



Strategic Plan 2020-2024



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1. EXECUTIVE AUTHORITY STATEMENT



Mr Ebrahim Patel - Minister of Trade, Industry and Competition

The Revised Strategic Plan 2020/21, is hereby submitted in accordance with the Revised Framework on Strategic and Annual Performance Plans.

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MR EBRAHIM PATEL

MINISTER OF TRADE, INDUSTRY AND COMPETITION

2. ACCOUNTING AUTHORITY STATEMENT



As the sole accreditation body for accreditation of Conformity Assessment and Monitoring of Good Laboratory Practices, SANAS aligns its plans to support South Africa's public policy objectives and enhance the country's economic performance.

SANAS is a schedule 3A national public entity established in terms of the Accreditation of Conformity Assessment, Calibration and Good Laboratory Practices Act, Act 19 of 2006. SANAS mandate is to provide for an internationally recognised and effective accreditation and monitoring system for the Republic in ensuring that the accreditation system of the Republic continues to support the needs of our enterprises competing in a fast-paced global economy and to support public policy objectives in terms of health, safety and broad-based black economic empowerment compliance issues.

The previous strategic plan 2015/19 focused on growth in accreditation and maintain existing accreditation in support of industry and government objectives. As such, SANAS recorded a 12,7% growth in accredited clients amidst the continuing global and national economic conditions. During this period, SANAS extended its international recognition to include proficiency testing and was evaluated for certified reference materials. However, with the negative economic effects of the Covid-19 pandemic, it is expected that growth will either remain static, or decline by about 5% depending on how long the lockdown is maintained in the 2020/21 financial year.

It is my pleasure to present this five-year Strategic Plan, which covers the period 2020/21 to 2024/25. The plan aims at SANAS contributing towards the Competitiveness of South African Enterprises, Government Achieving Policy Objectives (Health, Safety and Environment) and Organisational Sustainability. This plan takes cognisance of the economic effects of Covid-19 in the year 2020/21, as expected to have an adverse effect on SANAS growth. The next 5 years require a focus on facilitating the national, regional and global acceptance of conformity assessment results which in turn allows for free passage of South African produced goods and services into foreign markets. Furthermore, a focus on ensuring our national priorities, especially priorities 2 and 7 of our NDP is central to our strategic direction for the period under review.

A handwritten signature in black ink, appearing to read 'Lulama Mayedwa', written over a light blue horizontal line.

Mr Lulama Mayedwa
Accounting Authority: South African National Accreditation System

3. OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the South African National Accreditation System (SANAS) under the guidance of the 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 2020/21-2024/25.



Mr Neville Taylor
Acting Executive Accreditation



Ms Busi Radebe
Executive Corporate Services




Mr Ismail Abdoola
Chief Financial Officer



Mr Mpho Phaloane
Acting Chief Executive Officer



Mr Lulama Mayedwa
Accounting Authority

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

4. ABBREVIATIONS AND ACRONYMS

AFRAC	THE AFRICAN ACCREDITATION COOPERATION
AFRIMETS	INTRA-AFRICA METROLOGY SYSTEM
AFSEC	THE AFRICAN ELECTROTECHNICAL STANDARDIZATION COMMISSION
AfCFTA	TRIPARTITE FREE TRADE AREA AND THE CONTINENTAL FREE TRADER AREA
ARSO	AFRICAN REGIONAL STANDARDS ORGANISATION/AFRICAN ORGANISATION FOR STANDARDISATION
B-BBEE	BROAD-BASED BLACK ECONOMIC EMPOWERMENT
BPM	BUSINESS PROCESS MANAGEMENT
BRC	BRITISH RETAIL CONSORTIUM
BSE	BOVINE SPONGIFORM ENCEPHALOPATHY (MAD COW DISEASE)
CAB	CONFORMITY ASSESSMENT BODY
CEO	CHIEF EXECUTIVE OFFICER
CFO	CHIEF FINANCIAL OFFICER
COMESA	COMMON MARKET FOR EASTERN AND SOUTHERN AFRICA
EAC	EAST AFRICAN COMMUNITY
EGAC	THE EGYPTIAN ACCREDITATION COUNCIL
EMS	ENVIRONMENTAL MANAGEMENT SYSTEM
ENAO	THE ETHIOPIAN NATIONAL ACCREDITATION OFFICE
FPP	FRAUD PREVENTION PLAN
FSSC	FOOD SAFETY SYSTEMS CERTIFICATION
GFSI	GLOBAL FOOD SAFETY INITIATIVE
GCP	GOOD CLINICAL PRACTICE
GCPV	GOOD CLINICAL PRACTICE VETERINARY
GHG	GREENHOUSE GAS
GLP	GOOD LABORATORY PRACTICE
HACCP	HAZZARD ANALYSIS AND CRITICAL CONTROL POINTS
HR	HUMAN RESOURCES
IAF	INTERNATIONAL ACCREDITATION FORUM
ICT	INFORMATION AND COMMUNICATION TECHNOLOGY
IEC	INTERNATIONAL ELECTROTECHNICAL COMMISSION
ILAC	INTERNATIONAL LABORATORY ACCREDITATION COOPERATION
IPPS	INDUSTRIAL POLICY PRIORITY SECTORS

ISO	THE INTERNATIONAL ORGANIZATION FOR STANDARDIZATION
IT	INFORMATION TECHNOLOGY
KENAS	THE KENYAN ACCREDITATION SERVICE
MLA	MULTILATERAL RECOGNITION AGREEMENT
MTEF	MEDIUM-TERM EXPENDITURE FRAMEWORK
MRA	MUTUAL RECOGNITION ARRANGEMENT
NMISA	THE NATIONAL METROLOGY INSTITUTE OF SOUTH AFRICA
NRCS	THE NATIONAL REGULATOR FOR COMPULSORY SPECIFICATIONS
OECD	THE ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT
PAJA	PROMOTION OF ADMINISTRATIVE JUSTICE ACT, 2000
PAQI	PAN AFRICAN QUALITY INFRASTRUCTURE
PFMA	PUBLIC FINANCE MANAGEMENT ACT
PT	PROFICIENCY TESTING
QMS	QUALITY MANAGEMENT SYSTEM
RMP	REFERENCE MATERIAL PRODUCERS
SABS	THE SOUTH AFRICAN BUREAU OF STANDARDS
SADC	THE SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
SADCA	THE SOUTHERN AFRICAN DEVELOPMENT COMMUNITY COOPERATION IN ACCREDITATION
SADCAS	THE SOUTHERN AFRICAN DEVELOPMENT COMMUNITY ACCREDITATION SERVICES
SANAS	SOUTH AFRICAN NATIONAL ACCREDITATION SYSTEM
SMME	SMALL, MEDIUM AND MICRO ENTERPRISES
STC	SPECIALIST TECHNICAL COMMITTEE
TBT	TECHNICAL BARRIERS TO TRADE
the dtic	THE DEPARTMENT OF TRADE INDUSTRY AND COMPETITION
WADA	WORLD ANTI-DOPING AGENCY
WTO	WORLD TRADE ORGANISATION

