision of the SANAS governing legislation, and utilising these regulations to meet their purpose of empowering a larger number of South Africans to contribute towards our shared prosperity. In the year ahead, the SANAS will play a critical role in creating a fair and prosperous South African economy. While companies face a challenging global economic environment, the work of the SANAS will help create the conditions for sustained growth that are most needed when times are hardest.

Since the start of the Sixth Administration, the Department of Trade, Industry and Competition and all entities in the dtic Group have begun a process of adopting a revised output-driven planning system – grounded in the objective of combining all our efforts towards creating real impact for South Africans.

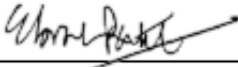
In 2023/24, the dtic concluded this process by introducing 45 output targets, to which the SANAS makes a critical contribution. These include supporting 1 million jobs, mobilising R200 billion in investment, supporting R700 billion in manufacturing exports, and helping Black Industrialists to create 20,000 jobs and R36,8 billion in output. The attached table sets out the 45 outcomes.

While the SANAS has incorporated many of these objectives into the APP, our next steps will be to further align the work of SANAS to meet these common objectives through the implementation of its governing legislation. Within one month of tabling this version of the plan, proposed revisions must be submitted to the Executive Authority to better align with the vision of these targets.

Implementation of this plan must take account of the challenging fiscal environment in which government is operating, and as such as I have instructed all entities to undertake a further review of their spending plans for the period of the plan, and to submit a final, revised financial

plan within one month of tabling this version of the plan. This plan should aim to reduce unnecessary spending, and redirect these resources to better serve our core objectives.

The APP 2023/24, is hereby submitted in accordance with the Revised Framework on Strategic and Annual Performance Plans.



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**EBRAHIM PATEL**

**MINISTER OF TRADE, INDUSTRY AND COMPETITION**

Date: 31 March 2023

## ACCOUNTING AUTHORITY STATEMENT

Through its 2023/24 Annual Performance Plan, SANAS continues its contribution to economic development through providing an internationally recognised accreditation service that supports the government's policy objectives related to regional integration, health, safety and environment.

SANAS continues delivering on its mandate focused on providing an internationally recognised and effective accreditation and monitoring system for the country which is aimed at supporting the needs of the enterprises competing in a fast-paced global economy. In crafting its 2023/24 Annual Performance Plan, SANAS took into consideration its contribution to the National Development Plan (NDP), the Economic Reconstruction and Recovery Plan (ERRP) as well as the priorities of **the dtic**, amongst others. Furthermore, ensuring our national priorities, particularly NDP and Medium-Term Strategic Framework (MTSF) priorities 2 and 7, is critical to our strategic direction for the upcoming Medium-Term Expenditure Framework (MTEF) period.

It gives me great pleasure to present SANAS' priorities for the fiscal year 2023/24 as committed to in its 2023/24 Annual Performance Plan. With regards to the outcome related to Competitiveness of South Africa's enterprises, SANAS will focus on increasing the number of accredited Conformance Assessment Bodies (CABs) as well as the implementation of Accreditation Programmes in the regulatory domain. In an effort to reduce turnaround times and improve service delivery, SANAS commits to issue certificates and scopes of accreditation within an average of thirteen (13) working days. Transformation of the assessor pool to include more black assessors is also a priority that SANAS will pursue over the medium-term.

In an effort to contribute to economic development, over the medium-term, SANAS will focus on facilitating national, regional, and global acceptance of conformity assessment results, allowing free passage of South African-produced goods and services into foreign markets, as well as exploring the introduction of new accreditation programmes. On the African front, SANAS, through the African Accreditation Cooperation (AFRAC), will play a role in African Continental Free Trade Area (AfCFTA) accreditation matters. AFRAC is one of the Pan African Quality Infrastructure (PAQI) institutions that coordinates technical infrastructure institutions across Africa.

Based on past performance, SANAS is committed to the implementation of its 2023/24 APP and the Board of Directors is looking forward to working together with SANAS to ensure optimal delivery of its mandate.



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**Ms Lindi Tlou**

**Interim Chairperson: SANAS Board of Directors**

## 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:  \_\_\_\_\_

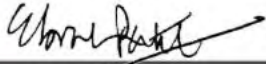
Mr Tumelo Baleni  
Acting Chief Executive Officer

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

Ms Lindi Tlou  
Interim Chairperson: SANAS Board of Directors

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

Approved by:  
Mr Ebrahim Patel  
Minister of Trade, Industry and Competition

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

## ABBREVIATIONS AND ACRONYMS

<b>AB</b>	ACCREDITATION BODY
<b>AFRAC</b>	THE AFRICAN ACCREDITATION COOPERATION
<b>AfCFTA</b>	AFRICAN CONTINENTAL FREE TRADE AREA
<b>APP</b>	ANNUAL PERFORMANCE PLAN
<b>ARSO</b>	AFRICAN REGIONAL STANDARDS ORGANISATION/AFRICAN ORGANISATION FOR STANDARDISATION
<b>AU</b>	AFRICAN UNION
<b>B-BBEE</b>	BROAD-BASED BLACK ECONOMIC EMPOWERMENT
<b>BOD</b>	BOARD OF DIRECTORS
<b>BSE</b>	BOVINE SPONGIFORM ENCEPHALOPATHY (MAD COW DISEASE)
<b>CAB</b>	CONFORMITY ASSESSMENT BODY
<b>CEO</b>	CHIEF EXECUTIVE OFFICER
<b>CFO</b>	CHIEF FINANCIAL OFFICER
<b>COVID-19</b>	CORONA VIRUS DISEASE OF 2019
<b>EGAC</b>	THE EGYPTIAN ACCREDITATION COUNCIL
<b>EMS</b>	ENVIRONMENTAL MANAGEMENT SYSTEM
<b>ENAO</b>	THE ETHIOPIAN NATIONAL ACCREDITATION OFFICE
<b>EnMS</b>	ENERGY MANAGEMENT SYSTEMS
<b>EPC</b>	ENERGY PERFORMANCE CERTIFICATE
<b>ERRP</b>	ECONOMIC RECONSTRUCTION AND RECOVERY PLAN
<b>FSSC</b>	FOOD SAFETY SYSTEMS CERTIFICATION
<b>GCP</b>	GOOD CLINICAL PRACTICE
<b>GDP</b>	GROSS DOMESTIC PRODUCT
<b>GHG</b>	GREENHOUSE GAS
<b>GLP</b>	GOOD LABORATORY PRACTICE
<b>IAF</b>	INTERNATIONAL ACCREDITATION FORUM
<b>ICT</b>	INFORMATION AND COMMUNICATION TECHNOLOGY
<b>IEC</b>	INTERNATIONAL ELECTROTECHNICAL COMMISSION
<b>ILAC</b>	INTERNATIONAL LABORATORY ACCREDITATION COOPERATION
<b>IPPS</b>	INDUSTRIAL POLICY PRIORITY SECTORS
<b>ISMS</b>	INFORMATION SECURITY MANAGEMENT SYSTEMS
<b>ISO</b>	INTERNATIONAL ORGANIZATION FOR STANDARDISATION
<b>J-KPIs</b>	JOINT KEY PERFORMANCE INDICATORS
<b>KENAS</b>	KENYAN ACCREDITATION SERVICE
<b>MLA</b>	MULTILATERAL RECOGNITION AGREEMENT
<b>MTEF</b>	MEDIUM-TERM EXPENDITURE FRAMEWORK
<b>MTSF</b>	MEDIUM-TERM STRATEGIC FRAMEWORK
<b>MRA</b>	MUTUAL RECOGNITION ARRANGEMENT
<b>NDP</b>	NATIONAL DEVELOPMENT PLAN
<b>NMISA</b>	THE NATIONAL METROLOGY INSTITUTE OF SOUTH AFRICA



<b>NRCS</b>	THE NATIONAL REGULATOR FOR COMPULSORY SPECIFICATIONS
<b>OECD</b>	THE ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT
<b>OHSAS</b>	OCCUPATIONAL HEALTH, SAFETY MANAGEMENT SYSTEMS
<b>PAIA</b>	PROMOTION OF ACCESS TO INFORMATION ACT
<b>PAJA</b>	PROMOTION OF ADMINISTRATIVE JUSTICE ACT, 2000
<b>PAQI</b>	PAN AFRICAN QUALITY INFRASTRUCTURE
<b>PFMA</b>	PUBLIC FINANCE MANAGEMENT ACT
<b>POPIA</b>	PROTECTION OF PERSONAL INFORMATION ACT
<b>PTB</b>	PHYSIKALISCH-TECHNISCHE BUNDESANSTALT
<b>QLFS</b>	QUARTERLY LABOUR FORCE SURVEY
<b>QMS</b>	QUALITY MANAGEMENT SYSTEM
<b>RMP</b>	REFERENCE MATERIAL PRODUCERS
<b>SABS</b>	THE SOUTH AFRICAN BUREAU OF STANDARDS
<b>SADC</b>	THE SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
<b>SADCA</b>	THE SOUTHERN AFRICAN DEVELOPMENT COMMUNITY COOPERATION IN ACCREDITATION
<b>SADCAS</b>	THE SOUTHERN AFRICAN DEVELOPMENT COMMUNITY ACCREDITATION SERVICES
<b>SANAS</b>	SOUTH AFRICAN NATIONAL ACCREDITATION SYSTEM
<b>SLA</b>	SERVICE LEVEL AGREEMENT
<b>SMME</b>	SMALL, MEDIUM AND MICRO ENTERPRISES
<b>TBT</b>	TECHNICAL BARRIERS TO TRADE
<b>the dtic</b>	THE DEPARTMENT OF TRADE INDUSTRY AND COMPETITION
<b>WTO</b>	WORLD TRADE ORGANISATION

# **PART A: THE SANAS MANDATE**

## 1. LEGISLATIVE AND POLICY MANDATES

### 1.1 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 1: Legislative Mandate**

<b>ENABLING ACT</b>	Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006)
<b>MANDATE</b>	<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></ul>

