

NRCS ANNUAL PERFORMANCE PLAN FOR

2026/27– 2028/29

14 APRIL 2026

1. LIST OF ABBREVIATIONS

AFRIMETS	Intra-Africa Metrology System
COTII	Council of Trade and Industry Institutions
the dtic	Department of Trade, Industry and Competition
EU	European Union
KPA	Key Performance Area
KPI	Key Performance Indicator
LOA	Letter of Authority
MTDP	Medium Term Development Plan
NEDLAC	National Economic Development and Labour Council
NRCS	National Regulator for Compulsory Specifications
OECD	Organisation for Economic Cooperation and Development
OIML	International Organisation of Legal Metrology
PFMA	Public Finance Management Act
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
SQAM	Standards, Quality, Accreditation and Metrology
SADCMEI	SADC Cooperation in Legal Metrology
TR	Technical Regulation
VC	Compulsory Specification
WTO TBT	World Trade Organisation Agreement on Technical Barriers to Trade
AfCFTA	African Continental Free Trade Area

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3. FOREWORD BY THE MINISTER



The Public Finance Management Act (PFMA) requires that every public entity submit an Annual Performance Plan (APP), which converts the overall strategy to key annual targets. The APP is aligned to the National Regulator for Compulsory Specifications' (NRCS) strategic plan, industrial policy, **the dtic** strategic plan, and various government strategic and policy frameworks.

The APP and Strategic Plan are premised on the three focus areas of the industrial policy being decarbonisation, diversification and digitalisation. The NRCS, as a public entity charged with the responsibility to implement government policies under the auspices of the dtic, 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 while implementing sanctions for non-compliance.

Therefore, this APP constitutes the foundation upon which the NRCS will position itself as a leading authority in Technical Regulations / Compulsory Specifications while working with its partners and stakeholders, to address many challenges faced by South Africans as it impacts its constituency within which it operates.

The NRCS will contribute towards the achievement of the government's key priority areas and the dtic key performance areas, focusing on the areas of industrial production, exports and trade as well as reducing red tape. The NRCS will also continue to dedicate resources in order to improve its enforcement mechanisms, "locking-out" non-compliant products, improve compliance behaviour and encourage local manufacturing. The NRCS's Annual Performance Plan 2026/27, is hereby submitted in accordance with the Revised Framework on Strategic and Annual Performance Plans.

The dtic will review the NRCS governance model and continue to support the NRCS in the implementation of its financial turn-around strategy, effective market regulation, and modernisation of its systems. The ICT modernisation project will enable easy access and reduce compliance costs for the regulated companies.



Mr. Parks Tau, MP

Minister of Trade, Industry and Competition

4. STATEMENT BY THE DEPUTY MINISTER



The **dtic** has identified the National Development Plan, Industrial Policy and the Medium-Term Development Plan (MTDP) as critical policy tools that will enable South Africa to increase economic growth and drive towards the achievement of the objectives set up by the 7th Administration. The Technical Infrastructure entities, which includes the National Regulator for Compulsory Specifications (NRCS), will continue to implement their respective mandates whilst also focussing on the key government priorities and implementation of the Industrial Policy and the MTDP.

In the short to medium-term, the NRCS as part of its operations will enable or address the following:

- Illicit economy and non-compliances
- Increased employment opportunities
- Re-industrialisation, localisation & beneficiation
- Enabling environment for investment and improved competitiveness through red-tape reduction
- Energy security
- Transformation

The NRCS will contribute towards the implementation of the industrial policy and MTDP through:

- Enforcement of compliance with existing Compulsory Specifications that protect the environment (vehicle engine emissions and energy efficiency),
- Development of a Compulsory Specifications for aqua-cultured fresh water fish, and crude fish oil that will enable local production and exportation
- Implementation of a program targeting SMMEs to participate in the Legal Metrology space as repair Bodies and/ or verification laboratories. NRCS will designate qualifying SMMEs to perform work on its behalf as per the Legal Metrology Act

- The NRCS will provide technical assistance to SMMEs and subsistence farmers that are participating within the NRCS regulated space.
- The NRCS will expand the internship program and provide recent graduates with work experience and ensure that they are job market ready at the end of the internship program.
- The NRCS will ensure that the technical regulations are aligned to those of our trading partners and that health guarantees and export certification is processed timeously to enable exportation of South African products to various markets.
- The NRCS will reduce turn-around times for approval process and enable business to bring products quicker to market.

