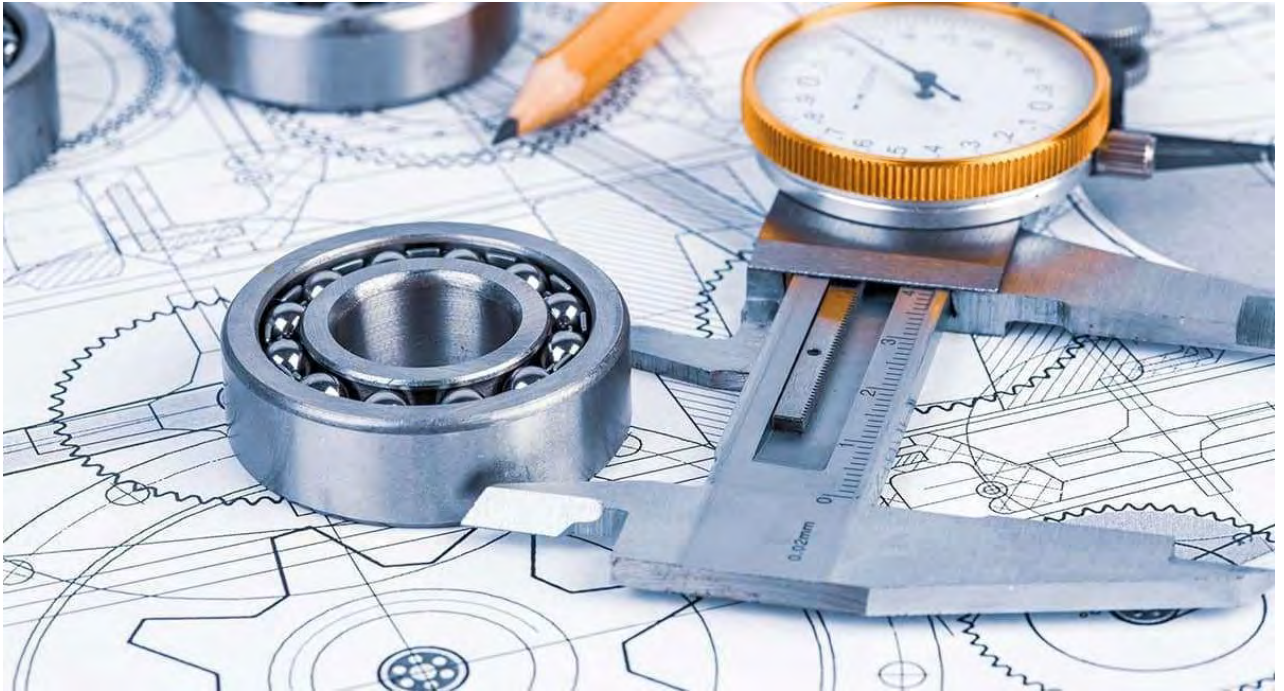


# STRATEGIC PLAN

2025/26 – 2029/30



**08 APRIL 2025**

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## ABBREVIATIONS

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AGSA	Auditor General South Africa
AfCFTA	African Continental Free Trade Area / Agreement
AFS	Annual Financial Statements
AFRIMETS	Intra-Africa Metrology System
APP	Annual Performance Plan
AU	African Union
BCCOCC	Border Control Operational Co-ordinating Committee
BEE	Black Economic Empowerment
CEO	Chief Executive Officer
COTII	Council of Trade and Industry Institutions
<b>the dtic</b>	Department of Trade, Industry and Competition
EEA	Employment Equity Act
EU	European Union
EV	Electric vehicle
GDP	Gross Domestic Product
HR	Human Resources
ICT	Information, Communications and Technology
KPA	Key Performance Area
KPI	Key Performance Indicator
LOA	Letter of Authority
MTEF	Medium Term Expenditure Framework
MTDF	Medium Term Development Framework
NDP	National Development Plan
NBR&BS	National Building Regulations and Building Standards Act, 1977 (Act No. 103 of 1977)

NEDLAC	National Economic Development and Labour Council
NRCS	National Regulator for Compulsory Specifications
OECD	Organization for Economic Cooperation and Development
OIML	International Organisation of Legal Metrology
PFMA	Public Finance Management Act
RBA	Risk-Based Approach
RSA	Republic of South Africa
SABS	South African Bureau of Standards
SADC	Southern African Development Community
SANAS	South African National Accreditation System
SARS	South African Revenue Services
SLA	Service Level Agreement
SMMEs	Small, Medium and Micro-Sized Enterprises
SOP	Standard Operating Procedure
SP	Strategic Plan
SQAM	Standards, Quality, Accreditation and Metrology
SADCMEL	SADC Cooperation in Legal Metrology
SONA	State of the Nation Address
TID	Technical Indicator Description
TR	Technical Regulation
USA	United States of America
UK	United Kingdom
VC	Compulsory Specification
WTO	World Trade Organisation
WTO TBT	World Trade Organization Agreement on Technical Barriers to Trade
WYPD	Women, Youth and People with Disabilities

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## 1. FOREWORD BY THE MINISTER

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This Strategic Plan is guided by the mandate set for the NRCS by the founding legislation and the amended Legal Metrology Act. It takes in to account the current dynamic environment and challenges as well as the economic and development needs of the South African society. In fulfilling this task, the NRCS, will regulate safety critical products and undertake surveillance activities to ensure that products being traded in the South African economy comply with the relevant compulsory specifications/ technical regulations. The NRCS will also vigorously implements sanctions for non-compliance.

The strategy of the NRCS is well aligned to that of **the dtic**. It ensures that our industrialisation is focused on products that comply to global safety standards and do not harm the environment. It focuses on transformation to ensure that the health and safety interests of consumers are protected and that fair trade is facilitated. It ensures

that consumers and businesses can trade and purchase with confidence. It aims to rebuild the NRCS in such a way as to ensure that it is a capable organisation that has the people, operating practices, resources and technology to deliver on its mandate.

In accordance with its mandate, the NRCS will continue to dedicate resources towards the implementation of the Legal Metrology Act, Act No. 9 of 2014 (LMA), which is increasing the scope of metrology from trade measurements to incorporate health, safety and environmental measurements. The NRCS will in the medium-term expand and strengthen the scope of legal metrology in line with the LM Act, to protect consumers against inaccurate measures, support local industrial competitiveness, enhance protection of the environment and public health and safety whilst promoting fair trade.

**The dtic** will continue to support the NRCS in its endeavours to rebuild and renew its capabilities. This includes implementing an innovated organisation design, developing and acquiring the technology and innovated ways of working required to modernise its operations, whilst simultaneously enhancing its efficiency and effectiveness.

A handwritten signature in black ink, appearing to read 'P. Tau', with a stylized flourish at the end.

**Mr. Parks Tau, MP**  
**Minister of Trade, Industry and Competition**

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## 2. OVERVIEW BY THE CEO

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The NRCS was established in terms of the NRCS Act 5 of 2008 (The Act), as amended and the Legal Metrology Act, 2014 (Act No. 9 of 2014) (LMA), which together define the mandate of the NRCS. The strategic imperatives and priorities of the NRCS, which include the development of new compulsory specifications / technical regulations, the implementation of effective regulatory activities, are all guided by efficient and effective enforcement strategies. The strategic imperatives and priorities of the NRCS are important contributors to the achievement of broader government priorities.

It is imperative that its strategic approach and operations are responsive to and aligned with the stakeholder expectations. In response, the NRCS has focused its strategy to *“give effect to the three government priority areas, preclude presence of non-complaint goods to prevent harm, in any form, to consumers whilst promoting and maintaining fair trade and protecting our environment.”*

To do so, it requires a clear plan, the necessary focus and resources, as well as the active commitment and support of the dtic. To be able to effectively execute its mandate, the NRCS will need to use data – both historical captured data stored in readily accessible databases, as well as intelligence derived from both the past and

what is happening in the marketplace, to effectively inform and optimise the effectiveness of the NRCS' operations.

This will require the NRCS to think and act in a future focused way so as to ensure that we support and enable the transition, rather than hold it back. To do so however, we will need to build new capabilities, support in the form of new technical specifications and new applications of metrology. It is important that the leaders and employees of the NRCS work collaboratively with industry and other stakeholders such as the dti and partner public sector organisations such as SARS and the Border Management Agency, to champion the achievement of these priorities. It will take an open mind, a willingness to innovate and a pro-active, future-focused view of the world to ensure that the NRCS regains its relevance. It will also take a unified and aligned NRCS community, committed to a common purpose, to make the achievement of these priorities a reality.

Changes in trade trends have led to an increase in imports and consequently an increase in commodities coming through South African ports of entry. This calls for enhancements in the regulatory framework, improved market intelligence and more sophisticated techniques to analyse risks related to the regulated product, company and country of origin. The NRCS has responded to this particular challenge and introduced a Ports of Entry Enforcement Strategy and the Risk-Based Approach to guide the NRCS' work. These initiatives have assisted the organisation to optimally utilise its resources by deploying inspectors at ports of entry and at the point of manufacture (source) in order to intercept non-compliant products before they enter trade in the South African market.

The NRCS is working in partnership with SARS, BCOCC and the border police (SAPS) in these surveillance and enforcement activities. NRCS will continue to invest in technology, accelerate the utilisation of the new Customer Relations Management System (CRM) and other ICT platforms to enhance accessibility of services to stakeholders including online applications for letters of authority (LOA). These initiatives will enable NRCS employees to conduct business in and outside the office efficiently, using electronic and digital technology.

The following activities will be undertaken to assist the NRCS in its approach to be more efficient and effective:



- Fully implement the amended Legal Metrology Act and build capacity to achieve this mandate
- Modernise and automate ICT systems to more efficiently and effectively regulate the market
- Inspect manufactured and imported goods at source (point of manufacture in South Africa or South African point of entry), where possible;
- Fully implement the Risk Based Approach to inspections and approvals;
- Improvements in the sanctioning of non-compliant products in the trade through the development of an enhanced enforcement capability.
- Improvements in Consumer and stakeholder recognition, awareness and understanding of compulsory specifications / technical regulations, as well as of the NRCS and its mandate.
- Ensuring sound and effective organisational governance.
- Conduct regular awareness and educational interventions to ensure that the NRCS brand is visible and it's mandate and requirements are understood;
- Build partnerships with industry and other regulatory bodies;
- Enhance participation of small businesses in the technical regulations development process; and



**Mr Duncan Mutengwe**

**Acting Chief Executive Officer**

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### 3. OFFICIAL SIGNOFF

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It is hereby certified that this Strategic Plan for 2025/26 to 2029/30;

- Was developed by the management of the National Regulator for Compulsory Specifications under the guidance of the Acting Chief Executive Officer, Mr Duncan Mutengwe;
- Takes into account all the relevant policies, legislation and the mandate for which the National Regulator for Compulsory Specifications is responsible; and
- Accurately reflects the strategic outcome oriented goals which the National Regulator for Compulsory Specifications will endeavour to achieve over the period 2025/26 – 2029/30.