PART A

THE SANAS MANDATE

5. CONSTITUTIONAL MANDATE

SANAS plays a significant role in upholding and preserving the principles as captured in the Constitution and enshrined in legislative and policy mandate. Section 195 places an obligation on SANAS to ensure that it is governed by the democratic values and principles enshrined in the Constitution, including the following:

- a. high standard of professional ethics must be promoted and maintained;
- b. efficient, economic and effective use of resources must be promoted;
- c. must be development-oriented;
- d. services must be provided impartially, fairly, equitably and without bias;
- e. people's needs must be responded to, and the public must be encouraged to participate in policymaking;
- f. public administration must be accountable;
- g. transparency must be fostered by providing the public with timely, accessible and accurate information;
- h. good human resource management and career-development practices, to maximise human potential, must be cultivated; and
- i. public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

6. LEGISLATIVE AND POLICY MANDATES

6.1 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 our 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 6.1: Legislative Mandate

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

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

- a) The Public Finance Management Act, 1999 (Act 1 of 1999);
- b) National Treasury’s Regulations and instruction notes;
- c) Preferential Procurement Policy Framework Act, 2000, (PPPFA)
- d) Public Service Act, 1994 (Act 103 of 1980) as amended (for guidance only)
- e) The Broad-Based Black Economic Empowerment Amendment Act (53/2003) as amended by the B-BBEE Act (46/2013)

6.2 Policy mandate

Although SANAS' key focus is on its legislative mandate, SANAS ensures that through alignment with **the dtic** key priorities, it also aligns to Government's key priorities as espoused in the National Development Plan (NDP). More specifically, SANAS has a direct impact on the NDP Priorities 2 and 7 as identified for the 2019 -2024 Government administration.

a) Priority 2: Economic Transformation and Job Creation

It should be noted that job creation will be an indirect contribution as a result of the supporting, enabling economic transformation and growth. Economic transformation is both addressed at the national and international level. At the national level, economic transformation is to support the participation of previously disadvantage individual to participate in the mainstream economy of our 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 World a better Africa

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 South Africa's trade negotiators on matters of trade and conformity assessment is crucial to advance South Africa's better World better Africa priority.

7. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

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

Towards the end of the previous 5-year strategic plan period, (2015-2019), it had become evident that the acceptance of conformity assessment results has grown into one of the significant technical barriers to trade globally, as economic growth is closely linked to trade. With less than 18% intra-regional trade, it has become imperative to focus on expanding the acceptance of conformity assessment results to yield a more significant part of Africa's inter-regional trade.

SANAS provides an accreditation service that impacts directly on Conformity Assessment Bodies (CABs), 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 mitigated.

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 our citizens. SANAS' goals are, therefore, aligned with those of **the dtic**.

8. RELEVANT COURT RULINGS

There are currently no court rulings that have a significant ongoing impact on SANAS' operations and service delivery.

PART B

THE SANAS STRATEGIC

FOCUS

9. VISION

A better life through accreditation.

10. MISSION

To provide an internationally recognised accreditation system in support of public policy objectives including trade facilitation for the betterment of our people.

11. VALUES

Five values guide everything we do. They are integral to our role as an accreditation body that instils global trust in Goods and services produced in South Africa.

Table 11.1: Values

EXCELLENCE	<i>We are confident, assertive, result-driven, invest in continued learning, pay attention to detail and rational in the delivery of our mandate with a sense of urgency</i>
INTEGRITY	<i>We understand that our strength is based on trust and therefore are consistent in our deeds, principles and outcomes, and act with honesty and respect without compromising the truth</i>
INNOVATION	<i>We are a forward-thinking company and have the courage and confidence to come up with creative ways in accreditation development</i>
DEDICATION	<i>As a team, we are committed, motivated and passionate about our work and take ownership in all that we do</i>
SOCIALLY RESPONSIBLE	<i>We are a company that cares; therefore, accountable and invest in our people, our communities and the environment</i>

12. EXTERNAL AND INTERNAL STAKEHOLDERS

SANAS' accreditation serves both direct and indirect customers. Our direct customers are Conformity Assessment Bodies such as laboratories, inspection bodies, certification bodies B-BBEE verification agencies, government and regulatory bodies. Indirect customers include users of the conformity assessment results such as industry, government, the general public. To indirect

customers, SANAS accreditation provides the required trust in the goods and services tested, inspected or certified by a SANAS accredited CAB. Although SANAS' direct customer base is national and regional, its reach is global. National demand for accreditation arises primarily from regulators, industry and individuals who insist on accredited results. Furthermore, SANAS accreditation plays a major role in supporting government's health, safety and environmental protection objectives as well as a strategic role in advancing the achievement of the government's National Development Plan and **the dtic's** linked strategy and plans.

The national demand for accreditation is driven by three related conformity assessment needs within South Africa. The first need arises from the realisation of the importance of accreditation in achieving South Africa's development goals, especially the NDP priorities 2 and 7 and SANAS' strategic role in locking in export markets and locking out unsafe goods and services of poor quality. The second need arises from the role accreditation plays in supporting the regulators' health, safety and environment protection objectives and lastly, the need to provide the necessary confidence in the conformity assessment results and facilitating the mutual acceptance of conformity assessment results that underpin the national, regional and international acceptance of South African produced goods and services.