	<ul style="list-style-type: none"> <li>• Promoting the competence and equivalence of GLP-Compliant facilities.</li> </ul>
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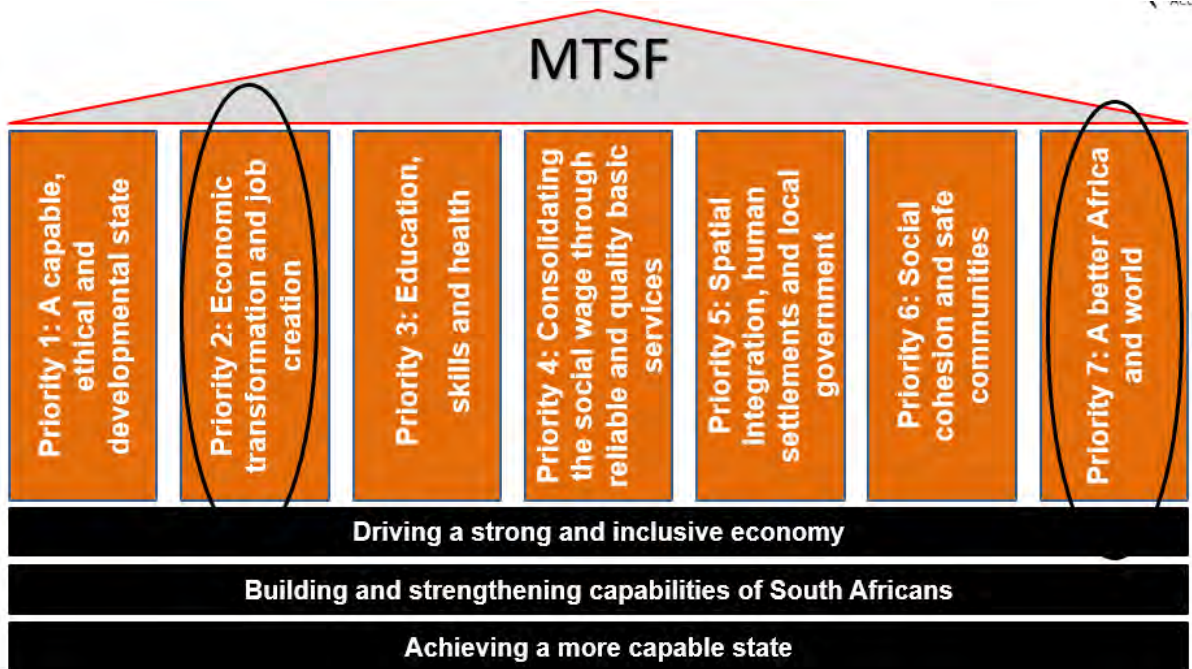
In executing its mandate, SANAS is also guided by various legislation, regulations, standards, including but not limited to:

- a) Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006);
- b) The Public Finance Management Act, 1999 (Act 1 of 1999);
- c) National Treasury’s Regulations and Instruction Notes;
- d) Preferential Procurement Policy Framework Act 2000 (PPPFA);
- e) Public Service Act, 1994 (Act 103 of 1980) as amended;
- f) The Broad-Based Black Economic Empowerment Amendment (B-BBEE) Act (53 of 2003) as amended by the B-BBEE Act (46 of 2013);
- g) The Basic Conditions of Employment Act 75 of 1997; and
- h) International Organization For Standardisation (ISO) / International Electrotechnical Commission (IEC) 17011:2017: General requirements for accreditation bodies accrediting conformity assessment bodies.

## 1.2 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), it also aligns to government’s key priorities as espoused in the National Development Plan (NDP) and the Medium-Term Strategic Framework (MTSF). The Medium-term Strategic Framework for 2019 – 2024 outlines seven priorities of government for the five-year term which are anchored in three pillars, namely; “driving a strong and inclusive economy, building and strengthening capabilities of South Africans, and achieving a more capable state. However, more specifically, SANAS has a direct impact on the Priorities 2 and 7 as identified for the revised medium term Strategic Framework.

**DIAGRAM 1: MTSF Priorities**



**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 builds 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**.

Through fulfilling its mandate, SANAS indirectly contributes to job creation through 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 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 African Union (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.

## **2. INSTITUTIONAL POLICIES AND STRATEGIES**

Towards the end of the previous five-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. It has therefore 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 Corona Virus Disease of 2019 (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. 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 a lag before they show improvement. It is only in the fourth quarter of the 2022 calendar year that the size of the economy has exceeded pre-pandemic levels. 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.

### **3. 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**



#### 4. SITUATIONAL ANALYSIS

Accreditation provides confidence in the competence and integrity of conformity assessment activities and goes a long way towards unlocking the technical barriers to trade, locally, regionally and internationally, affording companies the opportunity of having a competitive edge and as a result contribute to job creation and economic growth. 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.

On 05 April 2022, the Cabinet lifted the National State of Disaster, although maintaining certain aspects of the regulations enacted to respond to the coronavirus pandemic. The lifting of the National State of Disaster came a full 750 days after coming into effect on 15 March 2020 which resulted in lockdown restriction of various levels since the onset of the Covid-19 pandemic which had a major impact on the social and economic state of the country. Over the 750 days, South Africa underwent four waves of the pandemic, with the last wave taking place in February 2021. The end of the National State of Disaster was a firm statement of the need to rebuild the South African economy and regain the economic losses incurred during the pandemic. Although government had embarked on an aggressive campaign to vaccinate the country's population, only 48.9% of people had been fully vaccinated by January 2023 which is below the average worldwide percentage of population fully vaccinated which stands at 69.3%.

The South African economy continues to recover from the effects of the COVID-19 pandemic, albeit more slowly than expected. Employment growth picked up in the first half of 2022, but the labour market situation remains challenging. According to the Quarterly Labour Force Survey (QLFS) for the third quarter of 2022, the official unemployment rate decreasing by 1.0 of a percentage point from 33,9% in the second quarter of 2022 to 32,9% in the third quarter of 2022. Poverty has reached levels not seen for more than a decade, while inflation has increased to a 13-year high. The outlook is clouded with risks, and sustained reforms and investments are required to support better growth outcomes and poverty reduction.

The South African economy was already in a weak position when it entered the pandemic after a decade of low growth, expanding only by an average 1% percent between 2012 and 2021, leading to a contraction of income per capita of 5.6% during this period. Longstanding

structural constraints, such as electricity shortages, continue to be binding. Commodity prices remain important for South Africa, a major net exporter of minerals and net importer of oil. Strengthening investment, including foreign direct investment, will be critical to propelling growth and create jobs.

In terms of economic recovery, as per the report released on 06 December 2022 by Statistics South Africa, after contracting by 0,7% in the second quarter of 2022, the economy rallied in the third quarter, expanding by 1,6%. The agriculture, finance, transport and manufacturing industries were the main drivers of growth on the supply side of the economy. The demand side of the economy was lifted by a rise in exports and government consumption. The size of the economy now exceeds pre-pandemic levels. Eight of the ten industries recorded an increase in economic output in the third quarter of 2022. Agriculture, forestry & fishing was the largest positive contributor, increasing by 19,2%. This was mainly associated with a rise in the production of field crops and horticulture products. Exports also increased by 4,2% in the third quarter, driven mainly by increased trade in mineral products, metals, vegetable products and paper products.

The devastating floods in KwaZulu-Natal and load shedding contributed to the decline, weakening an already fragile national economy that had just recovered to pre-pandemic levels. The flooding had a negative impact on a number of industries, most notably manufacturing which is the largest industry in KwaZulu-Natal. The damage to factories and plants, and disruptions to logistics and supply chains, pulled national manufacturing output down by 5,9%.

South Africa remains a dual economy with one of the highest and most persistent inequality rates in the world, with a consumption expenditure Gini coefficient of 0.67 in 2018. High inequality is perpetuated by a legacy of exclusion and the nature of economic growth, which is not pro-poor and does not generate sufficient jobs. Inequality in wealth is even higher, and intergenerational mobility is low, meaning inequalities are passed down from generation to generation with little change over time.

The poor economic climate, coupled with slow economic growth that has just surpasses pre-covid levels could have an impact on the operations of SANAS in the short to medium term. SANAS could experience challenges such as a reduced demand for Accreditation Services, specifically in the voluntary space due to the related costs. There is a possibility of withdrawals from accredited Conformance Assessment Bodies (CABs) due to the challenging economic

climate coupled with the perceived high cost of annual fees. The stagnating economic growth could also lead to delayed or non-payment of Annual Fees from CABs. SANAS will therefore continue with increasing its fees at a below inflation rate. With regards to our Knowledge Transfer Services, SANAS could experience a decline in demand for commercial training services due to the costs of such services. In this regard, SANAS has considered freezing any fee increase related to Knowledge Transfer Services in light of the current economic climate. Furthermore, rising fuel prices as well as increasing inflation rate also has an impact on SANAS operational costs related to travel and accommodation costs.

SANAS has identified a number of interventions from the Economic Reconstruction and Recovery Plan (ERRP), where our role will be to assist government to achieve its goals with specific reference to developing export competitive sectors and further strengthen integration, trade and investment within the Africa continent through leveraging on the African Continental Free Trade Area.

SANAS has over the past years experienced a growth in the number of accredited organisations, even during the COVID-19 pandemic. Therefore, given that the worst of the pandemic is in the past and the focus is on economic reconstruction and growth, SANAS expects continued increase in the number of accredited organisations as well as increased uptake in its Knowledge Transfer courses to reach pre-pandemic level.

SANAS will continue to prioritise its activities to support the National Development Plan (NDP) outcomes as articulated through **the dtic** priority programmes assigned projects, 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 (five-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 co-operation (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 World Trade Organisation (WTO) Technical Barriers to Trade (TBT) committee. As identified in the MTSF strategies and priorities for 2019 - 2024, export is key to South Africa's economic development and growth.

#### **4.1 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 the Southern African Development Community (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.

## 5. EXTERNAL ENVIRONMENT

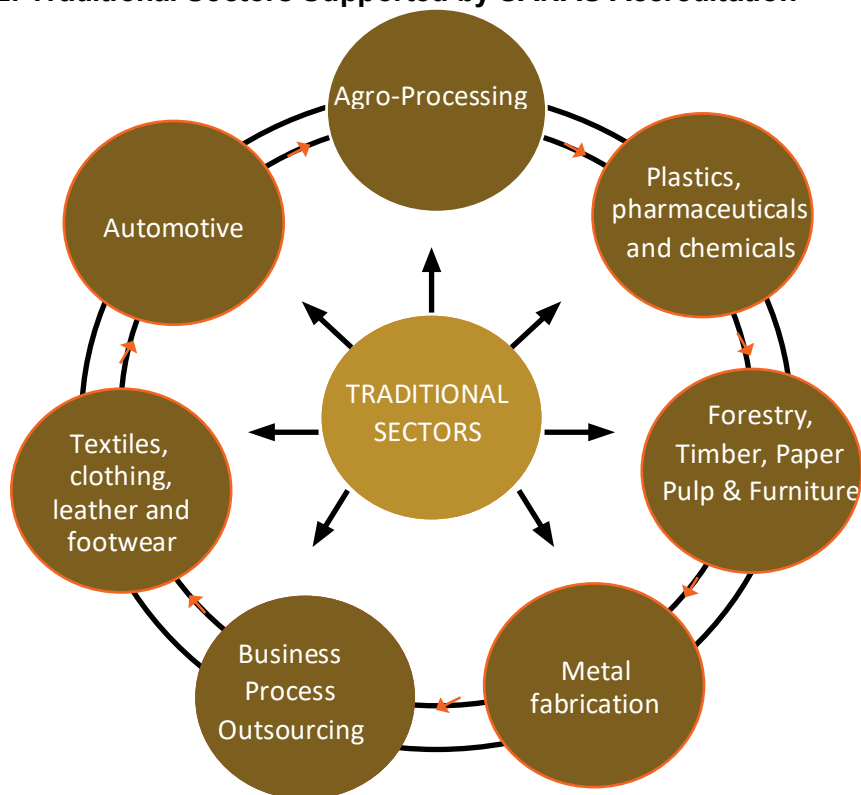
An important obligation of SANAS is to continue funding the limited activities of AFRAC and SADCA, as the pioneer founding member and host to both AFRAC and SADCA secretariats. This is in line with the nomination and acceptance of this responsibility since the inception of both SADCA and AFRAC. Resources 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 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 four (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, Promotion of Access to Information Act (PAIA), Promotion of Administrative Justice Act (PAJA), PFMA, Preferential Procurement Act, Protection of Personal Information Act (POPI), 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 advent of the fourth wave of COVID-19 infections 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 2: Traditional Sectors Supported by SANAS Accreditation**