**Mr. Edward Matemba**

**Senior Manager Strategy and Risk**

**Date: 8 April 2025**

**Signature:**



**Mr. Thomas Madzivhe**

**Chief Operations Officer** PP

**Date: 8 April 2025**

**Signature:**

Signed by: NTOMBOXOLO MEISIE KATZ  
Signed at: 2025-04-08 11:26:33 +02:00  
Reason: I Approve NTOMBOXOLO MEISI



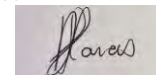
**Ms. Nadine Thomas**

**Chief Financial Officer**

**Date: 8 April 2025**

**Signature**

Signed by: NADINE AMELIA MARGARET  
Signed at: 2025-04-08 11:48:44 +02:00  
Reason: I Approve NADINE AMELIA MAR



**Mr. Duncan Mutengwe**

**Acting Chief Executive Officer**

**Date: 8 April 2025**

**Signature:**



## **PART A: OUR MANDATE**

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### **4. CONSTITUTIONAL MANDATE**

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The NRCS as a public entity plays a significant role in upholding and preserving the principles as captured in the Constitution and enshrined in its legislative and policy mandate. Section 195 of the South African Constitution outlines the basic values and principles governing the NRCS. These principles include:

- High standard of professional ethics: Promoting and maintaining ethical conduct.
- Efficient and effective use of resources: Ensuring economic and effective utilization of public funds and assets.
- Development-oriented: Focusing on the needs of the people and promoting social and economic development.
- Impartial, fair, equitable, and unbiased service delivery: Providing services without discrimination.
- Responsiveness to people's needs and public participation: Encouraging public involvement in policy-making.
- Accountability: Being answerable for decisions and actions.
- Transparency: Providing the public with timely, accessible, and accurate information.
- Good human-resource management and career development: Cultivating practices that maximize human potential.
- Broad representivity: Ensuring the public administration is broadly representative of the South African people, based on ability, objectivity, fairness, and the need to redress past imbalances.

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### **5. LEGISLATIVE AND OTHER MANDATES**

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The broad mandate of the NRCS is to promote public health, safety and environmental protection through the development and enforcement of compulsory specifications / technical regulations. While consumer protection lies at the heart of the activities of

the NRCS, this function cannot be separated from South Africa's role as a global trading partner. South African goods and services need to be competitive in terms of cost and quality and, at the same time be guaranteed to be safe and fit for purpose. The mandate of the NRCS is derived from the following legislation:

The National Regulator for Compulsory Specifications Act, 2008 (Act No. 5 of 2008) as amended; and

The Legal Metrology Act, 2014 (Act No. 9 of 2014).

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## **6. POLICY MANDATES**

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In addition to the legislative mandate, the NRCS strategy is aligned to that of its primary stakeholder, the dtic, MTDP and the industrial policy. The NRCS strategy also takes into consideration, the three strategic pillars of the industrial policy namely, i) decarbonisation, ii) diversification and iii) digitilisation.

The NRCS will contribute towards the attainment of the developmental goals through development and harmonisation of regulations which will enable local production and access to export markets. Furthermore, the NRCS will enable local trade through the enforcement of the VCs and TRs.

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## **7. INSTITUTIONAL POLICIES AND STRATEGIES**

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The National Regulator for Compulsory Specifications remains committed to creating a sustainable organisation measured and consistent in its approach to improving the organisational environment rising to the significant challenges that the organisation continuously surmounts both internally and externally. NRCS is on a path to creating a world class model of an organisation with exemplary level of performance and leadership excellence while enhancing the working environment through a culture of respect, trust, appreciation, high employee morale and professionalism.

The NRCS has identified the risk-based approach, Port of Entry Enforcement, regulating at the source and market failure approach as the three key strategic interventions in regulating the market.

#### **i) Risk Based Approach**

At the heart of the **Risk-Based Approach** is the identification and quantification of risks for the regulated industries. In any environment, in which scarce resources are present and there is a need to address significant threats, a **Risk-Based Approach** is essential. The NRCS Risk-Based approach is premised on gathering information and transforming such information into actionable intelligence to guide regulatory activities at both the strategic and operational levels.

#### **ii) Port of Entry Enforcement Strategy**

The NRCS has strengthened its capacity to act expeditiously against unfair trade (dumped products) and surges in illegal, unsafe and non-compliant products imported through our ports of entry. Working with SARS and other stakeholders, the NRCS inspects containers suspected to be transporting regulated products. When identified products are non-compliant, the respective containers are detained at the borders or released to depots for further inspections or sanctioning process. Compliant products are released in coordination with SARS and SAPS.

#### **iii) Regulating at the Source**

Regulating and inspecting (regulatory surveillance) at the source of manufacturing will largely assist in locking out non-compliant products before they enter trade and ensure that NRCS is more efficient and effective in regulating the market. Source inspections will entail points of manufacture as well as points of entry into South Africa. Effort will be directed mainly at the point of manufacture and point of entry whilst some effort will be directed at retailers and distributors to gather intelligence and decrease the number of non-compliant products in the South African market.

Finding non-compliant products in the marketplace is evidence of regulatory challenges and failure. The Port of Entry Surveillance Approach will respond to such challenges by decreasing the probability of non-compliant goods entering the South African marketplace.

Due to the large volume of imports into South Africa and the fluid nature of trade, regulatory efficiency and effectiveness will be improved through the intelligent utilisation of information technology.

#### **iv) Market failure Regulatory Response Strategies**

Regulatory response to market failures will be developed to address risks in a focused manner. The focus of NRCS will be on prioritising on attention to addressing high and medium risk products and institutions; and planning effective surveillance on low-risk areas. It remains the commitment of NRCS to ensure that in the application of the risk-based approach, there is no breach of the fair-trade and equal opportunity principles, and that businesses will not necessarily find disadvantage as a result of their size, origin and/or other demographic characteristics that the government of South Africa has identified through its transformation policies.

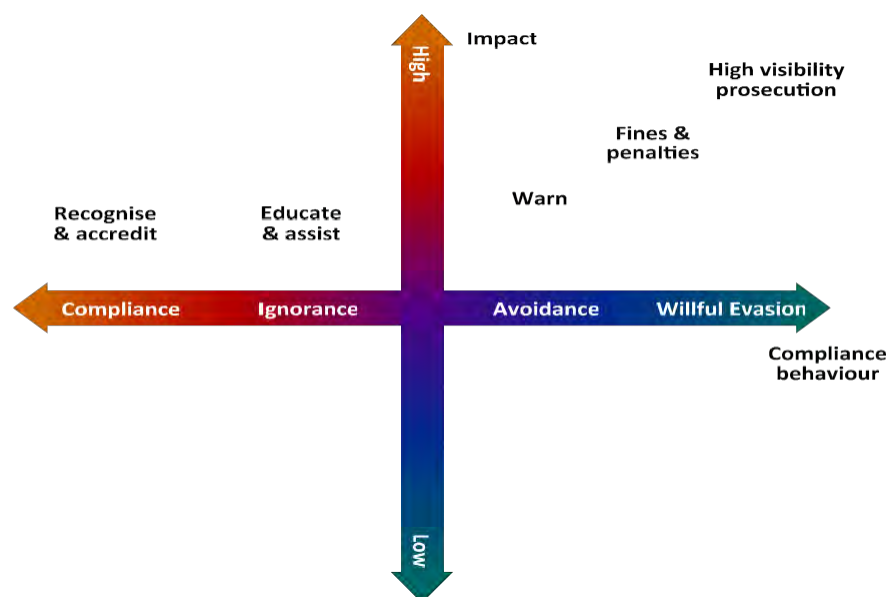
The following important principles will inform NRCS's work:

- Safety critical products must be identified and regulated.
- Compliance, preferably voluntary/ self-compliance, to compulsory specifications and technical regulations must be incentivised.
- Inspection activity should correspond with the level of risk inherent to the product and the risk profile of the applicant/supplier to ensure effective deployment of resources. Different forms of inspections will be conducted depending on the risk profile of products and suppliers:
  - **Surveillance at source:** NRCS will inspect, sample or test products at the point of manufacture or port of entry into South Africa. This approach will also be subject to ongoing, comprehensive analysis and exploration.

- **Remote Surveillance:** Involves the use of technology where the NRCS inspector will evaluate documentation which may include test reports, pictograms and other technical information at NRCS or other identified premises, but not necessarily at the premises where the products are kept or stored.
- **Blitz/Joint Inspection:** The NRCS notes the prevalence of non-compliant products and will work with other government agencies to target non-compliant businesses and products.

The following diagram illustrates how the regulatory response may be focused on the level and type of risks as well as compliance behaviour exhibited. For instance, where the industry's behaviour is considered to be wilful evasion from compliance in high-risk areas where the non-compliance has a high impact, the NRCS will focus its resources for high visibility and implement prosecutions to the offenders. Where the industry is considered to be compliant resulting in low impact on the health, safety and environment, the NRCS will recognise and issue incentives such as reduced turnaround for approvals and container releases at the ports of entry.

### Compliance Behaviour and NRCS Intervention



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## **8. PLANNED POLICY INITIATIVES**

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### **8.1. National Building Regulations and Building Standards**

The ongoing review of the National Building Regulations and Building Standards Act (NBR&BS) arose because the built environment has continuously evolved since promulgation of the NBR&BS Act in 1977. The current NBR&BS Act does not address evolving technical developments within the building environment, the municipal administrative systems as well as the reporting structures within the building regulatory environment.

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## **9. RELEVANT COURT RULINGS**

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No recent court rulings impacting on the policy framework of the NRCS



## PART B: OUR STRATEGIC FOCUS

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### 10. MISSION

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The NRCS Mission is derived from our Mandate and confirms why we exist and how we intend to focus our activities to deliver on our mandate.