Government is the major shareholder of SANAS, as such, in the short- to medium-term, South Africa's development plans and the new emphasis on the NDP, coupled with global compliance initiatives and the mutual acceptance of conformity assessment results, will be the main drivers for the demand of accredited conformity assessment services. Although the economic prospects of developing economies remains a challenge, the economic growth in Africa, linked with the continent's regional integration initiatives between SADC, the East African Community (EAC), and the Common Market for Eastern and Southern Africa (COMESA) and current initiatives to finalise the Continental Free Trade Area (CFTA), should further increase the demand for accreditation. SANAS has in the past and will continue to play a leading role in establishing the required accreditation infrastructure under the African Union (AU) through the African Accreditation Cooperation (AFRAC). SANAS will continue to provide chairmanship and secretariat services to AFRAC. SANAS will continue to provide chairmanship and secretarial services to AFRAC. Under the AU, through the Pan-African Quality Infrastructure (PAQI) co-operation of Africa's technical infrastructure consisting of AFRAC, African Regional Standards Organisation (ARSO), African Metrology (AFRIMETS) and African Electro Technical Standardisation Commission (AFSEC), SANAS will facilitate the alignment of their work at an African level in order to respond to the AU

strategic priorities, including the efforts to ensure mutual acceptance of conformity assessment results. SANAS, through the Pan African Quality Infrastructure (PAQI), will continue to play a primary role in the quality infrastructure support required for the envisioned Continental Free Trade Agreement currently underway and to support government trade negotiators.

Global demand for accreditation is still largely fuelled by the regulatory sectors. Global bodies, such as the World Trade Organization (WTO), the World Anti-doping Agency (WADA), the International Electrotechnical Commission (IEC), and retailer-based schemes such as GLOBALGAP, are increasingly recognising the value of the networks of national accreditation bodies that can support their objectives. Recently a new network consisting of the major role player in the conformity assessment space was established to address the challenge of the non-acceptance of conformity assessment results.

The changes in the global environment place a burden on SANAS to ensure that its accreditation programmes meet global demands. Meeting these demands makes it possible for SANAS' national Conformity Assessment Bodies (CABs) to demonstrate their competencies to manufacturers and exporters, as well as to regulators, thus facilitating the acceptance of their testing, inspection or certification results by international bodies. Failure to meet the requirements of these global bodies may exclude goods and services produced in South Africa from being accepted in other countries. Such goods and services might also become uncompetitive due to the high cost of international conformity assessment services. SANAS, as a signatory to the ILAC, IAF and AFRAC mutual recognition arrangements, lends international recognition to its accredited CAB's.

A further emphasis of the NDP priority 7, which is aligned with SANAS mandate is to support government in our regional integration initiatives. SANAS will continue to play a major role in SADC by hosting the SADC Accreditation Cooperation's SADCA secretariat and holding the regional coordinator position. SANAS is currently also assisting the SADC Accreditation Services body (SADCAS), through the SANAS/SADCAS Twinning Partnership Agreement. SANAS will continue to provide secretariat services to AFRAC and support the African Quality Infrastructure, recognised by the African Union through PAQI. PAQI is a cooperation of Africa's technical infrastructure, consisting of AFRAC, the African Regional Standards Organisation (ARSO), the Intra-Africa Metrology System (AFRIMETS), and the African Electrotechnical Standardisation Commission (AFSEC).

13. SITUATIONAL ANALYSIS

South Africa's economy remains vulnerable to the effects of the global economic challenges and undesirable economic growth and growth projections. Furthermore, with the global pandemic Covid-19 ravaging the South African Economy, it is expected that South Africa will experience negative growth in the 2020/21 financial year. With a widening trade deficit, high unemployment and inflation that are constantly under pressure, a mushrooming in trade remedies introduced by trading partners to protect local industries, the challenge for South Africa remains to steer through these difficult times. The Global response through enforcing protective measures through setting technical requirements at levels which is hard or uneconomical for South Africa as a main commodity-exporting country. In addition to protective measures, South Africa has also experienced an increase in sub-standard and counterfeit goods entering the South African market, placing a huge burden on the already struggling South African manufacturing and commercial sectors. These goods also impact on the health and safety of South Africa which in turn place a bigger burden on the South African health system and regulatory authorities.

Exports and the linking of it to the regional and global value chains, are key to South Africa's economic development. The competitiveness of South Africa's goods and services hinges on the quality of these products and services, which is confirmed by CABs such as laboratories, certification and inspection bodies. 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. The non-acceptance of conformity assessment results is mainly due to lack of confidence in the competence of the CABs producing the results. Accreditation provides confidence in the competence and integrity of conformity assessment activities and goes a long way towards unlocking the technical barriers to trade, both locally and internationally, and in affording companies the opportunity of having a competitive edge

The National Development Plan (NDP) serving as a lodestar and 5-year implementation plan provides clear guidance on how South Africa should respond to the various challenges. SANAS accreditation has a significant role to play, firstly as a trade facilitator on matters of accreditation of South Africa's priorities through the accreditation of a pool of accredited conformity assessment services that is used by the manufacturing sector to avoid expensive re-testing, re-certification or re-inspection, ensure measurement accuracy, verify compliance with specification, access the international market and get a competitive edge. Secondly, to support the attainment of the NDP

priorities 2 and 7, **the dtic**'s sectorial outcomes and support public policy objective through assisting the regulators in their responsibility of health, safety and the environment protection.

Although it is projected that SANAS may experience reduced growth in the number of accredited facilities due to the effects of Covid-19 in the 2020/21 financial year, SANAS will continue to reprioritise its activities to support our National Development Plan (NDP) outcomes as articulated through **the dtic** priority sectorial outcomes assigned projects, while simultaneously contributing to the broader social wellbeing for all. 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 will play an increasing 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.

On the international front, 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 that are applied to the international network of accreditation bodies all over the world. The ILAC mutual recognition arrangement (MRA) and IAF multilateral recognition agreement (MLA), 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 CABs are recognised in different economies in the world that are also signatories to the MRAs and MLAs mentioned above. A prerequisite for accreditation bodies to remain signatories and to be part of the accreditation network is that they be evaluated every four years. SANAS has been able to maintain its signatory status to the MRAs 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 our participation the WTO TBT committee.

As identified in the MTSF and priorities for 2019-2024, export is key to South Africa's economic development. 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. Non-acceptance of conformity assessment results normally leads to the rejection or costly retesting, inspection, or recertification of such exported goods and services, making such goods uncompetitive in the global market and may lead to trade disputes and mistrust. Non-acceptance of conformity assessment results is mainly due to lack of confidence in the competence of the CABs producing results. Accreditation provides confidence in the competence and integrity of conformity assessment activities and goes a long way towards unlocking the technical barriers to trade, both locally and internationally, and in affording South African manufacturers and exporters the opportunity of having a competitive edge.