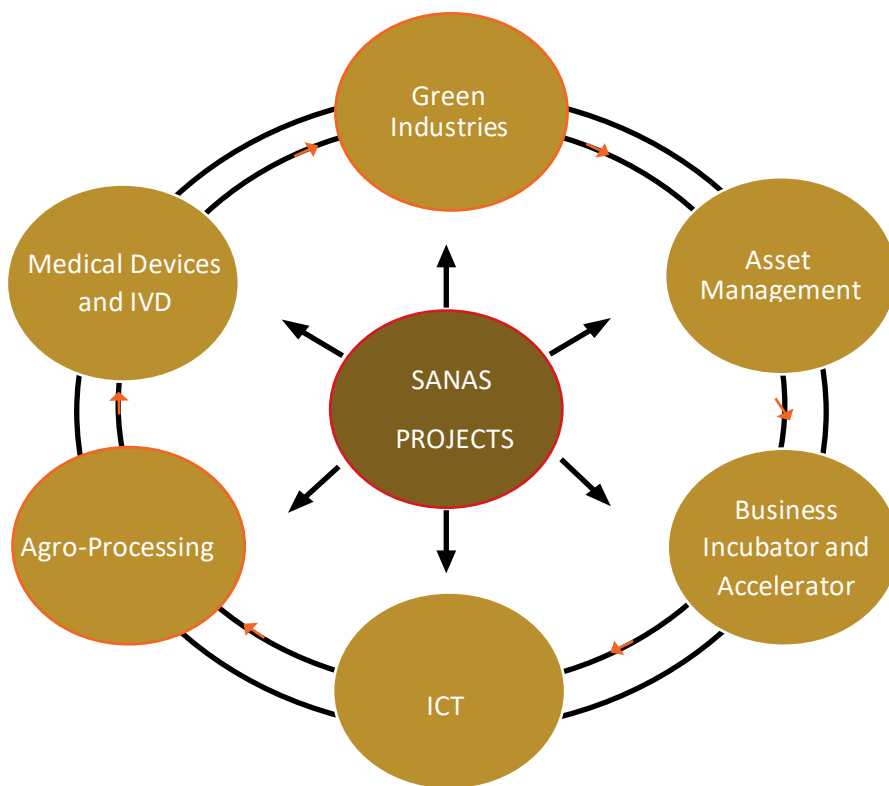


**Table 2: Current SANAS Accreditation Programmes Supporting Specific Sectors**

TESTING LABORATORIES	CERTIFICATION BODIES
<ul style="list-style-type: none"> <li>• Chemical and microbiological testing;</li> <li>• Residue testing;</li> <li>• Toxicity testing;</li> <li>• Water testing;</li> <li>• Materials testing;</li> <li>• Software testing; and</li> <li>• Automotive testing.</li> </ul>	<ul style="list-style-type: none"> <li>• Management systems: e.g. Environmental Management System (EMS);</li> <li>• Hazard Analysis and Critical Control Points (HACCP);</li> <li>• Food Safety Systems Certification (FSSC);</li> <li>• Forest Certification; and</li> <li>• Global Gap.</li> </ul>
CALIBRATION LABORATORIES	INSPECTION BODIES

<ul style="list-style-type: none"> <li>• Dimensional; Pressure;</li> <li>• Temperature; Force;</li> <li>• Flow; Mass and volume;</li> <li>• Humidity;</li> <li>• Acoustics and vibration;</li> <li>• Time and Frequency;</li> <li>• Gas metrology; and</li> <li>• Chemical viscosity.</li> </ul>	<ul style="list-style-type: none"> <li>• Textile, clothing and footwear;</li> <li>• Energy efficiency verification;</li> <li>• Energy Performance Certificates for Buildings</li> <li>• Non-destructive inspection of metals</li> <li>• Fish and food;</li> <li>• Steel structures;</li> <li>• Automotive;</li> <li>• Occupational hygiene; and</li> <li>• Chemical and Mechanical.</li> </ul>
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**DIAGRAM 3: Energy and High-Technology Sectors Supported by SANAS Accreditation**



## 6. INTERNAL ENVIRONMENT

Due to the Covid-19 Pandemic, in 2020 and 2021, SANAS continued delivering its accreditation activities through conducting remote assessments which resulted in a significant saving on operational expenses such as travel and accommodation. However, as the risk adjusted levels decreased from Level 5 downwards, SANAS implemented a hybrid of approach of both on-site and remote assessments. SANAS also adopted a similar approach for its Knowledge Transfer courses which were offered in a blend of face-to-face training, virtual training as well as hybrid approach of both virtual and face-to-face training.



As of 01 April 2022, SANAS returned to full on-site assessments, after communicating to CABs at least three months in advance of the change in approach. Despite the effects of COVID-19, SANAS' customer base grew from 1 529 to 2 047 over the past five years, translating to about 34% growth. Given that the worst of the pandemic is behind us, it is envisaged that such growth in the number of accredited CABs will continue to increase at a similar rate. 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 Information and Communication Technology (ICT), such as purchasing of cutting-edge equipment for staff and protecting our IT infrastructure from cybercrime. In this regard, SANAS intend developing and implementing a Digital Transformation Strategy for the organisation.

SANAS was able to maintain a vacancy rate of under 4% however the key position of the Chief Executive Officer (CEO) remains vacant. The position of the CEO is in the process of being filled and it is envisaged to be completed before the end of the 2022/23 financial year.

# **PART C: MEASURING SANAS PERFORMANCE**

## 7. SANAS PROGRAMME PERFORMANCE INFORMATION

### 7.1 Introduction

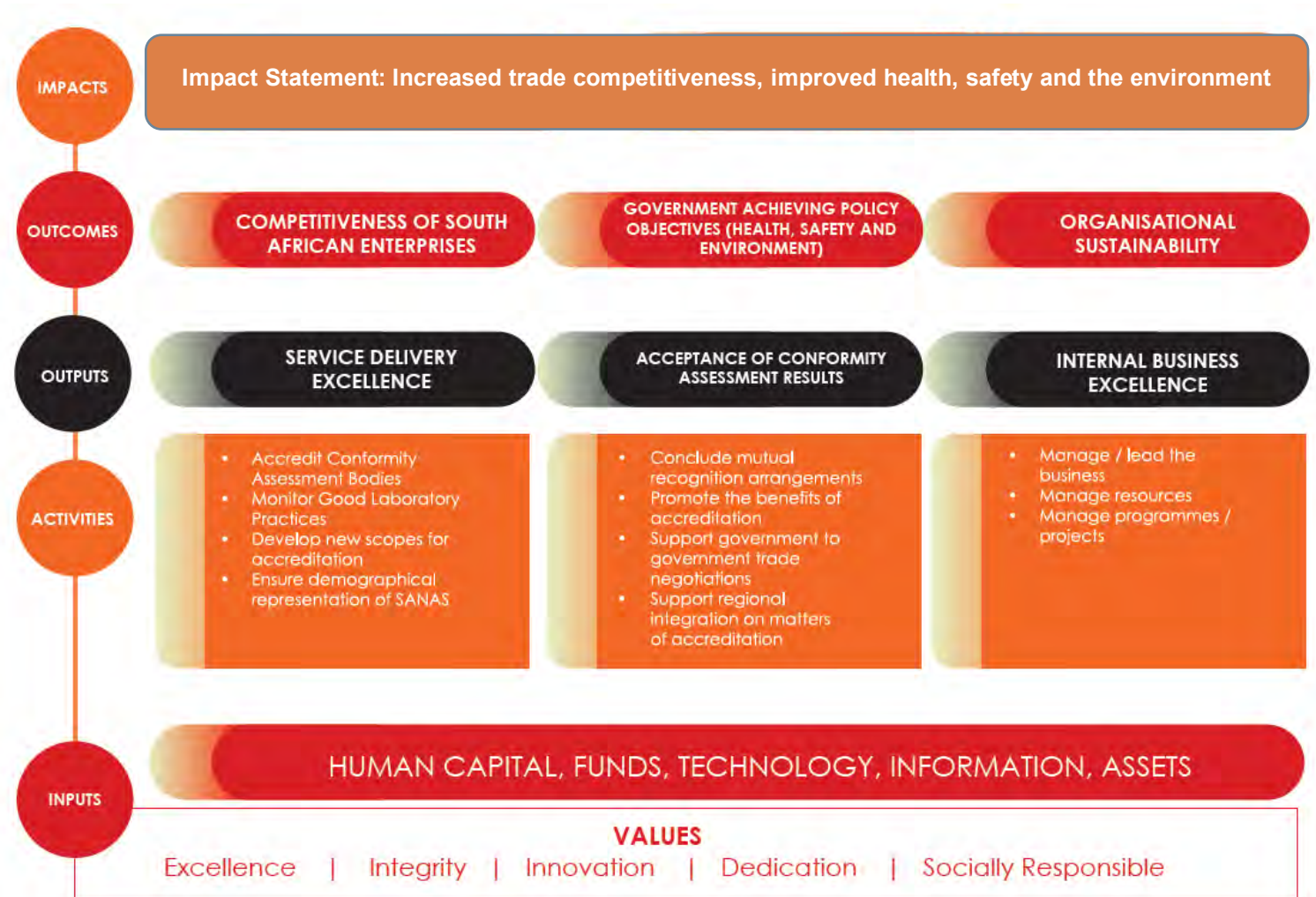
The 2023/24 Annual Performance Plan is informed by the SANAS 2020 - 2025 Strategic Plan and therefore, contributes to the achievement of the Impact Statement, Outcomes and five-year targets as committed to in the Strategic Plan.