#### **Why?**

To protect public health and safety, safeguard the environment and facilitate fair trade

#### **How?**

We do this by enabling and enforcing compliance with compulsory specifications and technical regulations

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### 11. IMPACT STATEMENT, VISION; MISSION

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#### **Impact Statement:**

Safe and compliant products in South African markets

#### **Vision:**

The NRCS Vision is for a safe, sustainable South Africa where people and businesses can trade and purchase with confidence.

#### **Mission:**

To protect public health and safety, safeguard the environment and facilitate trade

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### 12. VALUES

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The NRCS values provide guidance to all leaders and employees to inform the behaviour and actions expected of them in the implementation of this strategy. The NRCS values are:

- **Professionalism** – *we shall act independently, take well-informed decisions and act at all times with integrity. In so doing, the decisions that we take shall be aligned*

*to the needs and expectations of South Africa and its citizens. We will ensure that we are always competent in the way we discharge our responsibilities.*

- **Accountability** – *we will develop a high performance culture underpinned by teams who act in a predictable, responsible, efficient and effective manner.*
- **Innovation** – *we will be proactive and respond rapidly, appropriately and intelligently, appropriately to the ever-changing needs and expectations of industries and consumers. We will maintain our relevance through being future-focused and through embracing change and ongoing adaptation.*
- **Collaboration** – *we will lead inclusively through developing focused, dedicated teams in which the perspectives and contributions of all are valued. We will always respect and value the wisdom and loyalty of all of our valued stakeholders.*
- **Ethical** - *we will act with integrity at all times, ensuring that the decisions and actions we take are consistent and impartial. We will be transparent in the way we perform our duties and treat our stakeholders and the regulated industry equitably (in a fair and impartial manner).*

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### **13. ENVIRONMENT ANALYSIS**

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The strategic context within which the NRCS operates is characterised by two significant trends. The first is the increasing sophistication and activism of consumers, manufacturers and retailers. The second is the increased need for stronger relationships and cooperation with industry, other regulators, law enforcement bodies, regional and international bodies and other stakeholders.

In updating its assessment of the external environment and its potential impact, the NRCS has performed an External Performance Delivery Environment Analysis using a PESTEL analysis, a SWOT analysis, Stakeholder Analysis and a Risk Review. The

NRCS's macro-environment was assessed, taking into consideration the Political, Economic, Social, Technological, Legal / Ethics & Environmental aspects.

## a. External Environment

There are a number of important forces / trends that are impacting and will continue to impact upon the NRCS going forward. The following illustration sets out some of these key forces and / or trends.



## b. Internal Environment

The following have been identified as key internal priorities for the NRCS to achieve its mandate

- Organisational Culture
- Financial sustainability
- Governance
- Information Communication technology – systems adoption by the NRCS

## c. PESTEL ANALYSIS

### Political and Technological

Political	Technological
<ul style="list-style-type: none"> <li>• Change in political direction – New policies and goals set that can impact on NRCS mandate.</li> <li>• Conflictual collective bargaining environment.</li> <li>• The perception of political bias is a risk.</li> <li>• Increased activism regarding public service delivery.</li> <li>• Trade agreements (e.g. AfCFTA)</li> </ul>	<ul style="list-style-type: none"> <li>• Information security challenges.</li> <li>• Open source platforms and optimizing operations and access to technology.</li> <li>• Increase in on-line trading and the related challenges e.g., E-commerce</li> <li>• More technology players, lower cost of communications &amp; technology.</li> <li>• Ease of access to information requirements.</li> <li>• The rise of 'big data', predictive analytics and intelligent forecasting and reporting tools.</li> <li>• Availability of "off the shelf" software to impact ICT process, e.g. recording, tracking and reporting.</li> <li>• Keeping up with advancement in technology.</li> <li>• Efficient intelligence gathering, data mining and risk profiling to ensure that regulatory enforcement activity is well focused and resources are utilised optimally.</li> </ul>

## Economic & Legal/Ethics aspects

Economic	Legal/Ethics
<ul style="list-style-type: none"> <li><input type="checkbox"/> Tough economic times have resulted in an increase in corruption.</li> <li><input type="checkbox"/> Cost cutting through consolidation of public entities.</li> <li><input type="checkbox"/> Weakening of rand, rising inflation levels and possible interest rate increases.</li> <li><input type="checkbox"/> BBBEE</li> <li><input type="checkbox"/> The ongoing worldwide economic recession.</li> <li><input type="checkbox"/> Downward adjustment of economic growth rate.</li> <li><input type="checkbox"/> Increase in on-line transactions.</li> <li><input type="checkbox"/> Financial constraints on the fiscus.</li> <li><input type="checkbox"/> Companies implement cost control measures which has the potential to result in the production of sub- standard and non-compliant products.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> More laws, increasing moral prescription rather than reliance on ethics or moral guidance.</li> <li><input type="checkbox"/> Changes in founding laws are on the horizon.</li> <li><input type="checkbox"/> Implementation of various laws and the impact on NRCS –e.g., Border Management Act and Consumer Protection Act.</li> <li><input type="checkbox"/> Legislation which overlaps/ duplication of mandates.</li> </ul>

## Social & Environmental aspects

Social	Environmental
<ul style="list-style-type: none"> <li><input type="checkbox"/> Increased awareness and mobilization of people on the ground - promote political agendas that might impact NRCS.</li> <li><input type="checkbox"/> Urbanization – Rural – Urban migration.</li> <li><input type="checkbox"/> High levels of unemployment.</li> <li><input type="checkbox"/> Changes in company culture - Gen Y and Millennials.</li> <li><input type="checkbox"/> Need for Youth Development.</li> <li><input type="checkbox"/> Active Citizenry - demand for improved access to services and improved service delivery.</li> <li><input type="checkbox"/> Increase in flexible working practices.</li> <li><input type="checkbox"/> Rise of social media and digital inter-connectedness.</li> <li><input type="checkbox"/> High cost of living drives demand for low cost of goods.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Natural disasters – food price increases and less disposable income.</li> <li><input type="checkbox"/> NRCS environmental responsibilities in respect of sustainable consumption.</li> <li><input type="checkbox"/> Need to focus on employee safety and wellness in the workplace.</li> <li><input type="checkbox"/> Focus on waste management in terms of non-compliant products.</li> <li><input type="checkbox"/> Need to minimise Carbon Footprint.</li> <li><input type="checkbox"/> Need to innovatively share and package information.</li> <li><input type="checkbox"/> Reducing consumption e.g., printing, water and electricity.</li> <li><input type="checkbox"/> Rise in environmentally friendly practices.</li> </ul>

## d. SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• The uniqueness and extent of the NRCS's mandate positions it as a relevant institutional intervention in the enforcement of compulsory specifications to promote public health and safety, environmental protection and ensuring fair trade.</li> <li>• Established strong partnerships with organisations such as the South African Revenue Services (SARS), South African Police Service (SAPS) and the National Consumer Commission (NCC), among others, to ensure more effective regulation.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of technological capabilities for operations and market surveillance</li> <li>• Operational inefficiencies leading to poor turnaround times.</li> <li>• ICT security.</li> <li>• Negative financial position</li> <li>• Inadequate processes to implement penalties</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Expanded scope of the Legal Metrology Act</li> <li>• To ensure that technical infrastructure support is available to encourage value-adding growth, labour-intensive manufacturing and advanced beneficiation.</li> <li>• To take a leading role in promoting technical infrastructure to better equip emerging industries in the SADC region to be competitive in domestic and international markets.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced fiscal allocation by the National Government</li> <li>• Low economic growth rate</li> <li>• Stagnant tariffs and fees</li> <li>• Increase in ecommerce and imports</li> <li>• Lack of mechanisms for monetary fines in the NRCS Act and Legal Metrology Act</li> </ul>

<ul style="list-style-type: none"> <li>• To support quality infrastructure development in Africa that will facilitate the acceptance of accredited certification, inspection and testing in many African markets, based on single accreditation and a measurement system adapted to intra-Africa trade.</li> <li>• African Free Trade Area (AfCFTA)</li> </ul>	
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#### e. Medium Term Key Focus Areas in response to the PESTEL and SWOT Analysis

In terms of its strategic mandate, the NRCS's Strategic Plan intends to achieve the following:

- Enhance the quality of life of all South African citizens by ensuring their health and safety, as well as protecting the environment and maintaining fair trade
- Encourage local manufacturing of compliant products by “locking-out” non-compliant imported products, thereby contributing to the development of the South African economy.

In advancing these values and enhancing the organisational performance, NRCS in consultation with all its key stakeholders and based on the analysis of both its internal and external environment has developed a context specific organisational strategic plan which informs its strategies over the five-year planning period. The organisational strategic plan will focus on the following areas:

- Financial stability, diversification and revenue targeting model
- Human Capital Development
- Improved brand recognition by Consumers and other stakeholders for grand positioning



- Improved and Strengthened Governance Systems and processes
- Technologically driven organisation for world class positioning
- Strengthening Research and Development

NRCS is in the process of reviewing its organisational design in order to implement a structure that promotes the accomplishment of the NRCS' mandate in an economical, effective and efficient manner. The Risk-Based Approach and the Port of Entry Enforcement Strategy will fundamentally impact the organisational design of the NRCS. It is envisaged that the Risk-Based Approach and Port of Entry Enforcement Strategy will enable the NRCS to inspect commodities at source and the focus of inspectors will become more proactive in addressing areas of non-compliance through a range of regulatory interventions as opposed to routine inspections. The Risk-Based Approach will enable inspectors to gather market intelligence and create awareness through briefings with stakeholder groupings such as trade unions, chambers of commerce and industry groupings whilst focusing enforcement activities where high risks exist. A new and integrated surveillance approach, informed by the intelligent application of information technology, is planned for adoption to enhance regulatory activities.

NRCS' mandate will be achieved through:

- Committed leadership
- Building a core of committed, skilled and experienced staff
- Communicating openly, transparently and collaborating with all stakeholders

The following table summarises the key points from the PESTEL AND SWOT analysis and sets out the implications for the NRCS and the actions that will be implemented by the NRCS.