13.1 Locking in exports from markets

the dtic's recognises the country's capacity to assist manufacturers and exporters to comply with international standards, norms and technical regulations, 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 metrology, standards, accreditation and conformity assessment. If economic welfare is to be created through intra-regional trade, the technical barriers created by conformity assessment procedures needs to be addressed. Furthermore, the dumping of cheap, sub-standard manufactured goods on African markets has sometimes led to the collapse of local industries and served as a major barrier to industrial development. Therefore, conformity assessment is required to prevent the influx of sub-standard and injurious products onto our markets and to improve the quality and enhance potential access of our products to export markets.

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, validation and verification) capabilities as technical considerations would be one of the acceptable tools which can be defended and 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 will have to support the South African NDP and therefore have 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 sectorial priorities, nationally. In SADC, as well as Tripartite Free Trade Area and the Continental Free Trader Area (AfCFTA). 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, optimisation technology to improve communication and self-care services of and review the accreditation processes.

A set of sector-specific priorities are currently under development by **the dtic**. As an Agency of which **the dtic** is the Executive Authority, SANAS will prioritise these sector specific priorities in support of **the dtic**. SANAS accredited conformity assessment bodies (CABs) are the vehicles through which SANAS will achieves its objectives. The organisation services available to both CABs 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 complying to the international harmonised standard ISO/IEC 17011:2017 and will further its technical support and technology to improve communication and efficiency.

13.2 External Environment

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 that is set out by the International Organisation for Standardisation (ISO), peer evaluated by the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF) as well as the African Accreditation Cooperation (AFRAC). A successful evaluation of compliance to the ISO/IEC 17011, allows

accreditation bodies to become signatories to the ILAC/IAF and or 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 is crucial.

Political factors such as the reduction in fiscal funding, and compliance to various regulations, Acts, instructions and framework add to the broader responsibilities that SANAS embrace. These regulations include, amongst others, compliance with the B-BBEE Act, Access to information, PAJA, PFMA, Preferential Procurement Act, etc. A key objective for the period of this plan is to improve SANAS B-BBEE level. As the body accrediting B-BBEE Verification 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.

SANAS' services are not removed from its obligations to social economic development, which is influenced by our high level of crime, gender-based violence, substance abuse, high level of poverty and youth unemployment. In recognition of these national challenges, SANAS continues to invest in social programmes, prioritising our children and youth.

Technology holds the promise of improved service delivery and efficiency. The emergence of the fourth industrial revolution leading to a change in the world of work, the ease of access and prominence of digital devices, and the speed of IC developments require us to invest in technology to improve the efficiency of service delivery. During the previous term, SANAS embarked on automating its accreditation process, allowing for online registration, the associated administrative functions, which include assessment management, decision making, certificate compilation and the onsite assessment processes. Currently, in the final phase of implementation, SANAS will be looking at further investments in automating some of its supporting functions.

13.3 Internal Environment

SANAS' customer base grew from 1507 to 1698 over the past five years. Due to the effects of Covid-19, it is envisioned that this growth will not continue but fall at a rate of 2,5% in the 2020/21 financial year including the handing over of accredited CABs to National Accreditation Bodies in Africa, when they attain their international recognition. This slump in growth, together with the increased expectations of government, regulators and industry and the demand for highly skilled employees, necessitated a

review of the SANAS processes and structures aimed at positioning the organisation to effectively meet South Africa's future accreditation demands. Over the period of this Annual Performance Plan, SANAS will perform a skills audit, and address the gaps identified.

The scarcity technical expertise in some specialised areas demands higher compensation and privileges, which exerts pressure on the desire 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 educational 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 in order to maintain the technical integrity of the accreditation process. Other priorities identified include investment in ICT.

13.4 SANAS Organisational Structure

The Minister of Trade and Industry is the Executive Authority of SANAS. The organisation has a Board of Directors which is the Accounting Authority. The day-to-day operations fall under the leadership of the Chief Executive Officer. Diagram 14.1 below depicts the organisational structure of SANAS.