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 4: SANAS Strategic Framework**



**TABLE 3: 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 (2019/20)	5 YEAR-TARGETS
<p>Priority 2: Economic Transformation and Job Creation</p> <p>Priority 7: A better Africa and World</p>	<p>Implementation of AfCFTA and other trade agreements to grow intra-Africa trade. Conformity Assessment results in AfCFTA</p>	<p>Competitiveness of South Africa's enterprises</p>	<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>	<p>Number of Accreditation Scopes and Sub-scopes recognised under Regional and International (AFRAC, ILAC and IAF) Mutual Recognition Arrangements (MRA)</p>	<p>Seven (7) Accreditation Scopes</p> <p>One (1) Accreditation Sub-scopes</p>	<p>Nine (9) Accreditation Scopes</p> <p>Three (3) Accreditation Sub-scope</p>
<p>Priority 2: Economic Transformation and Job Creation</p> <p>Priority 7: A better Africa and World</p> <p>Priority 3: Education, Skills and Health</p>	<p>Create a conducive environment that enables national priority sectors to support industrialisation and localisation, leading to increased exports, employment, and youth and women owned Small, Medium and Micro Enterprises (SMME) participation.</p>	<p>Government achieving policy objectives (Regional integration Health, Safety, and Environment).</p>	<p>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.</p>	<p>Number of regulators programmes relying on SANAS accreditation for their conformity assessment needs (e.g. Energy efficiency, medical devices etc.)</p>	<p>13 Regulator programmes relying on SANAS accreditation for their conformity assessment.</p>	<p>16 Regulators programmes relying on SANAS accreditation for their conformity assessment.</p>
<p>Priority 2: Economic Transformation and Job Creation</p>	<p>Improve ease of doing business</p>	<p>Organisational sustainability</p>	<p>Increase stakeholder engagements in support of SANAS activities aligned to its mandate</p>	<p>Percentage completion of planned stakeholder</p>	<p>New Measure</p>	<p>Roll out 100% of the annual Stakeholder Engagement Plan as</p>

MEDIUM-TERM STRATEGIC FRAMEWORK		SANAS ALIGNMENT TO THE MEDIUM-TERM STRATEGIC FRAMEWORK				
PRIORITIES	INTERVENTIONS	OUTCOMES	INTERVENTIONS	INDICATOR	SANAS BASELINE (2019/20)	5 YEAR-TARGETS
Priority 7: A better Africa and World				engagements in line with the approved annual Stakeholder Engagement Plan		approved by the relevant Executive
Priority 2 Economic Transformation and Job Creation  Priority 1: A Capable, Ethical and Developmental State	Reduced reliance 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	80:20 SANAS income to government grant

*It must be noted that the 5-year targets related to increasing the number of Accreditation Scopes and Sub-scopes recognised under Regional and International (AFRAC, ILAC and IAF) Mutual Recognition Arrangements (MRA) will be achieved within the 2022/23 financial year and will therefore not appear in the 2023/24 APP.*

## **8. PROGRAMME 1: ADMINISTRATION**

### **8.1 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.

### **8.2 Description of the Programme**

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

#### **8.2.1 Policy Development**

SANAS Board of Directors, as the accounting authority, is responsible for providing strategic direction to SANAS, in keeping with the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006), 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.

#### **8.2.2 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).

#### **8.2.3 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.

#### **8.2.4 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.

#### **8.2.5 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 South African National Accreditation System (SANAS) - The Southern African Development Community Accreditation Services (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), Egyptian Accreditation Council (EGAC) (Egypt), Ethiopian National Accreditation Office (ENAO) (Ethiopia), MAURITAS (Mauritius) and Kenyan Accreditation Service (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. Accreditation provides confidence in the competence and integrity of conformity assessment activities thus unlocking the technical barriers to trade, both locally, regionally and internationally, affording South African 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. Such increased competitiveness will contribute to transformation and job creation within South Africa resulting in increased economic growth.

Furthermore, 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.

### 8.3 Outcomes, Outputs and Quarterly Targets for Administration Programme

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Organisational sustainability	Reduced reliance on government funding	Percentage ratio of SANAS income generation versus government grants	New measure	69:31 SANAS income vs government grant	73:27 SANAS income vs government grant	73:27 SANAS income vs government grant	75:25 SANAS income vs government grant	80:20 SANAS income vs government grant	80:20 SANAS income vs government grant
Organisational sustainability	Increased payment efficiency	Percentage of eligible payments processed after 19 days	2.75% of eligible payments processed after 20 days	7.3% of eligible payments processed after 20 days (average payment made within 10 days)	2% of payments were processed after 20 days but within the legislated 30 days	<5% of eligible payments processed after 19 days. All eligible payments to be made within 30 days.	<5% of eligible payments processed after 19 days. All eligible payments to be made within 30 days.	<5% of eligible payments processed after 19 days. All eligible payments to be made within 30 days.	<5% of eligible payments processed after 19 days. All eligible payments to be made within 30 days.
Government achieving policy objectives (Regional integration health, safety and the environment)	Acceptance of conformity assessment results	Percentage implementation of AFRAC Secretariat's Annual Performance Plan	AFRAC represented at 4 (four) regional and international fora	100% of the AFRAC Secretariat's Annual Performance Plan was implemented	90% of the AFRAC Secretariat's annual performance plan was implemented	90% of the AFRAC Secretariat's Annual Performance Plan implemented	Implement 90% of the AFRAC Secretariat's Annual Performance Plan	Implement 90% of the AFRAC Secretariat's Annual Performance Plan	Implement 90% of the AFRAC Secretariat's Annual Performance Plan

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
		Percentage implementation of SADCA Secretariat's Annual Performance Plan	Reviewed 92% of SADCA documents scheduled for review and aligned them to ILAC/IAF requirements	Application for SADCA Peer Evaluation by ILAC and IAF was Submitted	90% of the SADCA Secretariat's Annual Performance Plan was implemented	90% of the SADCA Secretariat's Annual Performance Plan implemented.	Implement 90% of the SADCA Secretariat's Annual Performance Plan	Implement 90% of the SADCA Secretariat's Annual Performance Plan	Implement 90% of the AFRAC Secretariat's Annual Performance Plan

#### 8.4 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET- 2023/24	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Percentage ratio of SANAS income generation versus government grants	75:25 SANAS income vs government grant	No target for this quarter	75:25 SANAS income vs government grant	75:25 SANAS income vs government grant	75:25 SANAS income vs government grant
Percentage of eligible payments processed after 19 days	<5% of eligible payments processed after 19 days. All eligible payments to be made within 30 days.	<5% of eligible payments processed after 19 days for the quarter. All eligible payments for the quarter to be made within 30 days.	<5% of eligible payments processed after 19 days for the quarter. All eligible payments for the quarter to be made within 30 days.	<5% of eligible payments processed after 19 days for the quarter. All eligible payments for the quarter to be made within 30 days.	<5% of eligible payments processed after 19 days for the quarter. All eligible payments for the quarter to be made within 30 days.
Percentage implementation of AFRAC Secretariat's Annual Performance Plan	Implement 90% of the AFRAC Secretariat's Annual Performance Plan	Implement 60% of the AFRAC Secretariat's Annual Performance Plan	Implement 70% (cumulative) of the AFRAC Secretariat's Annual Performance Plan	Implement 80% (cumulative) of the AFRAC Secretariat's Annual Performance Plan	Implement 90% (cumulative) of the AFRAC Secretariat's Annual Performance Plan
Percentage implementation of SADCA Secretariat's Annual Performance Plan	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

#### 8.5 Explanation of planned performance over the medium-term period

SANAS, under the Administration Programme will focus on the Outcome of Organisational sustainability through increasing the ratio of revenue generated by SANAS in order to reduce the dependency on the government fiscus while ensuring that < 5% of payments of creditors is processed

after 19 days. In terms of its contribution to the Outcome of Government achieving policy objectives (Regional Integration health, safety and environment), SANAS will continue its role as the Secretariat of both SADCA and AFRAC. In this regard, the Administration Programme will implement Secretariat's Annual Performance Plans for both the SADCA and AFRAC.

## **9. PROGRAMME 2: CORPORATE SERVICES**

### **9.1 Purpose**

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

### **9.2 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.

#### **9.2.1 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 one registered Regional (ILAC) Evaluator, three registered AFRAC/SADCA Peer Evaluators and three trainee evaluators.

#### **9.2.2 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.

### **9.2.3 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 task 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.

### **9.2.4 Marketing and Communication**

The Marketing and Communication department is responsible for the brand positioning and creating awareness of SANAS activities. In the three-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 systems 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.

### 9.3 Outcomes, Outputs and Quarterly Targets for Corporate Services Programme

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Organisation sustainability	Internal business excellence	Percentage roll-out the approved Stakeholder Engagement Plan	23 Cumulative Three additional interventions achieved	90% of the planned activities within the approved Annual Stakeholder Engagement Plan were rolled-out	90% of the planned activities within the approved Annual Stakeholder Engagement Plan were rolled-out	90% of the approved Annual Stakeholder Engagement Plan rolled out	Roll out 95% of the approved Annual Stakeholder Engagement Plan	Roll out 100% of the approved Annual Stakeholder Engagement Plan	Roll out 100% of the approved Annual Stakeholder Engagement Plan
Organisation sustainability	Internal Business Excellence	Percentage of vacancy rate of the total funded positions for the financial year	4.7% vacancy rate Average 3.5 vacancies of 74 budgeted positions	Average vacancy rate for the year was 1.7%	Average vacancy rate was less than 1%	Vacancy rate of a maximum of 5% of the total funded positions	Maximum of 5% vacancy rate of the total funded positions for the financial year	Maximum of 5% vacancy rate of the total funded positions for the financial year	Maximum of 5% vacancy rate of the total funded positions for the financial year



## 9.4 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET - 2023/24	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Percentage roll-out the approved Stakeholder Engagement Plan	Roll out 95% of the approved Annual Stakeholder Engagement Plan	Annual Stakeholder Engagement Plan developed and approved	95% of planned quarterly activities rolled out, in line with the approved annual Stakeholder Engagement Plan	95% of planned quarterly activities rolled out, in line with the approved annual Stakeholder Engagement Plan	95% of planned quarterly activities rolled out, in line with the approved annual Stakeholder Engagement Plan
		95% of planned quarterly activities rolled out, in line with the approved annual Stakeholder Engagement Plan			
Percentage of vacancy rate of the total funded positions for the financial year.	Maximum of 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 5% vacancy rate of funded positions for the financial year	Maximum of 5% vacancy rate of funded positions for the financial year

## 9.5 Explanation of planned performance over the medium-term period

SANAS, under the Corporate Services Programme will focus on the Outcome of Organisational sustainability in line with the purpose of the programme. Focus will be on the development and implementation of a Stakeholder Engagement Plan which is essential to creating awareness of the value of accreditation and the SANAS brand through relevant platforms. The Programme also ensures that SANAS is well capacitated from a human resource perspective through ensuring that the SANAS vacancy rate does not exceed a maximum of 5% of the total funded positions.

## **10. PROGRAMME 3: STRATEGY AND DEVELOPMENT**

### **10.1 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.

### **10.2 Programme Description**

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

#### **10.2.1 Knowledge Transfer**

Over the years, knowledge transfer has developed a solid reputation 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.