Trend What?	Elements of the Trend What?	Implications So what?	Actions Now what?
<b>Vulnerable globalisation</b> – world moving away from free trade	<ul style="list-style-type: none"> <li>• Increase in nationalism and protectionism</li> </ul>	<ul style="list-style-type: none"> <li>• Likely increase in the use of technical standards compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Provide more support to SA companies to assist in ensuring compliance</li> </ul>

Trend What?	Elements of the Trend What?	Implications So what?	Actions Now what?
<p>towards greater protection of local markets</p> <p>Need for greater Supply Chain resilience providing incentive for onshoring of production</p>	<p>impacting global trade</p>	<p>etc to restrict imports of SA goods</p> <ul style="list-style-type: none"> <li>Global supply chain shifts may mean that new products are produced locally requiring new / changed VCs</li> </ul>	<p>with global technical standards</p> <ul style="list-style-type: none"> <li>Greater need to ensure that imports into SA are compliant – step up compliance inspections</li> <li>Need for greater harmonisation of local and international approvals, including Metrology Increase capability for inspections and testing</li> <li>Build intelligence capability</li> </ul>
<p>Social fabric / inequality</p>	<ul style="list-style-type: none"> <li>Poor becoming more vulnerable</li> <li>Inequality increasing</li> <li>Increased regulation may increase cost of imported goods, impacting the poor</li> </ul>	<ul style="list-style-type: none"> <li>Need for increased visibility</li> <li>Need for greater certainty and understanding of harmful products</li> </ul>	<ul style="list-style-type: none"> <li>Higher visibility required for NRCS</li> <li>More awareness &amp; education for citizens on standards and the need to regulate standards</li> <li>Balance cost and benefits of compliance</li> </ul>
<p>Industrial &amp; Technology Transformation</p> <p>Digital transformation</p>	<ul style="list-style-type: none"> <li>'New' technologies such as Artificial Intelligence and Analytics becoming more mainstream</li> </ul>	<ul style="list-style-type: none"> <li>ICT technologies driving efficiency through automation, better connectivity</li> <li>Industry expectations for seamless transactions &amp; interactions increasing</li> </ul>	<ul style="list-style-type: none"> <li>Build new digital / technology capabilities</li> <li>Urgently need to speed up 'Modernisation' process</li> <li>Revisit MoUs and use them / manage them better to ensure relevancy</li> <li>Need to have a strategy to deal with e-commerce across SA's borders</li> </ul>
<p>Pace and rate of change increasing</p>	<ul style="list-style-type: none"> <li>Technology adoption faster</li> </ul>	<ul style="list-style-type: none"> <li>Need to have a future-focus – build a capability in understanding what future products /</li> </ul>	<ul style="list-style-type: none"> <li>Need to increase responsiveness and turnaround times on LoAs and industry requirements to</li> </ul>

Trend What?	Elements of the Trend What?	Implications So what?	Actions Now what?
		services, augmented by technology, may require in terms of VCs	ensure that NRCS remains relevant in a changing world
<b>SA's energy crisis deepening</b>	<ul style="list-style-type: none"> <li>Rise in products in the market that are focused around sustainability and renewables</li> </ul>	<ul style="list-style-type: none"> <li>Need to be relevant in supporting the energy transition – faster production of VCs for electric vehicles, autonomous vehicles, renewables, battery storage etc</li> </ul>	<ul style="list-style-type: none"> <li>Need to harmonise regulations to meet new emissions requirements and Sustainable Development Goals</li> </ul>
<b>Africa Continental Free Trade Agreement</b>	<ul style="list-style-type: none"> <li>Free movement of goods in Africa</li> <li>NRCS counterparts in Africa becoming more capable and professional</li> </ul>	<ul style="list-style-type: none"> <li>Need to better understand the implications of AfCFTA for NRCS</li> <li>Need to harmonise regulations across the continent</li> </ul>	<ul style="list-style-type: none"> <li>Increase interaction and engagement with African counterparts</li> <li>Need to regain lead by becoming more relevant to a changing world</li> </ul>
<b>Regulatory shifts Moves towards self-regulation</b> - where there is a self-declaration on the conformity of a product. <ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>First world emerging practice</li> <li>This is expensive however and the costs would be passed on to consumers</li> </ul>	<ul style="list-style-type: none"> <li>May not be an appropriate form of regulation for all categories of products in South Africa</li> <li>NRCS needs to reward compliant behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate compliance behaviour into RBA based on an understanding of where markets are mature and receptive</li> </ul>

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## 14. NRCS CORE PROCESS

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The Internal Environment Analysis commenced with an assessment of the NRCS core process and where it is breaking down or may need to be enhanced or innovated. The following illustration sets out the **NRCS core process** through its value chain.

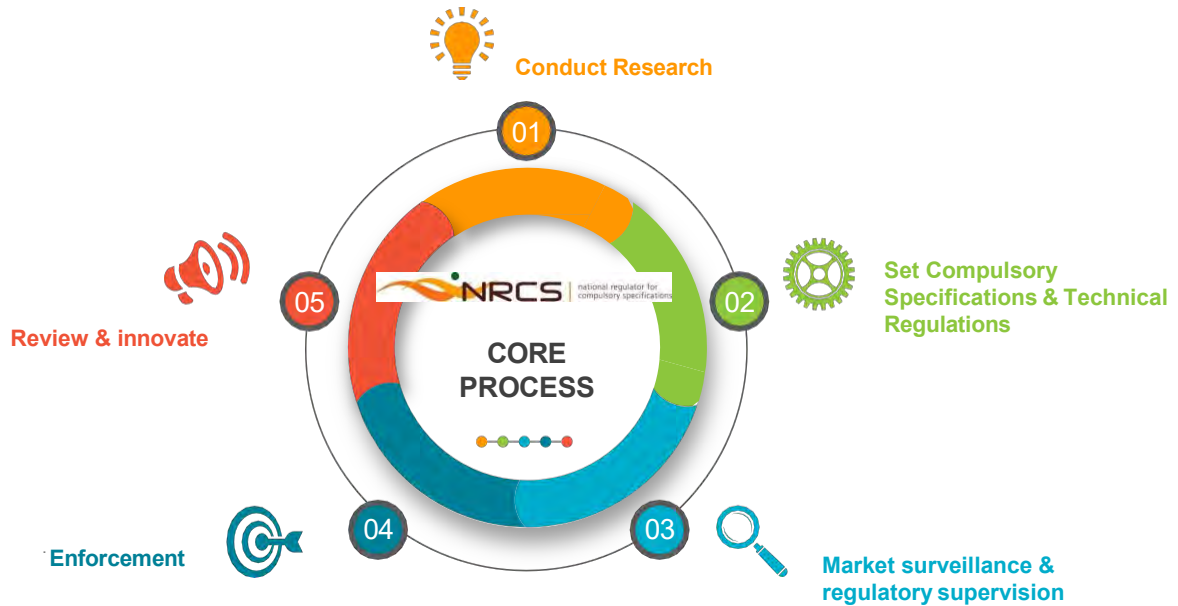


Figure 1: NRCS Core Process / Value Chain

#### 14.1. Conduct Research

The NRCS conducts market research and environmental scans / analyses to determine those compulsory specifications and technical regulations that should be introduced to ensure that the health and safety of the South African public, to ensure the environment is protected as well as to ensure fair trade.

NRCS will be proactive in identifying shortcomings in the current regulatory framework as well as with the current compulsory specifications and technical regulations. Furthermore, the development of new compulsory specifications and the amendment of existing ones will be in accordance with the industrial policy, industry and consumer needs.

#### 14.2. Market Surveillance and Regulatory Supervision

The NRCS will continue to apply the Border Enforcement Strategy and the Risk-Based Approach in its work, signifying a shift from the past practice where the NRCS predominantly conducted inspections at retail outlets. NRCS will comprehensively explore the approach of **“inspecting at source of production or port of entry”** to promote compliance behaviour..

Regulatory supervision also incorporates the pre-market approval process. Pre-market approvals serve as confirmation that the product model which has been evaluated by the NRCS meets the requirements of the relevant compulsory specification or technical regulation.

A need has been identified to strengthen the Inspection process and, in particular the Inspection strategy / planning process to ensure that these are focused on real impact in accordance with an innovated Risk Based Approach.

The core process will require:

- A clear regulatory framework and well documented compliance strategy
- An automated system linked to a digital database
- Appropriate ICT-enabled systems and support
- Multi-faceted, competent Inspection Teams
- Technically proficient, knowledgeable and competent Inspectors
- End to end processing on approvals and inspections
- A respected Regulatory Mark or form of recognition
- Increased compliance and high impact inspections
- 100% compliance
- Data / intelligence driven inspections
- Systems integration with other entities such as Customs

We will need to do the following **differently** to deliver success ...

- Capacitate the NRCS through accelerating the 'Modernisation' process
- Better project management
- Proper implementation of a Risk Based Approach and the 80 / 20 principle
- Better performance management and clear linkages to KPIs and KPAs
- Quality, focused inspections based on target setting that has been intelligently thought through. For example, number of approved, targeted Inspections in accordance with the Inspection Plan developed and approved by the Manager
- Consistent Inspection process – in line with applicable VC to prove compliance
- More education, awareness and training
- Better stakeholder management and improved relationships
- More effective sanctions
- Fast-tracked automation of systems
- Adoption of technology to improve controls and increase effectiveness

Enforcing compliance is a strategic area of the NRCS. Resources will be dedicated towards market surveillance activities, blitz inspections with other regulatory bodies and e-commerce.

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## 15. ALIGNMENT TO the dtic KEY PRIORITIES

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**the dtic's** response to South Africa's economic challenges focuses on comprehensive analysis of economic constraints, identification of sector-specific opportunities, monitoring mechanisms to ensure accountability, targeted interventions with measurable outcomes and implementation framework for execution. The SA economic challenges from a macroeconomic perspective include amongst others, low growth trajectory; premature de-industrialisation resulting in declining contribution of manufacturing to Gross Domestic Products; structural barriers resulting in barriers to new entrance in the markets, triple bottom line challenges and limited diversification; and external pressures leading to reduced exports.

NRCS has a significant role to play in realising **the dtic's** drive to grow the GDP to 3.6% by 2029. The NRCS will play a significant role within the Automotive, Clothing Textile Leather and Footwear, Chemicals and Plastics, Agriculture and Agro-processing and the Oceans Economy through the development and enforcement of Compulsory Specifications and Technical Regulations as provided within its mandate.