13.4.1 SANAS GOVERNANCE AND ORGANISATIONAL STRUCTURE

Diagram 13.1 Governance Structure

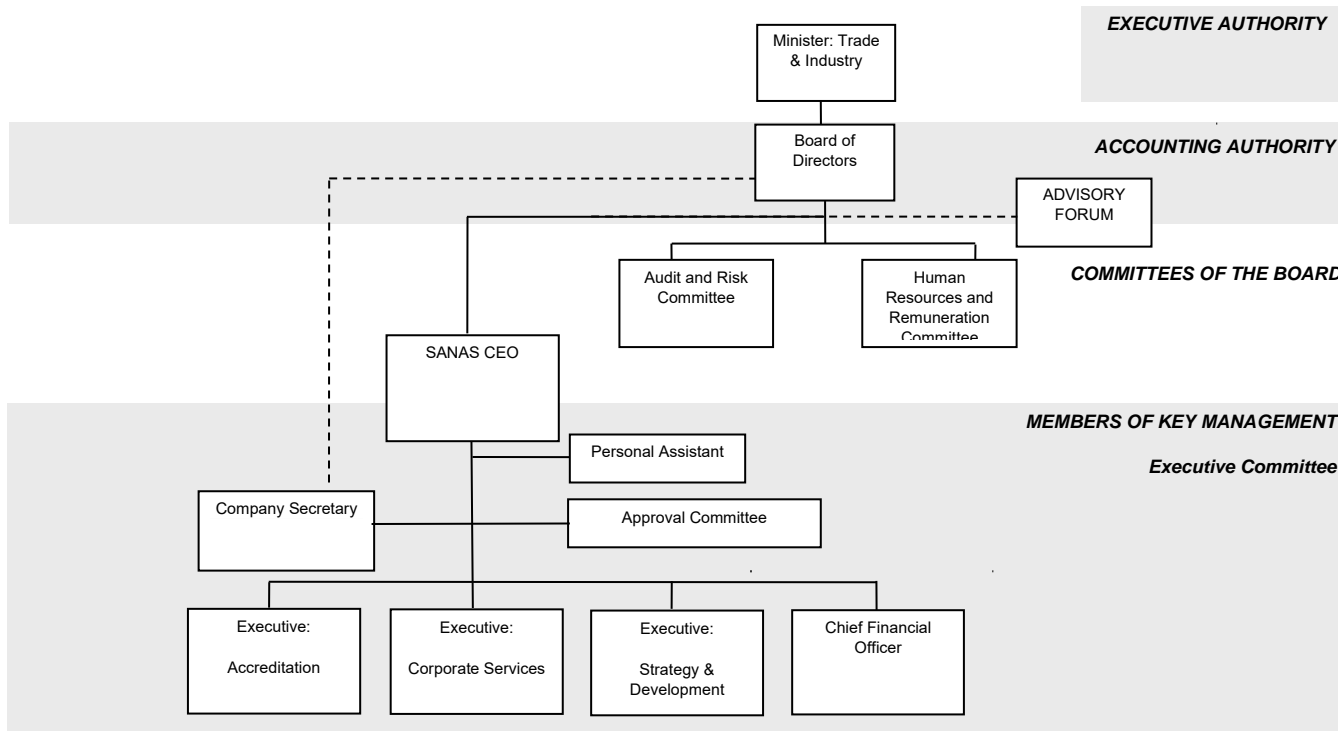
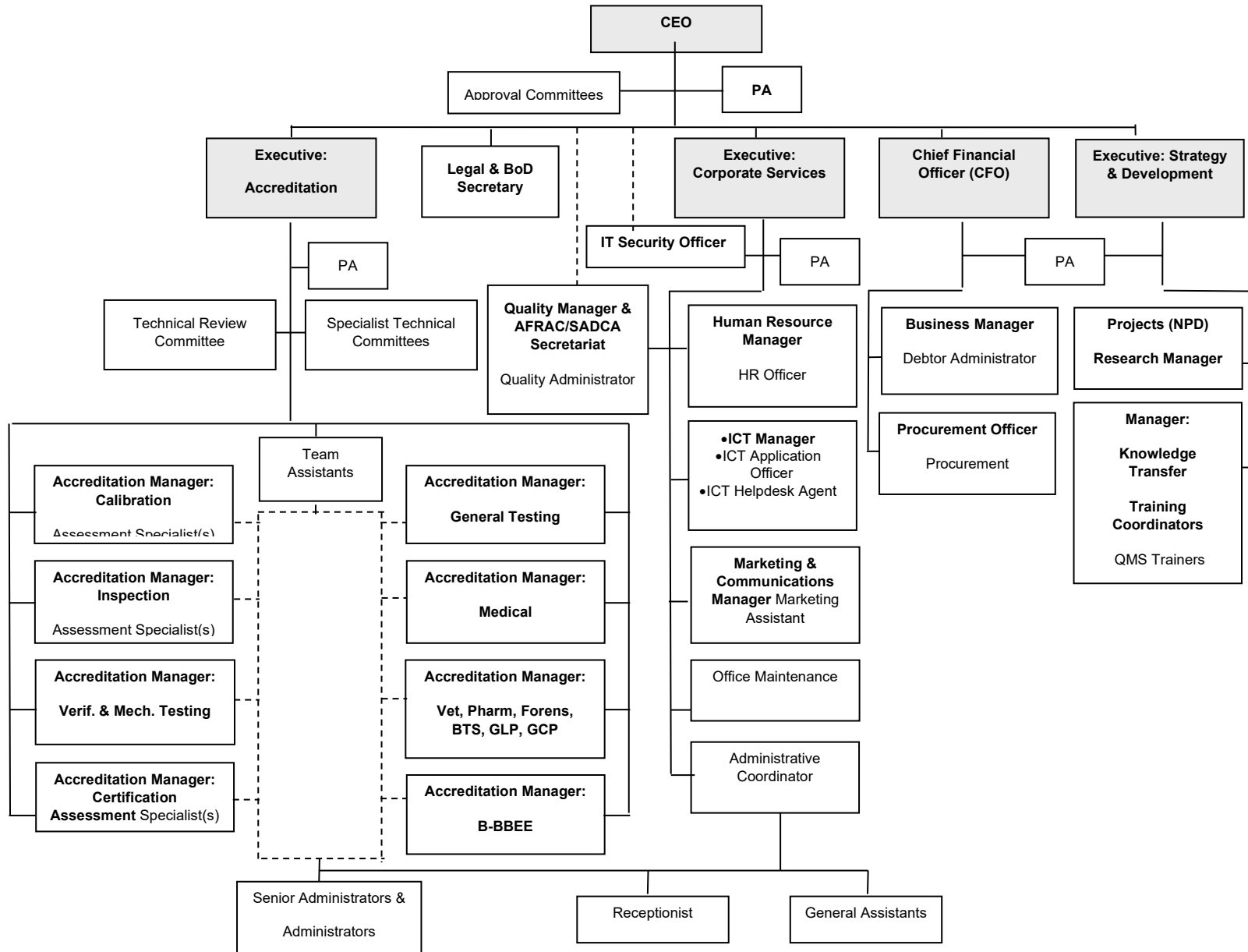


Diagram 13.2 Organisational Structure



PART C

SANAS PERFORMANCE

MEASUREMENT

14. INSTITUTIONAL PERFORMANCE INFORMATION

14.1 Key Interventions for the next five years

A number of key interventions will inform the work of SANAS over the next 5 years. These include:

a. The need to facilitate the competitiveness of South African enterprises competing in the global economy.

In accordance with SANAS' mandate to provide an effective accreditation system, key issues need to be addressed as they pertain to service delivery excellence in accrediting conformity assessment bodies, monitoring good laboratory practices compliance, knowledge transfer and developing new fields of accreditation in support of industry and government.

b. The need to support government in achieving its policy objectives.

In the context of the renewed emphasis on intra-Africa trade, the acceptance of conformity assessment results becomes crucial to mitigate against future trade disputes and mistrust. To meet the needs of government, industry and consumers, the international recognition of accreditation scopes is imperative as it forms the basis for the required trust in and acceptance of South African produced goods and services globally. The rejection of conformity assessment results by trading partners has developed into one of the major technical barriers to trade. Conformity assessment results provide the necessary confidence in the conformance of goods and services to the required standards and regulations. It requires SANAS to conclude mutual recognition agreements, to promote the benefits of accreditation, support government in government trade negotiations and support the development of regional integration on matters of accreditation.

c. SANAS' operational and financial sustainability

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 government contribution to SANAS, compounded by an expected

reduction in expected income to be generated during the 2020/21 year due to the impact of COVID-18. There is therefore a need to contain costs while improving service delivery is increasingly important for SANAS. The reduction in the government's financial contribution to SANAS requires SANAS to investigate and identify areas of savings as well as opportunities for improved income generation. SANAS' operational sustainability relies on a core team of highly specialised individuals from both full time and industry contracted individuals. SANAS has and continues to invest in expanding its pool of contracted assessors and investigated strategies to maintain its scarce skills. However, the challenging economic environment require a further strategy to maintain and develop both human and financial resources for SANAS to remain sustainable.