### **10.2.2 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

### 10.3 Indicators, Annual and Quarterly Targets for Strategy and Development Programme

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Government achieving policy objectives (Regional Integration health, safety and environment)	Acceptance of conformity assessment results	Business Incubators and Accelerators Programme rolled out	0 new accreditation programmes developed and rolled out	Two stakeholders' meetings were convened in an effort to finalise the establishment of the working group	Technical Requirements were developed and Technical Assessors were sourced.	80% of the Business Incubators and Accelerator project implemented	Roll out the Business Incubators and Accelerators Programme	Initiate 1 new Accreditation Programme	Develop the new Accreditation Programme
Government achieving policy objectives (Regional Integration health, safety and environment)	Acceptance of conformity assessment results	Number of new accreditation programmes initiated (Biobank Programme)	0 new accreditation programmes developed and rolled out	Technical Assessors were sourced and trained. One application for accreditation was received	Engaged the Asset Management Industry Association and rolled-out the Asset Management Programme	100% of the Asset Management project implemented <i>(NB: The indicator related to the Asset Management Programme is removed as the target is achieved in the 2022/23 FY)</i>	Initiate 1 new Accreditation Programme: Undertake the feasibility study for the Biobank Programme	Develop the Biobank Programme	Roll out the Biobank Programme
Government achieving policy objectives (Regional Integration health, safety)	Contribution to the implementation of the relevant Outputs of the dtic Group	Number of quarterly progress reports on SANAS contribution to the relevant Outputs of	New Indicator	New Indicator	New Indicator	New Indicator	Develop 4 quarterly progress reports on SANAS contribution to the relevant Outputs of the dtic Group	Develop 4 quarterly progress reports on SANAS contribution to the relevant Outputs of the dtic Group	Develop 4 quarterly progress reports on SANAS contribution to the relevant Outputs of the dtic Group

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
and environment)		the dtic Group							
Government achieving policy objectives (Regional Integration health, safety and environment)	Acceptance of conformity assessment results	Number of relevant initiatives of the PAQI structures, participated in	New Indicator	New Indicator	New Indicator	New Indicator	Participate in 4 relevant initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area	Participate in 4 relevant initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area	Participate in 4 relevant initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area

## 10.4 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET- 2023/24	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Business Incubators and Accelerators Programme rolled out	Roll out the Business Incubators and Accelerators Programme	No target for this quarter	Host a rollout workshop on the Business Incubators and Accelerators Programme	No target for this quarter	Participate in the joint workshop with SEDA on the promotion of the Business Incubators and Accelerators Programme
Number of new accreditation programmes initiated	Initiate 1 new Programme: Undertake the feasibility study for the Biobank Programme	Identify relevant stakeholders related to the Biobank Programme	Undertake stakeholder engagement related the Biobank Programme	Undertake research on the Biobank Programme	Develop Feasibility Study Report on the Biobank Programme
Number of quarterly progress reports on SANAS contribution to the relevant Outputs of the dtic Group	Develop 4 quarterly progress reports on SANAS contribution to the relevant Outputs of the dtic Group	Develop Quarter 1 progress report on SANAS contribution to the relevant Outputs of the dtic Group	Develop Quarter 2 progress report on SANAS contribution to the relevant Outputs of the dtic Group	Develop Quarter 3 progress report on SANAS contribution to the relevant Outputs of the dtic Group	Develop Quarter 4 progress report on SANAS contribution to the relevant Outputs of the dtic Group
Number of relevant initiatives of the PAQI structures, participated in	Participate in relevant initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area	Participate in AFRAC	Participate in AFRAC	Participate in PAQI Forum	No target for this quarter
		Participate in African Regional Standards Organisation (ARSO)			

## 10.5 Explanation of planned performance over the medium-term period

SANAS, under the Strategy and Development Programme will focus on the Outcome of Government achieving policy objectives (Regional Integration health, safety and environment). Focus will be on the development of new Accreditation Programmes, with specific focus on rolling out the Business Incubators and Accelerators Programme and initiating the Biobank Programme. In an effort to measure its contribution to the Joint Key Performance Indicators of **the dtic**, SANAS has developed an action plan and will undertake quarterly progress reporting on its contribution to the Joint Key Performance Indicators.

## **11. PROGRAMME 4: ACCREDITATION PROVISION**

### **11.1 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.

### **11.2 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 2.

#### **11.2.1 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 to establish traceability for legal purposes such as blood alcohol level, and evidential breathalysers.

### **11.2.2 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.

### **11.2.3 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 plays 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.

### **11.2.4 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.

### **11.2.5 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.

### **11.2.6 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.

### **11.2.7 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.

### **11.2.8 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.

### **11.2.9 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.

### **11.2.10 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.

### **11.2.11 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.

### **11.2.12 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 4: Accreditation Fields and Applicable Standards Used**

<b>ACCREDITATION FIELDS</b>	<b>ACCREDITATION STANDARD USED</b>
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.

### 11.3 Indicators, Annual and Quarterly Targets: Accreditation Programme

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Competitiveness of South Africa's enterprises	Growth in the number of CABs	Number of accredited Conformity Assessment Bodies (CABs)	1785	1874	1960	2047 (Cumulative)	Accredit an additional 90 CABs	Accredit an additional 95 CABs	Accredit an additional 100 CABs
Competitiveness of South Africa's enterprises	Growth in the number of CABs	Number of SAPS Forensic Laboratories accredited	New Indicator	New Indicator	New Indicator	New Indicator	Accredit 3 SAPS Forensic Laboratories	Accredit an additional 5 SAPS Forensic Laboratories	Accredit an additional 7 SAPS Forensic Laboratories
Competitiveness of South Africa's enterprises	Reduced turn-around times	Average number of working days to issue certificates and scopes of accreditation after completion of approvals process.	15 days on average to issue certificates and scopes of accreditation after completion of approvals process	19 working days on average to issue certificates and scope of accreditation after completion of approvals process	13.5 working days on average to issue certificates and scope of accreditation after completion of approvals process	13 working days on average to issue certificates and scopes of accreditation after completion of approvals process	13 working days on average to issue certificates and scopes of accreditation after completion of approvals process	13 working days on average to issue certificates and scopes of accreditation after completion of approvals process	13 working days on average to issue certificates and scopes of accreditation after completion of approvals process
Organisation Sustainability	Transformation of the Assessor pool	Number of registered black Assessors	296 Actual	296 Actual	304 Actual	324 Cumulative	Register an additional 20 Black Assessors	Register an additional 25 Black Assessors	Register an additional 30 Black Assessors
Government achieving policy	Acceptance of	Increase in the number of Regulators	New measure	The EPC programme falls under	Testing /Certification of PPE has been	MoU with SAHPRA concluded and	Engage relevant stakeholders on accreditation	Roll out additional accreditation programmes for	Maintain accreditation in the identified sectors

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
objectives (Regional Integration health, safety and environment)	conformity assessment results	Programmes relying on SANAS accreditation for their conformity assessment needs		the Inspection Programme, as a new scope in the Regulatory domain (Dept of Energy)	made a priority to combat Covid-19. SANAS engaged with regulators and specifically with SAHPRA, following which a MoU with SAHPRA was developed focused on relevant fields of accreditation	priority areas identified	requirements focused on increasing the number of Accreditation Programmes in the Regulatory Domain	the identified sectors within the Regulatory domain	within the Regulatory domain

#### 11.4 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET- 2023/24	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Number of accredited Conformity Assessment Bodies (CABs)	Accredit an additional 90 CABs	21 CABs accredited	Additional 23 CABs accredited	Additional 23 CABs accredited	Additional 23 CABs accredited
Number of SAPS Forensic Laboratories accredited	Accredit 3 SAPS Forensic Laboratories	Engagements commenced with the SAPS	Engagements continued with the SAPS	Engagements concluded with the SAPS	3 SAPS Forensic Laboratories accredited
Average number of working days to issue certificates and scopes of accreditation after completion of approvals process.	13 working days on average to issue certificates and scopes of accreditation after completion of approvals process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process
Number of registered black Assessors	Register an additional 20 Black Assessors	5 black assessors registered	5 additional black assessors registered	5 additional black assessors registered	5 additional black assessors registered
Increase in the number Regulators Programmes relying on SANAS accreditation for their conformity assessment needs	Engage relevant stakeholders on accreditation requirements focused on increasing the number of Accreditation Programmes in the Regulatory Domain	Engagement conducted with the Blood Transfusion stakeholders	Engagement conducted with the Medical Devices Stakeholders	Engagement conducted with the Inspection stakeholders	Engagement conducted with the Calibration and Testing stakeholders

#### 11.5 Explanation of planned performance over the medium-term period

SANAS, under the Accreditation Programme will focus on the Outcome related to Competitiveness of South Africa's enterprises through increasing the number of accredited Conformance Assessment Bodies (CABs), issuing certificates and scopes of accreditation within an average of 13 working days as well as through the implementation of Accreditation Programmes in the regulatory domain. The Accreditation Programme

also contributes to the Outcome related Organisational Sustainability through transforming the assessor pool by increasing the number of registered black Assessors over the medium-term.



## 12. JOINT KEY PERFORMANCE INDICATORS OF the dtic

The following Joint Indicators set out areas of focus that SANAS will report to, on a quarterly basis to the Executive Authority.

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.

## 12.1 Joint Integrated Output / Focus Area 1: Industrialisation

### 12.1.1 Joint indicator 1.1:

<b>Outcome:</b>	Increased industrialisation and localisation opportunities implemented	<b>Performance period</b>	2023/2024
<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	<ul style="list-style-type: none"> <li>▪ SANAS to implement the MoU with South African Health Product Regulatory Authority (SAHPRA) to assist SA manufacturers to comply with relevant regulations and accreditation requirements.</li> <li>▪ Participate in the Multi-stakeholder Quality Forum (MSQF) in relation to the role of SANAS in providing accreditation services to the essential oils industry.</li> </ul>	This indicator will be resourced within current entity resources	

### 12.1.2 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>	2023/24
<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	Liaise with the AfCFTA Secretariat, via PAQI and the AUC, on the use of accreditation to facilitate acceptance of Conformity Assessment results (Testing, Inspection, Certification etc).	This indicator will be resourced within current entity resources	

### 12.1.3 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>	2023/2024
<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	<ul style="list-style-type: none"> <li>▪ ID key sector players and their conformity assessment needs.</li> <li>▪ Accredite CABs across multiple sectors, including CABs focused on manufacturing exports and SMMEs.</li> <li>▪ Develop new programmes or accreditation scopes in support of industry's and/or regulator's needs.</li> </ul>	This indicator will be resourced within current entity resources	

#### 12.1.4 Joint Indicator 1.4:

<b>Outcome:</b>	Growing the Green Economy and greening the economy	<b>Performance period</b>	2023/2024
<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		
<b>Annual dtic Target/s</b>	<b>Contribution by SANAS</b>	<b>Resourcing (MTEF Budget Allocation)</b>	
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	<ul style="list-style-type: none"> <li>▪ Participate in the Greenhouse Gas (GHG) Validation and Verification accreditation scheme that will support National Greenhouse Gas Emission Reporting regulation. This accreditation scheme will also find expression in the implementation of the Carbon Tax.</li> <li>▪ Undertake accreditation to support the Department of Mineral Resources and Energy in Energy Performance Certificate (EPC) of buildings.</li> </ul>	This indicator will be resourced within current entity resources	

## 12.2 Joint Integrated Output / Focus Area 2: Transformation

### 12.2.1 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>	2023/2024
<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		
<b>Annual dtic Target/s</b>	<b>Contribution by SANAS</b>	<b>Resourcing (MTEF Budget Allocation)</b>	
District Development Model and Spatial equity including incorporating all work within the District Model	Address required conformity assessment needs in line with the District Development Model through reporting on the geographical spread of accredited CABs.	This indicator will be resourced within the current entity resources.	