NRCS will improve its surveillance strategies to tackle the illicit trade of regulated commodities and the identified spaza shops challenges among other known non-compliance challenges. The NRCS and other government entities need to be forward looking and avoid being reactionary to better protect South African consumers. It is envisaged that the NRCS will improve on market intelligence and create awareness through working with industry and various other stakeholders.

Ms Alexandra Lilian Amelia Abrahams

Deputy Minister of Trade, Industry and Competition

5. OVERVIEW BY THE CEO



The National Regulator for Compulsory Specifications (NRCS) has developed its Annual Performance Plan (2026/27–2028/29) to align to government priorities, **the dtic's** Strategic Plan (SP) as well as various government, strategic and policy frameworks. These frameworks include, amongst others, the National

Development Plan (NDP), Minister's Key Outcomes, the Medium-Term Strategic Framework (MTSF) and the Medium-Term Development Plan (MTDP). It is also aligned to the government priorities as directed by the Executive Authority and the Statement of intent of the Government of National Unity under the 7th administration.

The Minister's focus is on outcome-based indicators and the Minister's key Outcome indicators. These are aimed at industrialisation to promote more jobs and rising incomes, transformation to build an inclusive economy and building capable state to ensure improved impact of public policies. Additionally, these outcomes are aimed at the reduction of poverty and cost of living.

The Annual Performance Plan 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.

This Annual Performance Plan is guided by the mandate as set out in the National Regulator for Compulsory Specifications Act, Act 8 of 2008, as amended which is the, founding legislation, and the LMA. It takes in to account the current dynamic environment, the establishment of the Border Management Authority (BMA) 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 implement sanctions for non-compliance.

The dtic will continue to support the NRCS in its endeavours to rebuild and renew its capabilities. This includes reviewing of the NRCS funding, Ministerial and Departmental approvals, 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.

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

- Fully implement the amended LMA and build capacity to achieve this mandate;
- Modernise and automate ICT systems to regulate the market more efficiently and effectively;
- 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;

- Conclude Memoranda of Understanding (MoUs) and technical agreements with other partner organisations in the public sector, as well as regional and other international governmental and treaty organisations;
- Conduct regular awareness and educational interventions;
- Build partnerships with industry and other regulatory bodies;
- Enhance participation of small businesses in the technical regulations development process; and
- Institute sanctions where non-compliances are found.

The NRCS's Annual Performance Plan intends to achieve the following:

- Enhance the quality of life of all South African citizens by protecting their health and safety, as well as protecting the environment and maintaining fair trade;
- Improve compliance behaviour and encourage local manufacturing of compliant products by "locking-out" non-compliant products, thereby contributing to the development of the South African economy;
- Ensure ease of accessibility as well as efficient and effective operations of the NRCS through the modernisation and automation of its ICT systems.

It is the view of the NRCS that national, continental and international harmonisation of standards and regulations should be strengthened to widen the regulatory area and promote implementation of best practice and existing trade protocols. The continental harmonisation of standards and regulations will contribute towards the implementation of the African Continental Free Trade Area (AfCFTA) agreement. Furthermore, the harmonisation of regulatory practices is of value where a specific regulatory issue has significant cross-border effects and cannot be tackled by a national regulator alone.

South Africa is committed to working with continental and international partners on bilateral and multilateral basis to strengthen existing agreements and programmes to deepen industrial development.

In building a better Africa and World, the NRCS will continue to represent the country on national, continental and international forums. Participation in these forums is based on the needs of the country, **the dtic**, industry and the consumer. It encompasses active engagement as South African representative, in the work of the technical committees by prioritising input into the development of international technical regulations and hosting technical committee meetings and participating in treaty organisations at a high level.



Mr. Duncan Mutengwe

Acting Chief Executive Officer

6. OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

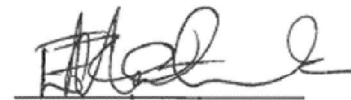
Was developed by the management of the National Regulator for Compulsory Specifications and it takes into account all the relevant policy and legislative mandates for which the NRCS is responsible. It further accurately reflects the strategic outcome-oriented goals and objectives for which the NRCS will work towards achieving during the medium-term period 2026/27 – 2027/29.