14.2 Measuring the Impact

Impact Statement	Increased trade competitiveness, improved health, safety and the environment.
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14.3 Measuring Outcomes

Outcome	Outcome indicator	Baseline (2019/20)	Five-year target	ALIGNMENT WITH SEVEN PRIORITIES OF THE NDP MTEF
Competitiveness of South Africa's enterprises	Number of accreditation scopes and sub-scopes recognised under regional and international Mutual Recognition Arrangements.	7 Scopes 1 Sub-scope	9 Scopes 3 sub-scopes	NDP Priority 2: Economic Transformation and Job Creation NDP Priority 7: A better Africa and World
Government achieving policy objectives (<i>Regional integration health, safety and environment</i>)	Number of regulators programmes relying on SANAS accreditation for their conformity assessment needs (e.g. Energy efficiency, Medical devices etc.)	13	16	NDP Priority 2: Economic Transformation and Job Creation NDP Priority 2: Education, Skills and Health NDP Priority 7: A better Africa and World
Organisational sustainability	Increase stakeholder engagements in support of SANAS activities aligned to its mandate	New measure	Roll out of 100% of identified annual stakeholder engagement interventions	NDP Priority 2: Economic Transformation and Job Creation NDP Priority 7: A better Africa and World
	Increased percentage ratio of SANAS income generation versus government grants	70:30	75:25	NDP Priority 2: Education, Skills and Health NDP Priority 6: A Capable, Ethical and Developmental State

14.4 Planned Performance over the Five-Year Planning Period

14.4.1 Rationale for choice of outcome indicators

Table 14.1: The table below depicts the rationale for choosing the relevant outcome indicators.

Outcome	Outcome indicator	Rationale for choice of outcome indicators
Competitiveness of South Africa's enterprises	Number of accreditation scopes and sub-scopes recognised under regional and international Mutual Recognition Arrangements	MRA's remove the need for retesting, recertification or reinspection in the importing country, thus, making our enterprises more competitive in the export market.
Government achieving policy objectives (<i>Regional integration health, safety and environment</i>)	Number of regulators programmes relying on SANAS accreditation for their conformity assessment needs (e.g. Energy efficiency, Medical devices etc.)	Supporting governments programme that impacts on our international obligation e.g. climate change, energy efficiency etc. The indicator addresses the increasing role SANAS plays in supporting government programmes.
Organisational sustainability	Client retention	Client retention is a key component of SANAS sustainability.
	Percentage of self-funding versus government funding	The ability of SANAS to generate a larger part of its income from services provided will alleviate pressure on the fiscus.

14.4.2 The SANAS Strategy Monitoring Cycle

SANAS compiles management reports on a quarterly basis. All reports are consolidated for quarterly reporting to the Board of Directors and **the dtic**, and once a year, SANAS develops an annual report.

14.4.2.1 Monitoring

Organisational performance is monitored through various systems and processes that include the following:

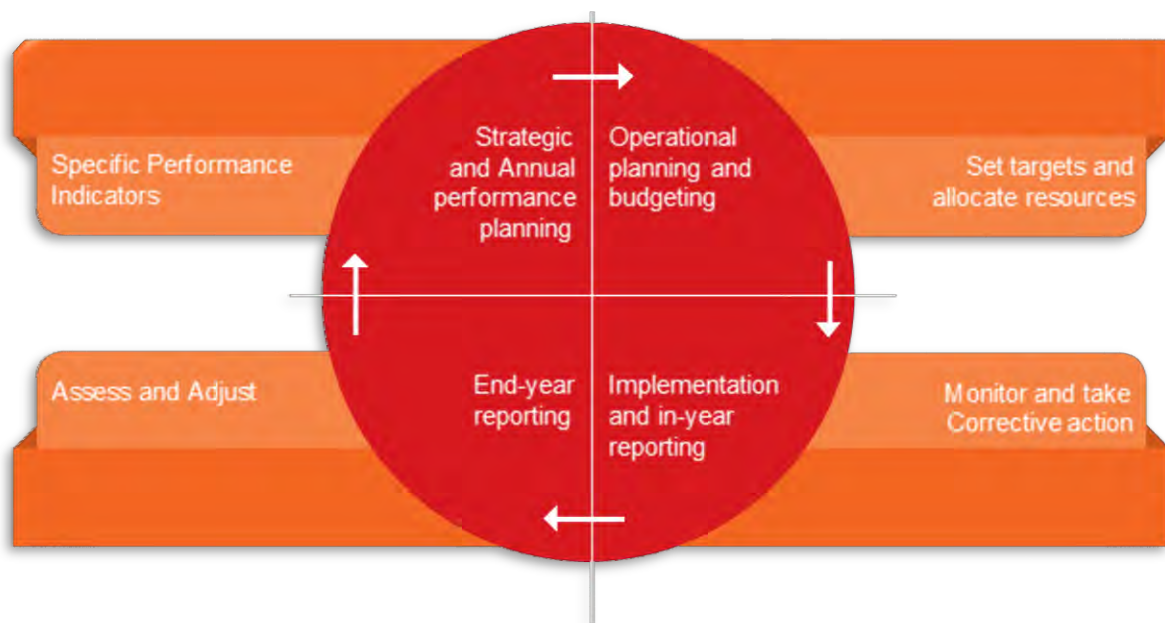
- Internal and external audits that ensure SANAS' compliance with systems, processes, policies and procedures;
- Compliance with ISO/IEC 17011, as well as identifying business improvement processes;
- Regular programme audits that ensure compliance with applicable programme standards, ISO/IEC 17011 and management review processes that involve monitoring the implementation of strategic objectives;

- SANAS policies and procedures; and
- Sample audits that maintain the technical integrity of the programme and ensure consistency and impartiality in the assessment process. They also ensure that clients are provided with a satisfactory technical service.

14.4.2.2 Reporting

SANAS compiles management reports on a quarterly basis. All reports are consolidated for quarterly reporting to the Board of Directors and the dti, and once a year, SANAS develops an annual report.