### 12.2.2 Joint Indicator 2.2:

<b>Outcome:</b>	Promoting a growing and inclusive economy	<b>Performance period</b>	2023/2024
<b>Output /s:</b>	Report on actions to promote transformation.		
<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		
<b>Annual dtic Target/s</b>	<b>Contribution by SANAS</b>	<b>Resourcing (MTEF Budget Allocation)</b>	
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	<ul style="list-style-type: none"> <li>▪ Transformation of the SANAS Assessor pool to include more Black people.</li> <li>▪ Support B-BBEE Legislation for Gender Equality and Economic Inclusion of Women and Youth in industries across South Africa.</li> </ul>	This indicator will be resourced within the current entity resources	

## 12.3 Joint Integrated Output / Focus Area 3: Delivery/Capable State

### 12.3.1 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>	2023/2024
<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.		
<b>Annual dtic Target/s</b>	<b>Contribution by SANAS</b>	<b>Resourcing (MTEF Budget Allocation)</b>	
Review of unnecessary red tape and compliance reporting requirements in DTIC entities and programmes; monitoring implementation times of DTIC services	<ul style="list-style-type: none"> <li>▪ SANAS to liaise with the dtic Agency Oversight Unit via quarterly meetings.</li> <li>▪ Improve turn-around times of issuing certificates and scopes of accreditation at an average of 13 days after completion of approvals process</li> </ul>	This indicator will be resourced within the current entity resources	

### 13. SANAS CONTRIBUTION TO THE OUTPUT TARGETS WITHIN the dtic GROUP OF ENTITIES

#### 13.1 Output Targets within the dtic Group of Entities

Table below confirms the 45 outputs identified within the **the dtic** Group of Entities

##### Investment

<b>Output</b>
R200 billion in investment pledges secured across the state
100 Investor facilitation and unblocking interventions provided
2 new SEZs designated and support work with provinces related to industrial parks

##### Industrial production

<b>Output</b>
R40 billion in additional local output committed or achieved
R40 billion in Black Industrialist output achieved

##### Exports and trade

<b>Output</b>
R700 billion in manufacturing exports
R300 billion in manufacturing exports to other African countries

R2.5 billion in exports of Global Business Services (GBS)
1 Implementation of the AfCFTA
10 High impact trade interventions completed
4 Protocols finalised under the AfCFTA

### Industrial support

<b>Output</b>
R30 billion in support programmes administered by or in partnership with the dtic group
R15 billion support programmes to enterprises in areas outside the 5 main metros
R8 billion in financial support programmes to SMMEs, and women and youth-empowered businesses
R7.5 billion in financial support programmes to enterprises in labour absorbing sectors
Promotion of a transparent and just adjudication process for incentive applications

### Transformation

<b>Output</b>
R800 Million in Equity Equivalent Investment Programme agreements agreed or administered
20 000 additional workers with shares in their companies
10 high-impact outcomes on addressing market concentration, at sector or firm level.



## Jobs

<b>Output</b>
1 million jobs supported or covered by Master Plans
100 000 jobs to be created (50 000 social economy fund part-time or temporary job opportunities and 50 000 full-time jobs)
23 000 jobs in Black Industrialists firms

## Energy

<b>Output</b>
R1.3 billion in financial support to enterprises including SMMEs to mitigate impact of load shedding through energy resilience fund
1400 Megawatts of energy from projects facilitated
550 Megawatts of energy available for the grid
1 Energy One-stop Shop operational
Expedited regulatory amendments and flexibility, to promote energy efficiency

## Green economy

<b>Output</b>
1 Strategy and advocacy finalised responding to green non-tariff barriers (Carbon Border Adjustment Mechanism (CBAM))
1 EV Strategy finalised
1 Finalisation of green hydrogen commercialisation framework

### Stakeholder engagement and impacts

Output
10 Business Forums hosted aimed at supporting increased FDI, exports and outward investment.
1000 Case studies of firms, workers, entrepreneurs, professionals or communities impacted by the dtic measures: including 12 local films/documentaries telling the SA story
52 Community outreach programmes by the dtic group
5 Conferences, summits, and international forums hosted
10 Successful actions completed on price monitoring and excessive pricing or price gouging

### Addressing crime

Output
Grey-listing: Publication of 'Know Your Shareholder' Regulations and Follow Ups
1 Metal trading system developed to identify stolen public infrastructure entering the scrap metal value-chain, export market or legitimate metal production industry

### Red tape and state capability targets

Output
4 High-impact measures to improve the efficiency and/or effectiveness, of the dtic's policy or programme interventions.
10 High-impact measures to reduce red tape or improve turnaround times in administration of incentives and work of agencies
6 Impact assessments or enhancements of trade instruments or measures

### Improving the capacity and responsiveness of the state and social partnership

<b>Output</b>
4 Pieces of priority legislation amended, tabled or submitted to Executive Authority, Cabinet or Parliament.
7 Master Plans managed and 1 new masterplan to be finalised.
Oversight of IDC, NEF and ECIC to ensure that at least 95% of planned KPIs are achieved
Oversight of other entities to ensure that at least 95% of planned KPIs are achieved
50 Mergers and acquisitions where public interest conditions have been incorporated

## 13.2 SANAS Contribution to the Output Targets

The following tables demonstrate SANAS contribution to the relevant Output Targets within the dtic Group

OUTPUTS OF the dtic GROUP	SANAS OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>R700- R750 bn in manufacturing exports</b> , based on SARS* data or data obtained from trading partners <b>R302.4bn in manufacturing exports to rest of Africa</b> , based on SARS* data or data obtained from trading partners	Growth in the number of CABs	Increase in the number of accredited Conformity Assessment Bodies (CABs)	1785 (Cumulative CABs)	1874 (Cumulative CABs)	1960 (Cumulative CABs)	2047 (Cumulative CABs)	Accredit an additional 90 CABs across multiple sectors, including CABs focused on manufacturing exports and SMMEs	Accredit an additional 95 CABs across multiple sectors, including CABs focused on manufacturing exports and SMMEs	Accredit an additional 100 CABs across multiple sectors, including CABs focused on manufacturing exports and SMMEs

OUTPUTS OF the dtic GROUP	SANAS OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Acceptance of conformity assessment results	New accreditation Programmes or accreditation scopes	-	Two stakeholders ' meetings were convened in an effort to finalise the establishment of the working group for the Business Incubators and Accelerator project	Technical Requirements were developed and Technical Assessors were sourced the Business Incubators and Accelerator project	80% of the Business Incubators and Accelerator project implemented	Develop new accreditation programmes or accreditation scopes in support of industry's and/or regulator's needs. (Biobank Programme )	Develop new accreditation programmes or accreditation scopes in support of industry's and/or regulator's needs. (Biobank Programme)	Develop new accreditation programmes or accreditation scopes in support of industry's and/or regulator's needs. (Biobank Programme)
			-	Technical Assessors were sourced and trained for the Asset Management Programme. One application for accreditation was received	Engaged the Asset Management Industry Association and rolled-out the Asset Management Programme .	100% of the Asset Management project implemented			
Support programmes in areas outside the 5* main metros	Growth in the number of CABs	Increase in the number of accredited Conformity	-	-	-	-	Address required conformity	Address required conformit	Address required conformit

OUTPUTS OF the dtic GROUP	SANAS OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
		Assessment Bodies (CABs), in relevant districts					assessment needs in line with the District Development Model through reporting on the geographical spread of accredited CABs	y assessment needs in line with the District Development Model through reporting on the geographical spread of accredited CABs	y assessment needs in line with the District Development Model through reporting on the geographical spread of accredited CABs
Support programmes for SMMEs	<i>Refer to above target: Accredit an additional 90 CABs across multiple sectors, including CABs focused on manufacturing exports and <b>SMMEs</b></i>	<i>Refer to above target: Accredit an additional 90 CABs across multiple sectors, including CABs focused on manufacturing exports and <b>SMMEs</b></i>	<i>Refer to above target: Accredit an additional 90 CABs across multiple sectors, including CABs focused on manufacturing exports and <b>SMMEs</b></i>	<i>Refer to above target: Accredit an additional 90 CABs across multiple sectors, including CABs focused on manufacturing exports and <b>SMMEs</b></i>	<i>Refer to above target: Accredit an additional 90 CABs across multiple sectors, including CABs focused on manufacturing exports and <b>SMMEs</b></i>	<i>Refer to above target: Accredit an additional 90 CABs across multiple sectors, including CABs focused on manufacturing exports and <b>SMMEs</b></i>	<i>Refer to above target: Accredit an additional 90 CABs across multiple sectors, including CABs focused on manufacturing exports and <b>SMMEs</b></i>	<i>Refer to above target: Accredit an additional 90 CABs across multiple sectors, including CABs focused on manufacturing exports and <b>SMMEs</b></i>	<i>Refer to above target: Accredit an additional 90 CABs across multiple sectors, including CABs focused on manufacturing exports and <b>SMMEs</b></i>

OUTPUTS OF the dtic GROUP	SANAS OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS							
			AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
									<i>and SMMEs</i>	<i>and SMMEs</i>
Hosting of SA Investment Conference	Growth in Accreditation and acceptance of conformity assessment results through participation in relevant engagements led or hosted by the dtic	Increased participation in relevant engagements led or hosted by the dtic	-	-	-	-	Participate in relevant dtic led engagements including conferences, seminars, etc. as and when invited	Participate in relevant dtic led engagement including conferences, seminars, etc. as and when invited	Participate in relevant dtic led engagement including conferences, seminars, etc. as and when invited	
Hosting of Black Industrialist Conference										
Hosting of Worker Ownership Summit										
Hosting of BRICS Ministerial meeting										
Hosting of AGOA Forum										
Increase in Green industrialisation and energy efficiency	Accreditation of CABs in support of Department of Mineral Resources and Energy	Increase in the number of accredited EPC Inspection Bodies	-	-	-	6 accredited EPC Inspection Bodies	Undertake Accreditation to support the Department of Mineral Resources and Energy Performance Certificate (EPC) of buildings.	Undertake Accreditation to support the Department of Mineral Resources and Energy in Energy Performance Certificate	Undertake Accreditation to support the Department of Mineral Resources and Energy in Energy Performance Certificate	

OUTPUTS OF the dtic GROUP	SANAS OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
								(EPC) of buildings.	(EPC) of buildings.
Trade Agreements: (UK, EU, SADC, AFCFTA)	Increase in intra-Africa trade	Increase in the usage of accreditation to facilitate acceptance of Conformity Assessment results, to promote intra-Africa trade	-	-	-	-	Liaise with the AfCFTA Secretariat, via PAQI and the AUC, on the use of accreditation to facilitate acceptance of Conformity Assessment results (Testing, Inspection, Certification etc)	Liaise with the AfCFTA Secretariat, via PAQI and the AUC, on the use of accreditation to facilitate acceptance of Conformity Assessment results (Testing, Inspection, Certification etc)	Liaise with the AfCFTA Secretariat, via PAQI and the AUC, on the use of accreditation to facilitate acceptance of Conformity Assessment results (Testing, Inspection, Certification etc)
Climate initiatives: (White Paper on EV, and Carbon tax border adjustment measures	Support for the National Greenhouse Gas Emission Reporting regulation.	Increase in the number of accredited Validation and Verification Certification Bodies	-	-	-	One accredited Validation and Verification Certification Body	Participate in the Greenhouse Gas (GHG) Validation and	Participate in the Greenhouse Gas (GHG) Validation and	Participate in the Greenhouse Gas (GHG) Validation and