The NRCS will balance its regulatory responsibilities and the needs of the economy in terms of operationalising the Industrial Policy and application of the interventions that that will unlock the following economic growth constraints in the areas where the entity has a role to play:

- Administration costs (energy & electricity, logistics, parks, fuel, gas)
- Cost of capital/ availability of finance
- Red tape reduction
- Up streams inputs
- Illicit imports
- Infrastructure collapse (sports, roads, rail)
- Market access
- Digital infrastructure (ICT& AI)

- Local Government (LED Enablers) Metros
- Workforce + Supplier readiness
- Focus (SMMEs vs Big Business)
- Concentration of economy
- Policy Reform
- Inequality of purchasing power
- Openness of economy (protectionism)
- Workforce Readiness & Skills for The Economy
- Market Concentration and Economic Inclusion
- SEZ and Industrial Parks Impact
- Critical Minerals Value Chain
- Digital economy and digital transformation.

The orientation of regulatory activities to support both the 'lock out' of unsafe and inferior imports and the 'lock in' of access to increasingly demanding export markets, will also receive attention in the way that compulsory specifications are developed, market surveillance activities are conducted, and enforcement activities are implemented by the NRCS.

## 16.1 Industrial Policy

The NRCS will contribute towards the industrial policy and has identified the following projects:

### **a) Decarbonisation**

- Development of a Compulsory specification for lithium batteries.
- Enforcement of compliance with existing VCs that protects the environment (vehicle engine emissions and energy efficiency).

### **b) Diversification**

- (i) Development of a Compulsory Specifications for aqua-cultured fresh water fish and crude fish oil that will enable local production and exportation
- (ii) NRCS in partnership with **the dtic**, to implement a program targeting Black owned SMMEs to participate in the Legal Metrology space as repair Bodies and or verification laboratories. NRCS to designate qualifying black owned companies to perform work on its behalf as per the Legal Metrology Act

## 16.2 Medium Term Development Plan (MTDP)

1. The NRCS will contribute towards the MTDP and the three priorities which are i) inclusive growth and job creation; ii) reduce poverty and tackle the high cost of living; iii) build a capable, ethical and developmental state. The NRCS has identified the following areas:

### **Priority 1: Drive Inclusive Growth And Job Creation**

#### **a) Small Medium Micro Enterprises (SMME) Support:**

The NRCS will support SMMEs that are participating within the NRCS regulated space. The support will mainly be technical to ensure that the SMMEs are able to meet the requirements and participate within the relevant sectors.



#### **b) Work Experience**

The NRCS will continue to run an internship program. The program is intended to provide recent graduates with work experience and ensure that they are job market ready at the end of the internship program.

#### **c) Subsistence Farmers**

The NRCS will provide technical assistance to small scale fish farmers and assist them to comply with the regulatory requirements.

#### **d) Transformation**

The NRCS will enhance the program and ensure that previously disadvantaged groups participate within the Legal Metrology Scope. In this regard the NRCS will designate all BBBEE Complaint entities to perform work on NRCS's behalf as per the provisions of the LMA.

#### **e) Exports**

The NRCS will ensure that the technical regulations are aligned to those of our trading partners and that health guarantees and export certification are processed timeously to enable exportation of South African products to various markets.

### **Priority 2: Reduce poverty and tackle the high cost of living**

NRCS as a regulator contribute to this priority through ensuring compliance to various technical regulations as per the NRCS Act and Legal Metrology Act.

### **Priority 3: Build a Capable, Ethical and Developmental State**

#### **a) Red tape reduction**

2. The NRCS will in the medium-term review the approvals processes in a bid to reduce turn-around times and enable business to bring products quicker to market.

## 16.3 Blue Sky - NRCS Key Performance Areas Linked to the MTDP Strategic Pillars and the dtic Outcomes

### 16.3.1 Red Tape Reduction

Intervention	Outcomes	Indicators	5 Year Targets
Process improvement and policy instruments optimisation, harmonisation, digitisation, and integration to improve service delivery and operational efficiency.	A fully integrated and customer relationship management system to enable end to end processing of all approvals and inspections within the NRCS	% implementation of Customer Relationship System	100% implementation of Customer Relationship System
	Continuous improvement of business processes to increase productivity, reduce inefficiencies across operations and enhance the overall effectiveness of service delivery.	% of pre-market approval processes optimised, integrated and harmonised	100% pre-market approval processes optimised, integrated and harmonised
		Increase % of pre-market approvals finalised within 90 calendar days	98% of all approval applications finalised within 90 calendar days

### 16.3.2 Strategic Markets for domestic producers

Intervention	Outcome	Indicators:	5 Year Targets
Unlocking Strategic Markets for domestic products	Broadening economic participation by increasing the number of black-owned companies designated as repair bodies and verification laboratories	% of all new BBBEE Level 4 applicants to be designated as repair bodies and verification laboratories in terms of the Legal Metrology Act	100% of all new BBBEE Level 4 applicants to be designated as repair bodies and verification laboratories in terms of the Legal Metrology Act

### 16.3.3 Workforce Readiness & Skills for the Economy

Intervention	Outcomes	Indicators:	5 Year Targets
Building a more dynamic, skilled, and competitive workforce by enhancing the employability of individuals by implementing key strategies such as ring-fencing funds for internships,	Increasing Skills and Work Experience for the Economy	Number of internship positions filled	140 interns recruited and trained

#### 16.1.4 Strategic Markets: Deepening market opportunities for domestic producers

Intervention	Outcome	Indicators:	5 Year Targets
Unlocking Strategic Markets for domestic products	Strengthen the domestic economy and increase local and global market competitiveness:	Introduction of the compulsory specifications for lithium-ion batteries (solar energy storage),  Introduction of compulsory specification of corrugated roof sheeting-metal cladding materials	Approved compulsory specifications for lithium-ion batteries (solar energy storage),  Approved compulsory specification of corrugated roof sheeting-metal cladding materials
	Prevent illicit and non-compliant products and enable compliance through effective market surveillance activities	Sanctioning rate for illicit and non-compliant products within the Automotive, Chemicals Materials and Mechanicals (CMM), Electro-technical and Legal Metrology Sectors	30% increase in sanctioning rate of illicit and non-compliant products sanctioned and removed from the market enabling compliant role players to access the market within the Automotive, Chemicals Materials and Mechanicals (CMM), Electro-technical and Legal Metrology Sectors
	Provide market opportunity and a fair-trading platform for electric vehicle charging station metering systems	Interim technical requirements for approval of Electric Vehicle Charging Stations metering system	Approved technical requirements for approval of Electric Vehicle Charging Stations metering system

### 16.3.5 Illicit Trade

Intervention	Outcomes:	Indicators	5 Year Targets
Prevent Illicit and non-compliant products	Prevent illicit and non-compliant products and enable compliance through effective market surveillance activities	Compliance of all imported NRCS regulated food products	100% Compliance rate for all imported NRCS regulated food products
	Identify and sanction non-compliant/illicit products	Value of non-compliant products identified	R2,31 billion illicit and non-complaint products identified
	Market access and enable development of value chains that support the export of goods, ensuring local industries benefit from global trade opportunities.	Ensure compliance enabling compliant local firms to manufacturer and participate in the economy	99.9% Compliance rate for all locally produced and exported food and associated products

### 16.3.6 Market access : Exports

Intervention:	Outcomes:	Indicators:	5 Year Targets
Promote market access in strategic global markets by enhancing exports, harmonization of regulations, eliminating barriers and increase exports	Increase access to export markets	Value of products exported from South Africa	R48 billion worth of products exported from South Africa
	Enable development of value chains that support the export of goods, ensuring local industries benefit from global trade opportunities.	Number of specific Regulations harmonised to enable exports	48 Regulations harmonised to enable exports

### 16.3.7 Economic Participation – Transformation

Intervention:	Outcomes:	Indicators:	5 Year Target
Transformation and broaden economic participation of previously disadvantaged groups and SMMEs	Market Concentration and Economic Inclusion	Increase participation in highly concentrated sectors with specific focus on encouraging the entry of Black-owned businesses	65
	Increase the number of black owned companies designated as repair bodies and verification laboratories	Percentage of new black owned repair bodies and verification laboratories designated by the NRCS	150

### 16.3.8 Omnibus

Intervention:	Outcomes:	Indicators:	5 Year Target
Identify the list of regulations across the departments applicable for red tape	Reduction of turnaround time to develop a Compulsory specification in terms of the NRCS Act 5 of 2008, as amended	Develop a regulation on the promulgation of compulsory specifications or technical regulations	NRCS Act Regulation on Compulsory Specifications or technical regulations development
	Issuing spot fines for non-compliance with the NRCS Act	Develop a regulation that provides for the NRCS to issue a fine at the point of identification of non-compliance with the NRCS Act, Compulsory Specifications and Technical Regulations	Approved NRCS Act regulations on spot fines

## PART C: MEASURING OUR PERFORMANCE

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### 16. STRATEGIC OUTCOME ORIENTATED GOALS

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The mandate of the NRCS will be executed by pursuing the following **priority areas**:

- Facilitate trade within the economy
- Promote industrial development, competitiveness and employment creation
- Build mutually beneficial regional and global relations to advance South Africa's trade, industrial policy and economic development objectives.
- Facilitate exportation of South African products through out the world
- Create a fair regulatory environment that enables investment, trade and enterprise development, in an equitable and socially responsible manner
- Implementation of the Industrial policy
- Reduce prevalence of non-compliant products through targeted interventions aimed at illicit trade
- Assist in development of new industries
- Transformation and development of SMMEs

These priorities translate into the following **Strategic-outcome focused Goals**:

1. **Strategic Goal One:** To develop, maintain and administer compulsory specifications and technical regulations
2. **Strategic Goal Two:** To maximise compliance with all specifications and technical regulations
3. **Strategic Goal Three:** To inform and educate our stakeholders about the NRCS
4. **Strategic Goal Four:** To ensure an optimally capacitated institution



Each of these goals is linked to a set of strategic (measurable) objectives which are in turn linked to key performance indicators and targets. Furthermore, the APP will track progress made towards achieving these goals over the three-year cycle.

#### **16.1. Strategic Goal One**

- **To develop, and maintain an effective and efficient regulatory system, that is responsive to the context in which we operate and protects the public and the environment**

The NRCS will increase the scope of regulatory coverage by identifying and developing new compulsory specifications that provide the optimal balance between the needs of the consumers and the South African industry in compliance with the NRCS' mandate.

Resources will be dedicated to maintaining a range of compulsory specifications and technical regulations in accordance with industrial policy, government priorities, industry requirements and market analyses conducted by the NRCS. Through this process, the NRCS will conduct impact and risk assessments to determine the feasibility of developing new compulsory specifications/technical regulations, the revision and amendment of existing ones and withdrawal of the compulsory specifications/technical regulations in consultation with relevant stakeholders.