Diagram 14.1 The SANAS Strategy Monitoring Cycle



14.5 Strategic Action Plan

Outcomes	Strategies	Accountability/ Responsibility	Monitoring Frequency
Competitiveness of South Africa's enterprises	<ul style="list-style-type: none"> Facilitate the acceptance of conformity assessment results. 	Exec accreditation / Exec strategy & dev	Quarterly progress reports
	<ul style="list-style-type: none"> Develop new and retain existing markets 	Exec accreditation / Exec strategy & dev	Quarterly progress reports
	<ul style="list-style-type: none"> Optimise service delivery and service delivery processes 	Exec accreditation / Corporate Services	Quarterly progress reports
Government achieving policy objectives (Regional integration health, safety and environment)	<ul style="list-style-type: none"> Promote the benefits of accreditation 	Exec corporate services	Quarterly progress reports
	<ul style="list-style-type: none"> Position SANAS as an ambassador for trade facilitation 	CEO / Executive Strategy and Development	Quarterly progress reports
	<ul style="list-style-type: none"> Expand mutual recognition arrangements 	CEO / Executive Accreditation, exec strategy & development	Quarterly progress reports
	<ul style="list-style-type: none"> Influence for improved regional integration on matters of accreditation 	CEO / exec strategy & development	Quarterly progress reports
Organisational sustainability	<ul style="list-style-type: none"> Organisational culture renewal 	EXCO/exec corporate services	Annual/ Quarterly progress reports
	<ul style="list-style-type: none"> Improve service delivery 	CEO & Exco	Quarterly progress reports
	<ul style="list-style-type: none"> Improve audit outcomes 	CEO & Exco	Quarterly progress reports
	<ul style="list-style-type: none"> Align SANAS organisation structure with strategy 	Board & CEO	Quarterly progress reports
	<ul style="list-style-type: none"> Improve relations with key stakeholders 	CEO / Executives / Board	Quarterly progress reports
	<ul style="list-style-type: none"> Align corporate communication with organisation strategy 	Exco & Corporate services	Quarterly progress reports
	<ul style="list-style-type: none"> Improving B-BBEE level rating 	CEO / Exco	Quarterly progress reports
	<ul style="list-style-type: none"> Improve HR processes, systems and procedures 	CEO / Executive Corporate Services	Quarterly progress reports
<ul style="list-style-type: none"> Retain key talent 	CEO/Exco	Quarterly progress reports	

15. FINANCIAL PLAN

15.1 Financial Forecast

The SANAS medium-term forecast is guided by National Treasury's guidelines and takes into consideration the income generated by SANAS for the direct accreditation services provided on a user-pay principle, as well as the funding received from **the dtic** in support of the activities of national interest and assigned projects.

The organisation's income, which includes funding received from government and industry, will increase from a projected R105.5 million in 2020/21 to R154.6 million by 2024/25. Government's contribution will amount to R29.031 million (28%) in 2020/21 and has evidenced a significant decrease in the reliance thereof from an average of 35% in the prior 3 years. The income from accreditation services and training accounts for an average of 72% of the budget. The budget is based on a 0% variance between income and expenditure. The Financial Plan contains a number of aspects as discussed below:

Table 15.1 Projections of Revenue Expenditure and Borrowings

SUMMARY OF INCOME	2020/21	2021/22	2022/23	2023/24	2024/25
1. Accreditation Provision	68 362 897	85 169 084	91 130 920	95 778 597	100 663 305
2. Knowledge Transfer (Research and Development)	6 194 976	12 034 447	12 040 007	12 654 047	13 299 404
3. Transfer from the dtic	29 032 000	34 532 000	35 816 000	37 642 616	39 562 389
4. Interest	1 834 975	834 975	834 975	877 559	922 314
5. Sundry income	140 000	147 700	155 824	163 770	172 123
TOTAL	105 564 847	132 718 206	139 977 725	147 116 589	154 619 535
SUMMARY OF EXPENDITURE					
1. Administration	43 242 551	51 024 864	54 388 593	57 162 411	60 077 694
2. Corporate services	7 286 335	11 133 909	11 226 368	11 798 913	12 400 657
3. Strategy and development	4 027 688	7 450 439	6 996 321	7 353 133	7 728 143
4. Accreditation Provision	51 008 273	63 108 994	67 366 444	70 802 132	74 413 041
TOTAL	105 564 847	132 718 206	139 977 726	147 116 590	154 619 536
SURPLUS/(DEFICIT)	-	-	-	-	-
Economic classification					
Economic classification	105 564 847	132 718 206	139 977 726	147 116 590	154 619 536
Compensation of Employees	57 754 652	70 335 506	75 247 776	79 085 413	83 118 769
Goods and services, of which:	47 810 196	62 382 699	64 729 949	67 681 386	71 133 137
Advertising and Marketing	1 424 000	3 732 000	3 397 000	3 570 247	3 752 330
Assets <R5000	40 000	42 200	44 521	46 792	49 178
Audit cost: External	380 000	327 050	345 038	362 635	381 129
Audit cost: Internal	520 000	548 600	578 773	608 290	639 313
Bad debts written off	800 000	142 425	150 258	157 922	165 976
Bank charges	140 000	147 700	155 824	163 770	172 123
Board meeting expenses	500 000	633 000	667 815	701 874	737 669

SUMMARY OF INCOME	2020/21	2021/22	2022/23	2023/24	2024/25
Board member payments	600 000	633 000	667 815	701 874	737 669
Bursaries	418 000	451 540	476 375	500 670	526 204
Communication	614 800	443 747	468 153	492 029	517 123
Computer services	3 122 000	3 606 490	3 804 847	3 998 894	4 202 838
Consultants and professional service: Business/Advisory -HR	51 360	54 185	57 165	60 080	63 144
Consultants and professional service: Legal costs	925 409	316 500	333 908	350 937	368 835
Consultants (Assessors)	14 401 950	16 996 461	17 931 267	18 845 761	19 806 895
Course expenses	2 220 824	4 455 687	3 665 299	3 852 229	4 048 693
Depreciation and amortisation	5 400 000	5 064 000	5 342 520	5 614 989	5 901 353
Entertainment	2 000	33 760	35 617	37 433	39 342
General accreditation operating expenditure	710 550	1 847 094	1 948 684	2 048 067	2 152 518
International and regional responsibilities	1 606 864	2 694 752	3 031 022	3 185 604	3 348 070
Operating expenditure	5 344 189	5 914 478	6 260 129	6 579 395	6 914 944
Projects	750 000	1 587 100	1 957 891	2 057 743	2 162 688
Stationery and Printing	475 000	564 425	595 468	625 837	657 755
Training and Staff Development	827 686	1 308 358	1 380 318	1 450 714	1 524 701
Transfer payment: NLA	714 108	753 383	794 820	835 355	877 958
Travel and subsistence	5 821 457	10 084 763	10 639 425	10 832 245	11 384 689