OUTPUTS OF the dtic GROUP	SANAS OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
							Verification accreditation scheme that will support National Greenhouse Gas Emission Reporting regulation. This accreditation scheme will also find expression in the implementation of the Carbon Tax.	Verification accreditation scheme that will support National Greenhouse Gas Emission Reporting regulation . This accreditation scheme will also find expression in the implementation of the Carbon Tax.	Verification accreditation scheme that will support National Greenhouse Gas Emission Reporting regulation . This accreditation scheme will also find expression in the implementation of the Carbon Tax.
Red tape reduction interventions	Reduced turn-around times	Average number of working days to issue certificates and scopes of accreditation after	15 days on average to issue certificates and scopes	19 working days on average to issue certificates	13.5 working days on average to issue	13 working days on average to issue certificates	Improve turn-around times of issuing certificates	Improve turn-around times of issuing	Improve turn-around times of issuing

OUTPUTS OF the dtic GROUP	SANAS OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
		completion of approvals process.	of accreditation after completion of approvals process	and scope of accreditation after completion of approvals process	certificates and scope of accreditation after completion of approvals process	and scopes of accreditation after completion of approvals process	and scopes of accreditation at an average of 13 days after completion of approvals process	certificates and scopes of accreditation at an average of 13 days after completion of approvals process	certificates and scopes of accreditation at an average of 13 days after completion of approvals process

### 13.3 Output Indicators: Annual and Quarterly Targets for 2023/24

OUTPUT INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS			
		Q1	Q2	Q3	Q4
Increase in the number of accredited Conformity Assessment Bodies (CABs)	Accredit an additional 90 CABs across multiple sectors, including CABs focused on manufacturing exports and SMMEs	21 CABs accredited	Additional 23 CABs accredited	Additional 23 CABs accredited	Additional 23 CABs accredited
New accreditation Programmes or accreditation scopes	Develop new accreditation programmes or accreditation scopes in support of industry's and/or regulator's needs (Biobank Programme)	Identify relevant stakeholders related to the Biobank Programme	Undertake stakeholder engagement related to the Biobank Programme	Undertake research on the Biobank Programme	Develop Feasibility Study Report on the Biobank Programme
Increase in the number of accredited Conformity Assessment Bodies (CABs), in relevant districts	Address required conformity assessment needs in line with the District Development Model through reporting on the geographical spread of accredited CABs	Accredit CABs in identified districts and metros in line with accreditation applications	Accredit CABs in identified districts and metros in line with accreditation applications	Accredit CABs in identified districts and metros in line with accreditation applications	Accredit CABs in identified districts and metros in line with accreditation applications
Increased participation in relevant engagements led or hosted by the dtic	Participate in relevant dtic led engagement including conferences, seminars, etc. as and when invited	Participate in relevant Quarter 1 engagements that are led or hosted by the dtic	Participate in relevant Quarter 2 engagements that are led or hosted by the dtic	Participate in relevant Quarter 3 engagements that are led or hosted by the dtic	Participate in relevant Quarter 4 engagements that are led or hosted by the dtic
Increase in the number of accredited EPC Inspection Bodies	Undertake Accreditation to support the Department of Mineral Resources and Energy in Energy Performance Certificate (EPC) of buildings.	Accredit additional EPC Inspection Bodies in line with applications received	Accredit additional EPC Inspection Bodies in line with	Accredit additional EPC Inspection Bodies in line with	Accredit additional EPC Inspection Bodies in line with applications received

OUTPUT INDICATORS	ANNUAL TARGET	QUARTERLY TARGETS			
		Q1	Q2	Q3	Q4
			applications received	applications received	
Increase in the usage of accreditation to facilitate acceptance of Conformity Assessment results, to promote intra-Africa trade	Liaise with the AfCFTA Secretariat, via PAQI and the AUC, on the use of accreditation to facilitate acceptance of Conformity Assessment results (Testing, Inspection, Certification etc.)	Relevant engagements undertaken with AfCFTA Secretariat on acceptance of Conformity Assessment results	Relevant engagements undertaken with AfCFTA Secretariat on acceptance of Conformity Assessment results	Relevant engagements undertaken with AfCFTA Secretariat on acceptance of Conformity Assessment results	Relevant engagements undertaken with AfCFTA Secretariat on acceptance of Conformity Assessment results
Increase in the number of accredited Validation and Verification Certification Bodies	Participate in the Greenhouse Gas (GHG) Validation and Verification accreditation scheme that will support National Greenhouse Gas Emission Reporting regulation. This accreditation scheme will also find expression in the implementation of the Carbon Tax.	Accredit additional Validation and Verification Certification Bodies in line with applications received	Accredit additional Validation and Verification Certification Bodies in line with applications received	Accredit additional Validation and Verification Certification Bodies in line with applications received	Accredit additional Validation and Verification Certification Bodies in line with applications received
Average number of working days to issue certificates and scopes of accreditation after completion of approvals process.	Improve turn-around times of issuing certificates and scopes of accreditation at an average of 13 days after completion of approvals process	Issue certificates and scopes of accreditation at an average of 13 days after completion of approvals process	Issue certificates and scopes of accreditation at an average of 13 days after completion of approvals process	Issue certificates and scopes of accreditation at an average of 13 days after completion of approvals process	Issue certificates and scopes of accreditation at an average of 13 days after completion of approvals process

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

### **14.1 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 as a priority 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 further increasing SANAS income while reducing dependence on the fiscus.

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

### **14.2 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 a key 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.

In ensuring an optimally functional organisation SANAS will ensure that the organisational structure is fully capacitated. In this regard SANAS will ensure that the vacancy rate does not exceed 5% throughout the financial year.

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

In line with SANAS' mandate with respect to economic development and 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 government outcomes, NDP and MTSF priorities. 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 results. The research and development department will provide technical guidance to our trade negotiators as required.

### **14.4 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 while increasing 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 of issuing certificates and scopes of accreditation after completion of approvals process.

SANAS ensures that accreditation plays 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.

## 15. PROGRAMME RESOURCE CONSIDERATIONS

Table 5: Budget allocation for programme and subprogrammes as per the ENE

ADMINISTRATION							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Current payment Compensation of employees	31,767	19,323	29,381	32,730	36,251	38,064	39,967
Goods and services, etc.	14,584	15,997	12,260	16,822	11,473	12,285	13,151
Payments of capital assets Building and other fixed structure Machinery and Equipment	4,801	3,050	-	-	-	-	-
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	2025/26
	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	13,042	13,596	13,999	14,405
Payments of capital assets Building and other fixed structure Machinery and Equipment	-	-	-	-	17,330	6,935	9,131
STRATEGY AND DEVELOPMENT							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2018/19	2019/20	2020/21	2022/23	2023/24	2024/25	2025/26
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Current payment Compensation of employees	-	-	-	-	-	-	-

Goods and services, etc.	2,953	4,917	4,028	6,452	8,895	9,384	9,900
Payments of capital assets Building and other fixed structure Machinery and Equipment	-	-	-	-	-	-	-
<b>ACCREDITATION PROVISION</b>							
<b>ECONOMIC CLASSIFICATION</b>	<b>EXPENDITURE OUTCOME</b>			<b>ADJUSTED APPROPRIATION</b>	<b>MEDIUM-TERM EXPENDITURE ESTIMATE</b>		
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Current payment Compensation of employees	33,531	24,466	29,742	35,700	35,428	37,199	39,059
Goods and services, etc.	23,451	28,173	21,266	29,157	32,112	34,056	36,115
Payments of capital assets Building and other fixed structure Machinery and Equipment	-	-	-	-	-	-	-
Other classifications	-	-	-	-	-	-	-



## **15.1 Explanation of the contribution of resources towards achievement of outputs**

The entity's income and expenditure are expected to increase by an average of 3.35 per cent per annum over the three-year period. This is largely due to the increase in the grant from the dtic which is increasing by less than 1 per cent per annum. Budgeted income increases from R133.903 million in the 2022/23 financial year to R152.597 million in the 2025/26 financial year. Tariffs for annual fees is estimated to increase by 6 per cent per annum.

The entity's spending on compensation of employees is expected to remain at an average of 52 per cent of the total budget over the period. The compensation budget will increase by an average of 5 per cent. This is due to the filling of vacancies and the approval of additional positions.

Expenditure in the provision of accreditation programmes is expected to constitute an average of 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 which further contributes to economic development. 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.

## 16. KEY RISKS

OUTCOME	KEY RISK	RISK MITIGATION
<b>Competitiveness of South Africa's enterprises</b>	Rejection of South Africa's goods and services, resulting in enterprises being uncompetitive due to Sanitary and Phyto Sanitary (SPS) and Technical Barriers to Trade (TBT)	Continuous maintenance of IAF/ILAC/AFRAC and OECD international recognition through effective Internal Audits, Management Reviews and monitoring of risks
		Active participation in the WTO/ TBT's and Free Trade Agreements (FTA's)
		Improve participation in Regional and International for a (ILAC / IAF / AFRAC / OECD / PAQI, TBT and Non-tariff barrier committees)
		Continued confirmation of competence of SANAS accredited CABs in foreign markets
<b>Government achieving policy objectives (Regional Integration, health, safety and environment)</b>	Inability to meet the increased government requirements/changing legislative requirements and policy	Maintain the SANAS's active participation in / hosting of Technical infrastructure Strategy meetings, joint KPI meetings and CEO meetings as per the schedule
		Continue with quarterly meetings with the dtic oversight unit
		Annual review and alignment of Strategic Plan and APP to government objectives
		Continue hosting annual Regulators meetings.
		Development of MOUs with regulators where no MOUs exist.
		Monitoring of legislation in the regulatory universe document

OUTCOME	KEY RISK	RISK MITIGATION
		<p>Continuous review of Policies as necessary to incorporate new/amended requirements</p> <p>Continuous meetings with Regulators for specific accreditation fields and/or with Regulators broadly.</p>
<b>Organisational sustainability</b>	Inability to sustain growth due to reduced/limited resources and the cost of running the business	Review and update financial policies and procedures, taking into account the current economic climate
		Realistic, stringent budgets and closer monitoring of budget
		Development of a Strategic Sourcing plan to ensure optimal procurement of goods and services
		Use of debt collectors to collect outstanding debts from customers
	Inability to execute the Mandate of the Entity due to the Shortage and Loss of critical and core skills (employees)	Interventions are in line with the competency framework
		Monitoring and evaluation of identified talent pool by the Succession Planning Committee
		Culture surveys are conducted annually to assess whether interventions are effective.
	Insufficient technical expertise required to assess specific accreditation scopes.	Sourcing, training and qualification of assessors.
		Actively engage CABs where there is perceived conflict of interest with specific assessors
		Monitoring of the 3-year validity period of certificates for assessors
Reporting on assessor age analysis profile on an annual basis and competency replenishment		

OUTCOME	KEY RISK	RISK MITIGATION
		Implementing conditions for assessors also contracted with other Accreditation Bodies (ABs)
	Engage with other ABs during quarterly Twinning Agreement Partnership (TAP) meetings on mitigation of the usage of the SANAS assessor pool	
	Business disruption due to failure of Information Technology (IT) systems and infrastructure	Continuous awareness and training on technology advancement (IR4)
	Annual scheduled internal audits and continuous reviews of systems or processes to improve efficiency or effectiveness	
	Monthly reviews of strategic SLAs with service providers in place for IT infrastructure and services maintenance	
	Annual personnel development plans and continuous knowledge sharing amongst IT personnel	
	Continuous research, review and feasibility studies of new technology, as well as legacy systems	
	Implementation of IT Steering committee resolutions	
	Ad-hoc re-prioritisation of projects and motivation if required for budget re-allocation / cut	
	Review of IT policies, procedures and plans as required by changes in the environment	
Business disruption due to failure of Information Technology (IT) systems / infrastructure and IT security	Review and implementation of IT security policies, procedures and plans in place	
Conduct continuous Staff Cyber security awareness training		