It is the NRCS' aspiration, through focusing on this goal, that any product that can potentially harm the consumer and / or the environment and negatively impact on fair trade must be identified and regulated. This principle demands that a central governmental database of all products that can potentially cause harm to the consumer and/or the environment must exist and that plans and processes must be developed for the regulation of all such products.

Outcomes/	Performance/Outcome Indicator / Measure	Baseline	Target 2025/26 - 2029/30
Unlocking Strategic Markets for domestic products and increase local and global market competitiveness	Number of new, amended and withdrawn VC's/Tech Regulations submitted to the dtic	<b>40</b> new, amended and withdrawn VC's/Tech Regulations submitted to the dtic	<b>48</b> new, amended and withdrawn VC's/Tech Regulations submitted to the dtic
	Approved Interim technical requirements for Electric Vehicles Charging Stations	New Target	Approved Interim technical requirements for Electric Vehicles Charging Stations
	NRCS Act Regulation on fines	New Target	Approved NRCS Act regulations on spot fines

## 16.2. Strategic Goal Two: To achieve full compliance with compulsory specifications / technical regulations

The NRCS will seek to improve compliance with compulsory specifications and technical regulations through pre-market approvals, market surveillance and the imposition of sanctions where non-compliance has been identified, utilising the risk-based approach, border enforcement strategy, self-regulation, inspection at source and benchmarking of business models. A number of regulatory interventions will be implemented to reduce the availability of non-compliant products in the market. These interventions will include the traditional NRCS on-site surveillance activities, enforcement, investigations, awareness briefings and communication, and desktop inspections. An inspection will have the desired impact at the source of the product. A quality assurance process will randomly check that these interventions comply with inspection quality standards.

Another specific intervention to be employed to limit the quantum of non-compliant products will be to enforce the requirement that a valid LOA must be pre-approved for all safety critical products entering into or being traded in South Africa. It is expected that the LOA requirement will not apply to labelling prescripts as all products traded must comply with Legal Metrology prescripts.

<b>Expected Outcomes/</b>	<b>Performance Indicator / Measure</b>	<b>Baseline - Projected Performance 2024/25</b>	<b>Target 2025/26 -2029/30</b>
Prevent illicit and non-compliant products and enable compliance through effective market surveillance activities	% increase in sanctioning rate of illicit and non-compliant products sanctioned and removed from the market enabling compliant role players to access the market within the Automotive, Chemicals Materials and Mechanicals (CMM), Electro-technical and Legal Metrology Sectors	8% increase in sanctioning rate of illicit and non-compliant products sanctioned and removed	30% increase in sanctioning rate of illicit and non-compliant products sanctioned and removed
Prevent illicit and non-compliant products and enable compliance through effective market surveillance activities	Compliance rate for all imported NRCS regulated food products	100% Compliance rate for all imported NRCS regulated food products	100% Compliance rate for all imported NRCS regulated food products
Market access and enable development of value chains that support the export of goods, ensuring local industries benefit from global trade opportunities.	% Compliance rate for all locally produced and exported food and associated products	99.4% Compliance rate for all locally produced and exported food and associated products	99.8% Compliance rate for all locally produced and exported food and associated products

<b>Expected Outcomes/</b>	<b>Performance Indicator / Measure</b>	<b>Baseline - Projected Performance 2024/25</b>	<b>Target 2025/26 -2029/30</b>
Red tape reduction	Percentage of all approval applications finalised within 90 calendar days	93% of all approval applications finalised within 90 calendar days	99% of all approval applications finalised within 90 calendar days
Red tape reduction	% of pre-market approval processes optimised, integrated and harmonised within Automotive, Electro-technical, Chemical Materials and Mechanicals Sectors and Legal Metrology Sectors	New Target	100% of pre-market approval processes optimised, integrated and harmonised within Automotive, Electro-technical, Chemical Materials and Mechanicals Sectors and Legal Metrology Sectors
Prevent Illicit and non-compliant products	The value of non-compliant products sanctioned	R1,61 million worth of non-compliant products identified and corrected or removed from the market	R445 million worth of non-compliant products sanctioned
Promote market access in strategic global markets by enhancing exports, harmonization of regulations, eliminating barriers and increase exports	The value of canned meat, fish and fishery products facilitated for export from South Africa	R 37,6 billion worth of products exported	R48 billion worth of products exported

<b>Expected Outcomes/</b>	<b>Performance Indicator / Measure</b>	<b>Baseline - Projected Performance 2024/25</b>	<b>Target 2025/26 -2029/30</b>
Broadening economic participation by increasing the number of black-owned companies designated as repair bodies and verification laboratories	Percentage of qualifying BBBEE Level 4 repair bodies and verification laboratories designated as per the Legal Metrology Act	New Target	Percentage of qualifying Black-owned repair bodies and verification laboratories designated as per the Legal Metrology Act
Market Concentration and Economic Inclusion	Number of new SMMEs participating in the NRCS regulated value chains	New Target	75 new SMMEs participating in the NRCS regulated value chains

### 16.3. Strategic Goal Three: To inform and educate our stakeholders about the NRCS

NRCS strongly believes that awareness of the role and mandate of the regulator as well as awareness of technical regulations and the respective compliance requirements, contributes significantly to voluntary compliance. This goal will be achieved through effective communication initiatives, the shaping of perceptions through the media and targeted training and awareness campaigns. A positive, credible, professional image of the NRCS will shape attitudes towards compliance. A respected regulator who is perceived to be fair and effective and to hold sufficient power to enforce compliance is likely to be a deterrent to potential transgressors.

The introduction of the NRCS Mark or accreditation is also seen to be a key strategic tool that will build on the organisational brand and also provide added assurance for stakeholders when choosing regulated products and services.

Outcomes/	Performance Indicator / Measure	Baseline - Projected Performance 2024/25	Target 2025/26 -2029/30
Informed Stakeholders on NRCS functions	Percentage implementation of the Stakeholder Engagement Strategy	97% implementation of the Stakeholder Engagement Strategy	98% implementation of the Stakeholder Engagement Strategy

#### 16.4. Strategic Goal Four: To develop a capable, well capacitated organization with sound governance

This goal will be achieved when the NRCS builds the necessary capabilities, has the necessary resources to deliver on its mandate and acts in accordance with good governance practices at all times. To deliver on this goal, the NRCS will have:

- Human Resource capacity that is highly engaged, skilled and competent
- An ICT Platform that fully supports and enables the organisation to deliver intelligently on its mandate
- An appropriate and sustainable funding model
- Sound financial management and supply chain management systems
- Sound and effective support disciplines and structures
- Sound and effective governance disciplines and structures

Outcomes	Performance Indicator / Measure	Baseline	Target 2025/26 -2029/30
<b>Building a more dynamic, skilled, and competitive workforce</b>	Vacancy rate (Percentage of vacant positions as per the approved NRCS organisational structure)	14%	10% Vacancy Rate
	Number of interns employed by the NRCS	63 Interns	140 interns
<b>Digitisation: Increase effectiveness through optimisation, harmonisation, digitisation, and integration of processes</b>	Implement the Customer Relationship Management System		100% implementation of the Customer Relationship management system

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## **17.IMPACT STATEMENTS**

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The NRCS Impact Statement is, 'Safe and compliant products in South African markets.'



## 18. FINANCIAL RESOURCES

### 18.1. Statement of Financial Performance

Statement of financial performance	Audited outcome	Audited outcome	Audited outcome	Revised Budget	Medium-term estimate		
R thousand	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Revenue</b>							
<b>Non-tax revenue</b>	<b>335,024</b>	<b>301,136</b>	<b>318,781</b>	<b>364,614</b>	<b>371,306</b>	<b>404,260</b>	<b>413,126</b>
Sale of goods and services other than capital assets	323,301	279,537	296,740	347,291	355,487	385,199	392,861
<i>Other non-tax revenue</i>	11,723	21,599	22,041	17,323	15,819	19,061	20,265
<b>Transfers received</b>	<b>144,099</b>	<b>147,560</b>	<b>138,611</b>	<b>145,734</b>	<b>149,235</b>	<b>154,319</b>	<b>161,297</b>
<b>Total revenue</b>	<b>479,123</b>	<b>448,696</b>	<b>457,392</b>	<b>510,348</b>	<b>520,541</b>	<b>558,579</b>	<b>574,423</b>
<b>Expenses</b>							
Compensation of employees	373,075	413,831	401,252	416,402	422,515	468,831	492,273
Goods and services	101,678	114,719	166,297	93,946	98,026	89,748	82,150
<b>Transfers and subsidies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total expenses</b>	<b>474,753</b>	<b>528,550</b>	<b>567,549</b>	<b>510,348</b>	<b>520,541</b>	<b>558,579</b>	<b>574,423</b>
<b>Surplus/(Deficit)</b>	<b>4,370</b>	<b>(79,854)</b>	<b>(110,157)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Budget per Strategic Goal

Goals	Audited outcome	Audited outcome	Audited outcome	Revised budget	Medium-term estimate		
R thousand	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Administration	49,865	57,210	69,986	55,941	58,570	61,264	89,327
Maximise compliance with all specifications and technical regulations	307,306	353,112	369,123	334,651	336,587	366,162	380,615
Develop, maintain and administer compulsory specifications and technical regulations	9,102	11,904	12,942	13,724	14,369	15,030	15,248
Inform and educate stakeholders on the regulator's mandate	12,440	12,661	15,745	11,552	12,095	12,651	13,285
Ensure an optimally capacitated institution	96,040	93,663	99,753	94,480	98,920	103,472	75,948
<b>Total expense</b>	<b>474,753</b>	<b>528,550</b>	<b>567,549</b>	<b>510,348</b>	<b>520,541</b>	<b>558,579</b>	<b>574,423</b>

**Statement of financial position**

Financial position	Audited outcome	Audited outcome	Audited outcome	Approved budget	Medium-term estimate		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Carrying value of assets	34,984	30,757	32,257	30,380	29,700	30,100	31,605
Investments	568	568	568	580	600	640	672
Receivables and prepayments	132,519	112,728	88,739	76,439	74,967	71,083	74,638
Cash and cash equivalents	199,781	94,385	56,320	42,500	38,363	35,732	37,518
<b>Total assets</b>	<b>367,852</b>	<b>238,438</b>	<b>177,884</b>	<b>149,899</b>	<b>143,631</b>	<b>137,555</b>	<b>144,433</b>
Accumulated surplus/(deficit)	264,636	130,295	72,116	44,304	39,471	32,505	34,130
Deferred income	-	-	-	-	-	-	-
Trade and other payables	58,470	54,305	56,470	52,480	48,460	47,630	50,012
Taxation	-	-	-	-	-	-	-
Provisions	44,746	53,838	49,298	53,115	55,700	57,420	60,291
<b>Total equity and liabilities</b>	<b>367,852</b>	<b>238,438</b>	<b>177,884</b>	<b>149,899</b>	<b>143,631</b>	<b>137,555</b>	<b>144,433</b>