Table 15.2 Cash Flow Projections

	2020/21	2021/22	2022/23	2023/24	2024/25
Cash Flows from Operating Activities					
Cash Receipts	105 564 847	132 718 206	139 977 725	147 116 589	154 619 535
Funds Received from the dtic	29 032 000	34 532 000	35 816 000	37 642 616	39 562 389
Fee and other income	76 532 847	98 186 206	104 161 725	109 473 973	115 057 146
Payments	100 764 847	127 654 206	134 635 205	141 501 601	148 718 182
Employee Costs	57 754 652	70 335 506	75 247 776	79 085 413	83 118 769
Suppliers	43 010 195	57 318 699	59 387 429	62 066 397	65 231 784
Finance Costs	-	-	-	-	-
Net Cash Flows from Operating Activities	4 800 000	5 064 000	5 342 520	5 614 989	5 901 353
Additions to PPE	(4 800 000)	(5 064 000)	(5 342 520)	(5 614 989)	(5 901 353)
Cash Flows from Investing Activities	(4 800 000)	(5 064 000)	(5 342 520)	(5 614 989)	(5 901 353)
Finance Lease Payments	-	-	-	-	-

Table 15.2 Cash Flow Projections (Continued)

	2020/21	2021/22	2022/23	2023/24	2024/25
Net Cash Flows from Financing Activities	-	-	-	-	-
Net Increase/(Decrease) in Cash and Cash Equivalents	-	-	-	-	-
Cash and Cash Equivalents at the Beginning of the Year	23 528 05	23 528 05	23 528 05	23 528 05	23 528 05
Cash and Cash Equivalents at the End of the Year	23 528 05	23 528 05	23 528 05	23 528 05	23 28 05

16. KEY RISKS

OUTCOME	KEY RISK	RISK MITIGATION
Competitiveness of South Africa's enterprises	Loss of international recognition (ILAC/IAF/AFRAC)	<ul style="list-style-type: none"> Ensure continued compliance to the mutual recognition requirements
	Misalignment of the MRA scopes to market needs	<ul style="list-style-type: none"> Expand and align the MRA scopes to market needs, NDP and government priorities
Government achieving policy objectives (health, safety and environment)	Restrictive change in SANAS mandate	<ul style="list-style-type: none"> Demonstrating value
	Inadequate support by stakeholders	<ul style="list-style-type: none"> Demonstrating value
Organisational sustainability	Shortage / loss of critical skills	<ul style="list-style-type: none"> Multi-skilling of staff to perform critical roles Enhanced Employee Value Proposition (EVP) to retain skills
		<ul style="list-style-type: none"> Refine and roll-out new assessor recruitment project
	Inadequate growth to remain sustainable	<ul style="list-style-type: none"> Implement new market development strategies
		<ul style="list-style-type: none"> Formulate and implement cost containment strategies
	Business disruption	<ul style="list-style-type: none"> Engage SITA to augment current DRP
Loss of confidence in automation of accreditation processes	<ul style="list-style-type: none"> Improved project management / oversight 	

PART D

TECHNICAL INDICATOR

DESCRIPTION

17. COMPETITIVENESS OF SOUTH AFRICA'S ENTERPRISES

1. COMPETITIVENESS OF SOUTH AFRICA'S ENTERPRISES	
Indicator Title	Number of accreditation scopes and sub-scopes recognised under regional and international Mutual Recognition Arrangements
Definition	This indicator measures the alignment of SANAS offerings to meet the conformity assessment needs of enterprises competing in the national, regional and global economy
Source of Data	Inclusion in ILAC/IAF, AFRAC register of MRA signatories or certificates obtained
Method of Calculation / Assessment	Simple verification
Assumptions	<ul style="list-style-type: none"> • International body's readiness to conduct peer evaluations timeously; • Enterprise readiness for accreditation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Increased acceptance of South African exports in foreign markets, eliminating the need for additional onerous conformity assessment requirements.
Indicator Responsibility	CEO

18. GOVERNMENT ACHIEVING POLICY OBJECTIVES (REGIONAL INTEGRATION, HEALTH, SAFETY AND ENVIRONMENT)

2.A GOVERNMENT ACHIEVING POLICY OBJECTIVES (REGIONAL INTEGRATION, HEALTH, SAFETY AND ENVIRONMENT)	
Indicator Title	Number of regulators requiring accreditation
Definition	This indicator measures the number of regulators SANAS accreditation supports
Source of Data	<ul style="list-style-type: none"> • Accreditation records • Agreements / MOUs • References in regulations
Method of Calculation / Assessment	Simple count
Assumptions	<ul style="list-style-type: none"> • Availability of data
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Improved number of regulators requiring accreditation
Indicator Responsibility	CEO/ Executive Accreditation

19. GOVERNMENT ACHIEVING POLICY OBJECTIVES (REGIONAL INTEGRATION, HEALTH, SAFETY AND ENVIRONMENT)

2.B GOVERNMENT ACHIEVING POLICY OBJECTIVES (REGIONAL INTEGRATION, HEALTH, SAFETY AND ENVIRONMENT)	
Indicator Title	Number of regulations stipulating accreditation
Definition	This indicator measures the number of regulations making SANAS accreditation mandatory in supporting public policy objectives.
Source of Data	References in regulations
Method of Calculation / Assessment	Simple count
Assumptions	<ul style="list-style-type: none"> Data availability
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Increase number of regulations stipulating accreditation
Indicator Responsibility	Executive Accreditation / Executive Strategy and Development

20. ORGANISATIONAL SUSTAINABILITY

3.A ORGANISATIONAL SUSTAINABILITY	
Indicator Title	Percentage client satisfaction rating (index)
Definition	This indicator measures the percentage client satisfaction rating
Source of Data	Survey results
Method of Calculation / Assessment	Simple count
Assumptions	<ul style="list-style-type: none"> Clients' willingness to participate in survey Resource availability to conduct the survey
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Increase client satisfaction
Indicator Responsibility	CEO/Executive Corporate Services

21. ORGANISATIONAL SUSTAINABILITY

3.B ORGANISATIONAL SUSTAINABILITY	
Indicator Title	Percentage of self-funding versus government funding
Definition	Determine the ratio of self-funding and government funding
Source of Data	Financial records
Method of Calculation / Assessment	Simple count
Assumptions	<ul style="list-style-type: none"> • Significant revenue generated from new programmes • Retention of reserves • Increase in training services demand in the region • Inflation-linked increases in accreditation fees
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Increase self-reliance
Indicator Responsibility	CEO/CFO