OUTCOME	KEY RISK	RISK MITIGATION
		Audits and reviews of overall IT security, (e-mail, virus, network protection and VPN. Penetration testing and vulnerability assessment)
		Conduct annual IT DRP/BCP simulations
		Continuous SLA monitoring of outsourced managed IT security services
	Lack of impartiality in SANAS accreditation processes related to conflict of interest	Internal Auditing processes by the Quality Department in place to monitor the effective implementation of the SANAS P20 (Ref: P20 “Responsibilities and Duties of the Approval Committees and Accreditation Managers in the approval and decision on accreditation”)
		Monitoring of the performance of AC members. Consistent monitoring of Staff declarations on an annual basis and monitored by the Board Audit and Risk Committee, as well as audited by the independent Auditors.
		Declarations of all interests and pressures by Board members and committee members on annual basis and monitored by the Board, Audit and Risk Committee, as well as audited by the independent Auditors.
	Lack of impartiality in SANAS accreditation processes related to self-Interest threats	Independent complaint and appeals process in place, audited and monitored by the Quality Department annually
		Policies and procedures reviewed/revised annually in response to changes in the risk to impartiality (ISO/IEC 17011:including P07 - Management of impartiality, policy on declaration of gifts/donations)
		Assessment procedures and guides including Assessor decisions, Assessor monitoring programmes audited annually
		Review of the resource plan.

OUTCOME	KEY RISK	RISK MITIGATION
	Lack of impartiality in SANAS accreditation processes related to familiarity threats	Continuous Assessor training and qualification for scopes where there is a limited number of assessors.
	Business disruptions due to damage or theft of facilities and equipment	Insurance cover is paid in advance on an annual basis
		Annual BCP tests and review of the Disaster Risk Management plan
		Draft Physical and environmental security policy submitted for Board approval
		Monitor the performance of the Security service providers in line with the Service Level Agreement (SLA)
		Monitor the performance of the service providers appointed for facilities and equipment maintenance in line with the SLA
	Continuous monitoring of wear and tear	
	Business disruptions due to damage or theft of the vehicle fleet	Insurance cover is paid in advance on an annual basis
		Continuous review and implementation of the Travel and vehicle fleet Management Procedure (OP 05)
Enquiries regarding vehicle maintenance and warranty extensions		

# **PART D: TECHNICAL INDICATOR DESCRIPTION**

## 1. PROGRAMME: ADMINISTRATION

Indicator Title	Percentage ratio of SANAS income generation versus government grants
Definition	Reducing dependency on the government grant through increasing income generation
Source of data	Financial Reports
Method of Calculation / Assessment	Ratio of self-generated income vs government grants
Means of Verification	Analysis of Financial Reports
Assumptions	<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>
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of eligible payments processed after 19 days
Definition	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. 19 days is measured from the time finance receives the eligible invoice for processing.
Source of data	Summarised records of creditor payments from SAGE
Method of Calculation / Assessment	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.
Means of Verification	Summary analysis of payment data from SAGE
Assumptions	<ul style="list-style-type: none"> <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>
Disaggregation of Beneficiaries (where applicable)	•N/A
Spatial Transformation (where applicable)	•N/A
Calculation Type	Quarterly
Reporting Cycle	Quarterly



<b>Desired performance</b>	Annual target met or exceeded
<b>Indicator Responsibility</b>	Chief Financial Officer

<b>Indicator Title</b>	<b>Percentage implementation of AFRAC Secretariat's Annual Performance Plan</b>
<b>Definition</b>	The support provided by the AFRAC Secretariat on regional integration matters related to accreditation on the continent and globally, through implementation of the AFRAC Secretariat's APP
<b>Source of data</b>	Quarterly progress reports on the implementation of the AFRAC Secretariat's APP
<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>	<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>	Target met or exceeded
<b>Indicator Responsibility</b>	AFRAC Secretariat (Quality Manager)

<b>Indicator Title</b>	<b>Percentage implementation of SADCA Secretariat's Annual Performance Plan</b>
<b>Definition</b>	The support provided by the SADCA Secretariat and Regional Coordinator on regional integration matters related to accreditation in SADC through implementation of the SADCA Secretariat's APP
<b>Source of data</b>	Quarterly progress reports on the implementation of the SADCA Secretariat's APP
<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>	<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

Desired performance	Target met or exceeded
Indicator Responsibility	SADCA Secretariat (Quality Manager)

## 2. PROGRAMME: CORPORATE SERVICES

Indicator Title	Percentage roll-out the approved Stakeholder Engagement Plan
<b>Definition</b>	Improving and maintaining Stakeholder relations, as well as increasing accreditation awareness and the role of SANAS, through the implementation of the approved Stakeholder Engagement Plan
<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
<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 Plan will be timeously approved.
<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>	Target met or exceeded
<b>Indicator Responsibility</b>	Executive: Corporate Services and Marketing 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
<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>	<ul style="list-style-type: none"> <li>•All current positions remain filled.</li> <li>•Vacant position with someone officially appointed to act will be considered filled.</li> <li>•Rate of resignations does not exceed the projected rate of 5%.</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>•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>	Target met or exceeded

<b>Indicator Responsibility</b>	Executive: Corporate Services and Human Resource Manager
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### 3. PROGRAMME: STRATEGY AND DEVELOPMENT

<b>Indicator Title</b>	<b>Business Incubators and Accelerators Programme rolled out</b>
<b>Definition</b>	The initiation, development and roll-out of the Business Incubators and Accelerators Programme with relevant stakeholders
<b>Source of data</b>	Progress information on implementation of Business Incubators and Accelerators Programme in line with project plan
<b>Method of Calculation / Assessment</b>	Cumulative percentage completion of the activities of the project in line with the project plan.
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>•Analysis of Quarterly progress reports on the implementation of new Accreditation Programme on Business Incubators and Accelerator in line with the project plan</li> </ul>
<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>	Target met or exceeded
<b>Indicator Responsibility</b>	Executive: Strategy and Development

<b>Indicator Title</b>	<b>Number of new accreditation programmes initiated</b>
<b>Definition</b>	The initiation, development and roll-out of the Biobank Programme for other government institutions / industry
<b>Source of data</b>	Progress information on the Biobank Programme
<b>Method of Calculation / Assessment</b>	The number of new accreditation programmes for other government institutions / industry initiated, developed and rolled out.
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>•Analysis of Quarterly progress reports on the Biobank Programme</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>•Input from stakeholder institutions delivered as required.</li> <li>•Active participation from relevant 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>	Target met or exceeded
<b>Indicator Responsibility</b>	Executive: Strategy and Development

<b>Indicator Title</b>	<b>Number of quarterly progress reports on SANAS contribution to the relevant Outputs of the dtic Group</b>
Definition	Contributing to the implementation of the relevant Outputs of the dtic Group aligned to government priorities.
Source of data	Quarterly Progress Reports on SANAS contribution to the relevant Outputs of the dtic Group
Method of Calculation / Assessment	Calculation of the number of quarterly progress reports produced
Means of Verification	Simple count of the number of quarterly progress reports produced
Assumptions	<ul style="list-style-type: none"> <li>•Cooperation from other Technical Infrastructure Institutions</li> </ul>
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Strategy and Development

<b>Indicator Title</b>	<b>Number of relevant initiatives of the PAQI structures, participated in</b>
Definition	As its contribution towards reducing the technical barriers to trade within the African Continental Free Trade Area, SANAS plans to participate in 4 relevant initiatives of the PAQI structures.
Source of data	Attendance confirmation of SANAS in relevant initiatives of the PAQI structures
Method of Calculation / Assessment	Calculation of the number of initiatives SANAS participated in with regards to relevant initiatives of the PAQI structures
Means of Verification	Simple count of the number of number of initiatives SANAS participated in
Assumptions	<ul style="list-style-type: none"> <li>•Initiatives of PAQI structures will take place as scheduled</li> </ul>
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Strategy and Development

#### 4. PROGRAMME: ACCREDITATION

Indicator Title	Number of accredited Conformity Assessment Bodies (CABs)
Definition	Accreditation of Conformity Assessment Bodies (CABs)
Source of data	Statistics of cumulative number of accredited CABs per Accreditation Programme
Method of Calculation / Assessment	The number of accreditations undertaken
Means of Verification	Analysis of statistics from Accreditation Database
Assumptions	Accreditation Database accurately updated on time
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Accreditation

Indicator Title	Number of SAPS Forensic Laboratories accredited
Definition	SAPS Forensic Laboratories accredited by SANAS
Source of data	Statistics of cumulative number of SAPS Forensic Laboratories accredited by SANAS
Method of Calculation / Assessment	<ul style="list-style-type: none"> <li>•The number of accreditations related to SAPS Forensic Laboratories</li> <li>•The number of accredited certificates issued to SAPS Forensic Laboratories</li> </ul>
Means of Verification	Analysis of statistics from Accreditation Database
Assumptions	•Accreditation Database accurately updated on time
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Targets met
Indicator Responsibility	Executive Accreditation

Indicator Title	Average number of working days to issue certificates and scopes of accreditation after completion of approvals process.
Definition	The timely management of issuing of Certificates and scope of accreditation after completion of the approvals process
Source of data	Certificates and scope of accreditation register indicating average statistics over a 3-month period (last month of the quarter is not included)
Method of Calculation / Assessment	Number of working days taken, on average, to issue the Certificates and scope of accreditation after completion of the approvals process over a 3-month period

Means of Verification	Simple count: Number of average working days from final date of decision until the date of issuing the Certificate and scope of accreditation
Assumptions	i) Availability of signatories ii) Efficient implementation of processes
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation Type	Actual
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Accreditation

<b>Indicator Title</b>	<b>Number of registered black Assessors</b>
Definition	SANAS' registered assessors reflecting the demographics of South Africa
Source of data	Assessor Database
Method of Calculation / Assessment	The number of additional black people registered as SANAS assessors
Means of Verification	Counting the number of black people currently registered as SANAS assessors
Assumptions	i) Assessor training and qualification realised ii) Required assessor records are in place
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive Accreditation

<b>Indicator Title</b>	<b>Increase in the number Regulators Programmes relying on SANAS accreditation for their conformity assessment needs</b>
Definition	Increasing the number of Regulators Programmes relying on SANAS accreditation for their conformity assessment needs through the development and implementation of Accreditation Programmes to support the Regulatory domain with specific reference to the South African Health Products Regulatory Authority (SAHPRA)
Source of data	Progress information and related evidence
Method of Calculation / Assessment	Roll-out of Accreditation Programmes to support Regulators
Means of Verification	Analysis of progress information and related evidence
Assumptions	•Cooperation from Regulators and relevant stakeholders
Disaggregation of Beneficiaries (where applicable)	<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>	Actual
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Target met or exceeded
<b>Indicator Responsibility</b>	Executive Accreditation