### Cash-flow Statement

Cash flow	Audited outcome	Audited outcome	Approved budget	Approved budget	Medium-term estimate		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
R thousand							
<b>Cash flow from operating activities</b>	<b>(847)</b>	<b>(48,813)</b>	<b>(27,041)</b>	<b>(24,420)</b>	<b>(20,063)</b>	<b>(2,703)</b>	<b>17,161</b>
<b>Receipts</b>							
<b>Non-tax receipts</b>	303,829	301,237	353,000	372,100	396,100	431,100	472,655
Sales of goods and services other than capital assets	294,416	290,085	345,000	365,000	390,000	425,000	466,250
Other non-tax receipts	9,413	11,152	8,000	7,100	6,100	6,100	6,405
<b>Transfers received</b>	144,099	147,560	138,611	144,634	149,235	154,319	162,035
<b>Financial transactions in assets and liabilities</b>	—	—	—	—	—	—	—
<b>Total receipts</b>	<b>447,928</b>	<b>448,797</b>	<b>491,611</b>	<b>516,734</b>	<b>545,335</b>	<b>585,419</b>	<b>634,690</b>
<b>Payment</b>							
Compensation of employees	377,922	398,781	419,000	435,000	454,488	477,212	501,073
Goods and services	70,853	98,829	99,652	106,154	110,910	110,910	116,456
Interest and rent on land	—	—	—	—	—	—	—
<b>Total payment</b>	<b>448,775</b>	<b>497,610</b>	<b>518,652</b>	<b>541,154</b>	<b>565,398</b>	<b>588,122</b>	<b>617,529</b>
<b>Cash flow from investing activities</b>	<b>(37,325)</b>	<b>(2,095)</b>	<b>(11,077)</b>	<b>(12,050)</b>	<b>(12,590)</b>	<b>(12,040)</b>	<b>(12,642)</b>
Acquisition of property, plant, equipment and intangible assets	(44)	(302)	(5,852)	(7,050)	(7,366)	(7,540)	(7,917)
Investment property	—	—	—	—	—	—	—
Acquisition of software and other intangible assets	(5,835)	(1,793)	(5,225)	(5,000)	(5,224)	(4,500)	(4,725)
Other flows from investing activities	(31,446)	—	—	—	—	—	—
<b>Cash flow from financing activities</b>	<b>—</b>	<b>(54,488)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Repayment of finance leases	—	(54,488)	—	—	—	—	—
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>(38,172)</b>	<b>(105,396)</b>	<b>(38,118)</b>	<b>(36,470)</b>	<b>(32,652)</b>	<b>(14,743)</b>	<b>4,519</b>

**Capex budget**

	<b>Total</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
<b>Category</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Office equipment & Furniture	20,299	6,460	6,764	7,075	2,036
<b>Total</b>	20,299	6,460	6,764	7,075	2,036

**Dividend Policy**

NRCS does not declare dividends.

## 19. KEY RISKS & MITIGATIONS

		Inherent Risk			Residual Risk		
Risk/Threat	Impact	Impact	Likelihood	Total	Impact	Likelihood	Total Risk
Ineffective Regulation of the market/Unregulated products/services	Public/ environment exposure to unsafe products - Reputational damage to the NRCS	4	4	16	4	3	12
Non-compliant regulated products in the market	Non achievement of NRCS objectives	4	5	20	4	4	16
Inadequate sanctioning of non-compliances	Unsafe products available on the markets	5	4	20	5	3	15
Financial Sustainability of the NRCS	Inability to continue as Going Concern- Non achievement of NRCS objectives	5	5	25	5	4	20
Inadequate IT Systems	Ineffective regulator or failure to deliver on NRCS Mandate	5	5	25	5	4	16
Fraud and Corruption	Reputational damage to the NRCS/ Financial loss	4	5	20	4	3	12
Inadequate compliance with legislation (NRCS Act, PFMA, POPIA, NRCS Act and other related legislation)	Reputational damage and Financial Loss	5	4	20	5	3	15
Inadequate Human Capital Management	Non-achievement of NRCS objectives	5	4		4	3	12

## PART D: TECHNICAL INDICATOR DESCRIPTIONS

### Strategic Goal 1: Number of VC's/Tech Regulations (new, amended or withdrawn) submitted to the dtic for 1st or 2nd gazette

<b>Indicator title</b>	Number of VC's/Tech Regulations (new, amended or withdrawn) submitted to <b>the dtic</b> for 1st or 2nd gazette
<b>Definition</b>	To develop, Compulsory Specifications/ Technical Regulations and submit to <b>the dtic</b> for first or second gazetting. The process is as per the CSP 350 procedure. The VC development, amendment and withdrawal process is the same and thus the CSP 350 process is followed requiring same effort from the NRCS.
<b>Source/ collection of data</b>	NRCS Senior Management meeting minutes for proof of approval and confirmation of receipt by <b>the dtic</b> .
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	48 New or Amended Compulsory Specifications each year but affected by need for concurrence and data limitations of impact assessments
<b>Indicator responsibility</b>	RRD General Manager

### Strategic Goal 1: Interim Requirements for Electric vehicles Charging Stations

<b>Indicator title</b>	Approved Interim Requirements for meters for Electric vehicles charging stations
<b>Definition</b>	Approved Interim Requirements (Tech Regulations) for meters for Electric vehicles charging stations approved by the Chief Executive Officer
<b>Source/ collection of data</b>	Approved Interim Technical Regulations for Electric Vehicles Charging stations
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	CEO Approved Interim technical requirements for meters for electric vehicles charging stations
<b>Indicator responsibility</b>	Legal Metrology General Manager



### Strategic Goal 1: Omnibus

<b>Indicator title</b>	Approved NRCS Act Regulations on issuance of spot fines
<b>Definition</b>	Regulation enabling the issuance of spot fines for non-compliant products
<b>Source/ collection of data</b>	Approved regulations or Omnibus Act from the dtic
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	5 Year Target
<b>Desired performance</b>	Approved NRCS Act Regulations
<b>Indicator responsibility</b>	CEO

**Goal 2: To maximise compliance with all specifications and technical regulations**

Number of domestic market surveillance Inspections conducted within the Automotive, Chemicals Materials and Mechanicals (CMM), Electro-technical and Legal Metrology Sectors

<b>Indicator title</b>	Number of domestic market surveillance Inspections conducted within the Automotive, Chemicals Materials and Mechanicals (CMM), Electro-technical and Legal Metrology Sectors
<b>Short definition</b>	The number of inspections carried out to determine, whether any or all of the requirements of a compulsory specification are met, by sampling regulated products on the market and examining them against the relevant compulsory specification. An inspection may be conducted physically or remotely, evidence of which shall be kept on file. These are inspections conducted for Automotive, CMM and Electrotechnical within the domestic market excluding ports of entries and for any inspection conducted under the Legal Metrology Act irrespective of the place the inspection
<b>Source/collection of data</b>	Manual Inspection Records or CRM Inspection Electronic records
<b>Method of calculation</b>	Counting and adding the number of inspections per inspector in a given cycle
<b>Assumptions</b>	Determines compliance to requirements of compulsory specifications.
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	98 773 inspections
<b>Indicator responsibility</b>	Divisional General Managers (Automotive, Electro-technical, Chemicals, Materials and Mechanicals, Legal Metrology)

**Goal 2: To maximise compliance with all specifications and technical regulations**

Number of Inspections conducted at the ports of entries conducted within the Automotive, Chemicals Materials and Mechanicals (CMM) and Electro-technical Sectors.

<b>Indicator title</b>	Number of Inspections conducted at the ports of entries conducted within the Automotive, Chemicals Materials and Mechanicals (CMM) and Electro-technical Sectors
<b>Short definition</b>	The number of inspections carried out to determine, whether any or all of the requirements of a compulsory specification are met, at the Ports of Entry for Automotive, CMM and Electrotechnical sectors
<b>Source/collection of data</b>	Manual Inspection Records or CRM Inspection Electronic records
<b>Method of calculation</b>	Counting and adding the number of inspections per inspector in a given cycle
<b>Assumptions</b>	Determines compliance to requirements of compulsory specifications.
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	24 480
<b>Indicator responsibility</b>	Automotive, Chemicals Materials and Mechanicals (CMM) and Electro-technical General Managers

**Strategic Goal 2: % increase in sanctioning rate of illicit and non-compliant products sanctioned and removed from the market enabling compliant role players to access the market within the Automotive, Chemicals Materials and Mechanicals (CMM), Electro-technical and Legal Metrology Sectors**

<b>Indicator title</b>	% increase in sanctioning rate of illicit and non-compliant products sanctioned and removed from the market enabling compliant role players to access the market within the Automotive, Chemicals Materials and Mechanicals (CMM), Electro-technical and Legal Metrology Sectors
<b>Definition</b>	The % increase in the number of non-compliant product inspections conducted and sanctioned as a percentage of all inspections conducted within the Automotive, Chemicals Materials and Mechanicals (CMM), Electro-technical and Legal Metrology Sectors compared to the same measure in the previous financial year. The increase in 2025/6 financial year shall be as compared to 2024/5 Financial year
<b>Source/collection of data</b>	Directives and inspections registers
<b>Method of calculation</b>	$(\% \text{ non-compliance rate } 2025/26 \text{ FY} / \% \text{ Non-compliance rate } 2024/25 \text{ FY}) - 1$
<b>Assumptions</b>	Determines efficiency in identification and targeting non-compliance to requirements of compulsory specifications. The organisational resources are then channelled towards non-compliant role players
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans.
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual

<b>Desired performance</b>	30% increase in sanctioning rate of illicit and non-compliant products sanctioned and removed from the market enabling compliant role players to access the market within the Automotive, Chemicals Materials and Mechanicals (CMM), Electro-technical and Legal Metrology Sectors
<b>Indicator responsibility</b>	Automotive, CMM Electrotechnical and Legal Metrology General Managers

**Strategic Goal 2:** Compliance rate for all imported NRCS regulated food products

<b>Indicator title</b>	Compliance rate for all imported NRCS regulated food products
<b>Definition</b>	Ensure that no non-compliant products within the foods and associated industry enter the South African market
<b>Source/collection of data</b>	The source of this data is inspection reports or directives register for all imported Foods and associated products
<b>Method of calculation</b>	Percentage of non-compliant inspections/ total number of inspections conducted for all imported food and associated products
<b>Assumptions</b>	Increase compliance to compulsory specifications and technical regulations. Minimize the risk to the consumer and proactively detect the non-complying products.
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	100% Compliance rate for all imported NRCS regulated food products
<b>Indicator responsibility</b>	Foods and Associated Industries General Manager

**Strategic Goal 2: % Compliance rate for all locally produced and exported food and associated products**

<b>Indicator title</b>	% Compliance rate for all locally produced and exported food and associated products
<b>Definition</b>	Ensure that no non-compliant products within the foods and associated industry are produced and traded locally. Where identified the sanctioning process must be implemented
<b>Source/collection of data</b>	The source of this data is inspection reports or directives register for all imported Foods and associated products
<b>Method of calculation</b>	Percentage of non-compliant inspections/ total number of inspections conducted for all locally produced and exported food and associated products
<b>Assumptions</b>	Increase compliance to compulsory specifications and technical regulations. Minimize the risk to the consumer and proactively detect the non-complying products.
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A (Adjudicate on 100% of all received applications)
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	99% Compliance rate for all locally produced and exported food and associated products
<b>Indicator responsibility</b>	Foods and Associated Industries General Manager

**Strategic Goal 2: Percentage of all approval applications finalised within 90 calendar days**

<b>Indicator title</b>	Percentage of all approval applications finalised within 90 calendar days
<b>Definition</b>	Number of calendar days to process approvals from the date the full application is received by the NRCS to the date approved, rejected or closed. That is from the date the full application plus the non-refundable fee has been received to the date the approval is granted.
<b>Source/collection of data</b>	CRM system LOA databases Approvals Databases
<b>Method of calculation</b>	Manual Quantitative Counting
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	98% of all approval applications within Automotive, Electro-technical, Chemical Materials and Mechanicals Sectors finalised (approved or rejected or closed). within 90 calendar days
<b>Indicator responsibility</b>	Automotive, Electro-technical, Chemical Materials and Mechanicals General Managers



**Strategic Goal 2: Percentage of pre-market approvals processes optimised, integrated and harmonised within Automotive, Electro-technical, CMM and Legal metrology Sectors**

<b>Indicator title</b>	Percentage of pre-market approvals processes optimised, integrated and harmonised within Automotive, Electro-technical, CMM and Legal metrology Sectors
<b>Short definition</b>	Review all pre-market approval processes and ensure the following is achieved where possible:  a) integration of processes b) Reduce number of application forms  Automation of processes
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Business Reports</li> <li>• Business processes</li> <li>• Electronic data management systems</li> </ul>
<b>Method of calculation</b>	Manual Quantitative Counting
<b>Assumptions</b>	That all processes need a review
<b>Disaggregation of Beneficiaries</b>	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for people with disabilities: N/A</p> <p>Meant for all South Africans</p>
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	20% of pre-market approval processes optimised, integrated and harmonised within Automotive, Electro-technical, Chemical Materials and Mechanicals Sectors and Legal Metrology Sectors
<b>Indicator responsibility</b>	Automotive, Chemicals Mechanicals and Materials, Electro-technical, Legal Metrology and Foods and Associated Industries General managers

**Strategic Goal 2: The value of non-compliant products identified, corrected or removed from the market**

<b>Indicator title</b>	<b>The value of non-compliant products identified, corrected or removed from the market</b>
<b>Definition</b>	Identify and sanction non-compliant products and services and enable complaint business to trade fairly. Market value of products identified as non-complaint that are issued with a directive or an embargo. The value is as per the directive or the advertised price at the point of sale.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Directives <ul style="list-style-type: none"> <li>• Embargo notice</li> <li>• Inspection Records</li> </ul> </li> </ul>
<b>Method of calculation</b>	Manual Quantitative Counting
<b>Assumptions</b>	Value is as per the estimated value at the point of an inspection.
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual
<b>1. Desired performance</b>	R2,310 billion
<b>2. Indicator responsibility</b>	Automotive, Chemicals Mechanicals and Materials, Electro-technical, Legal Metrology and Foods and Associated Industries

**Strategic Goal 2: The value of canned meat, fish and fishery products facilitated for export from South Africa**

<b>Indicator title</b>	<b>The value of canned meat, fish and fishery products facilitated for export from South Africa</b>
<b>Definition</b>	The value of export products exported from South Africa and facilitated through the issuance of Health Guarantees which will enable acceptance of the products in the importing country without further stringent controls
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Inspection Records</li> <li>• Health Guarantee files</li> </ul>
<b>Method of calculation</b>	Quantity of products multiplied by the average market value of the products
<b>Assumptions</b>	Market value is the average market value of the products from the industry associations or role players
<b>Disaggregation of Beneficiaries</b>	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for people with disabilities: N/A</p> <p>Meant for all South Africans</p>
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	R48 billion worth of canned meat, fish and fishery products facilitated for export from South Africa
<b>Indicator responsibility</b>	General Manager Foods and Associated Industries

**Strategic Goal 2: Number of SMMEs involved in local production of regulated products supported**

<b>Indicator title</b>	<b>Number of SMMEs involved in local production of regulated products supported</b>
<b>Definition</b>	Assist SMMEs to meet the technical requirements of the relevant technical or compulsory specifications. The assistance is from the NRCS is technical in nature and resources will be allocated from NRCS staff to assist the SMMEs.
<b>Source/collection of data</b>	Assistance acknowledgement and SMME assistance report
<b>Method of calculation</b>	Manual count
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	65 SMMEs assisted
<b>Indicator responsibility</b>	Chief Operations Officer and Operations General Managers

**Strategic Goal 2: Percentage of qualifying Black-owned repair bodies and verification laboratories designated as per the Legal Metrology Act**

<b>Indicator title</b>	<b>Percentage of qualifying Black-owned repair bodies and verification laboratories designated as per the Legal Metrology Act</b>
<b>Short definition</b>	Enable Black South Africans to qualify and be designated as repair bodies or verification laboratories.
<b>Source/collection of data</b>	Designation Reports and awareness campaigns
<b>Method of calculation</b>	Manual count
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries</b>	Previously Disadvantaged Groups – Targeting 100% of all persons and businesses meeting the Qualification Criteria
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	Designate 100% of qualifying Black-owned repair bodies and verification laboratories designated as per the Legal Metrology Act
<b>Indicator responsibility</b>	General Maner Legal Metrology

**Strategic Goal 3: Number of stakeholder and consumer education events or campaigns**

<b>Indicator title</b>	<b>Number of stakeholder and consumer education events or campaigns</b>
<b>Definition</b>	Consumer educational events or campaigns are designed to disseminate information to the general public that utilises the Regulated commodities. This is an initiative to create a platform for the South African citizens to notify NRCS of non-compliant products that may be on the market.
<b>Source/collection of data</b>	Attendance registers and proof of attendance by stakeholders
<b>Method of calculation</b>	Manual count number of stakeholder consumer awareness campaigns. Quantitative
<b>Assumptions</b>	The Indicator is used to measure the rate at which NRCS is disseminating information to the general public
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	100 Awareness Campaigns
<b>Indicator responsibility</b>	Head Communications and Marketing.

### Strategic Goal 3: Percentage implementation of the Stakeholder Engagement Strategy

<b>Indicator title</b>	Percentage implementation of the Stakeholder Engagement Strategy
<b>Definition</b>	To inform and educate our stakeholders about the NRCS. This is measured as the number of stakeholder engagements held by the NRCS in relation to the development and implementation of compulsory specification or regulations administered by the NRCS
<b>Source/collection of data</b>	Meeting minutes and or attendance registers of the engagements
<b>Method of calculation</b>	Simple count and percentage against the target
<b>Assumptions</b>	The Indicator is used to measure stakeholder participation by stakeholders and broadening participation by stakeholders. Assumptions is that each engagement is by representative sample of the industry, stakeholders or regulated industry company representatives
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	Included are small and medium enterprises
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	98% implementation of stakeholder engagement strategy
<b>Indicator responsibility</b>	Head of Business Units

**Strategic Goal 4: Vacancy rate (Percentage of vacant positions as per the approved NRCS organisational structure)**

<b>Indicator title</b>	<b>Vacancy rate (Percentage of vacant positions as per the approved NRCS organisational structure)</b>
<b>Definition</b>	The percentage number of vacant funded positions on the structure as a percentage of total number of the approved positions on the NRCS organizational structure
<b>Source/collection of data</b>	Approved organizational structure, NRCS signoff budget and the employee database
<b>Method of calculation</b>	Percentage
<b>Assumptions</b>	The Indicator is used to measure efficiency in NRCS recruitment and ensure NRCS is a capacitated organization
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	10% vacancy rate
<b>Indicator responsibility</b>	Head Human Resources



#### Strategic Goal 4: Number of interns employed by the NRCS

<b>Indicator title</b>	Number of interns employed by the NRCS
<b>Definition</b>	NRCS to implement an internship program for graduates to get an opportunity to be trained and gain valuable work experience.
<b>Source/collection of data</b>	Human resources records
<b>Method of calculation</b>	Verification of number of interns employed by the NRCS
<b>Assumptions</b>	The Indicator is used to measure the number of the employees, employed as intern within the NRCS
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	140 Interns employed by the NRCS
<b>Indicator responsibility</b>	Head: Head Human Resources

**Strategic Goal 4: Increase effectiveness through optimisation, harmonisation, digitisation, and integration of processes**

<b>Indicator title</b>	Implement the Customer Relationship Management System
<b>Definition</b>	NRCS to implement the Customer Relationship Management System enabling end to end processing of approvals and market surveillance inspections
<b>Source/collection of data</b>	ICT System/Server
<b>Method of calculation</b>	Verification of number of interns employed by the NRCS
<b>Assumptions</b>	The Indicator is used to measure accessibility of the NRCS and ease of doing business
<b>Disaggregation of Beneficiaries</b>	Target for Women: N/A Target for Youth: N/A Target for people with disabilities: N/A Meant for all South Africans
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	100% implementation of the Customer Relationship management system
<b>Indicator responsibility</b>	CIO