Mr. Edward Matemba

Senior Manager Strategy and Risk

Date: 14 April 2026

Signature:



Mr. Thomas Madzivhe

Chief Operations Officer

Date: 14 April 2026

Signature:

Signed by: Thomas Madzivhe
Signed at: 2026-04-14 18:24:46 +02:00
Reason: I Approve Thomas Madzivhe



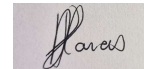
Ms. Nadine Thomas

Chief Financial Officer

Date: 14 April 2026

Signature:

Signed by: NADINE AMELIA MARGARET
Signed at: 2026-04-14 18:27:22 +02:00
Reason: I Approve NADINE AMELIA MAR



Mr. Duncan Mutengwe

Acting Chief Executive Officer

Date: 14 April 2026

Signature:



7. VALUES, VISION AND MISSION

STRATEGIC INTENT

The NRCS has synthesised its Mission and Vision into a coherent, focused Strategic Intent, as follows:

MISSION

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.

VISION

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

VALUES

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** – To act professionally in servicing both internal and external stakeholders, demonstrating competence, reliability and respect
- **Integrity** – Conducting business with honesty, fairness & consistency, maintaining trust with the public and displaying ethical behaviour.
- **Customer Service** - Exceeding customer expectations with appropriate services and the providing swift turnaround times.
- **Accountability** - Taking personal ownership of own actions, decisions in driving high performance.
- **Innovation** – Being agile and innovative in order to protect the public and implement the mandate of the NRCS.
- **Collaboration** - Working together with various stakeholders to leverage expertise.

8. CONSTITUTIONAL MANDATE

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 utilisation 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 policymaking.
- 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 maximise human potential.
- Broad representivity: Ensuring that the public administration is broadly representative of the South African people, based on ability, objectivity, fairness, and the need to redress past imbalances.

9. LEGISLATIVE AND OTHER MANDATES

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).
- Additional mandates are derived from the following legislation:
 - The National Road Traffic Act (Act 93 of 1996).
 - The National Building Regulations and Building Standards Act (Act 103 of 1977)
 - The Foodstuff, Cosmetics and Disinfectants Act (Act 54 of 1972)

10. POLICY MANDATES

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) digitalisation.

The NRCS will contribute to the attainment of developmental goals through the 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.

11. INSTITUTIONAL STRATEGIES

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.

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.

The NRCS has identified the risk-based approach, Port of Entry Enforcement, regulating at the source and market failure approach as the four 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 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:

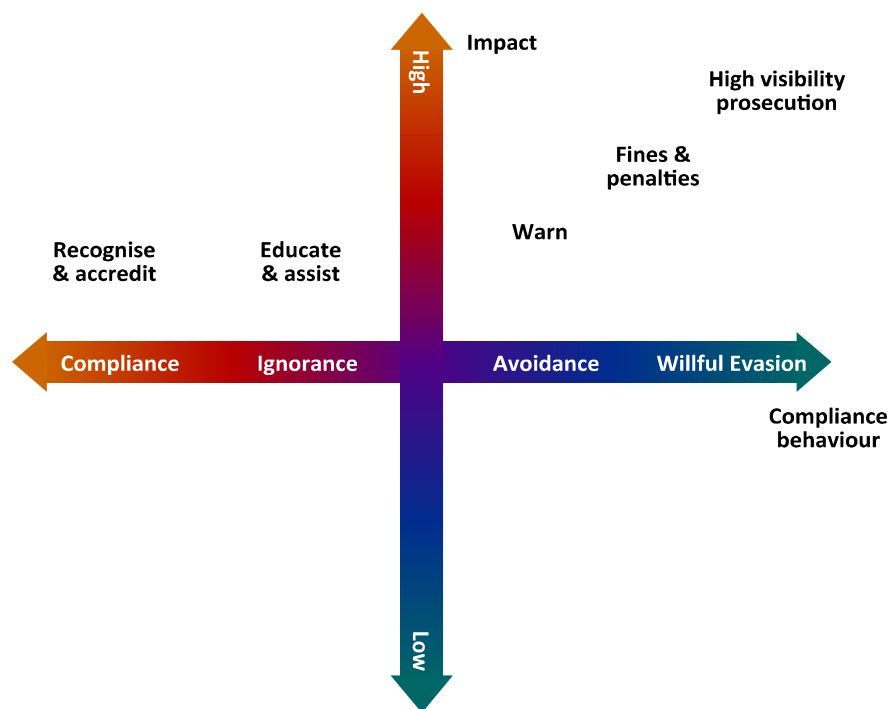
- Safety critical products must be identified and regulated.
- Compliance, preferably voluntary/ self-compliance, to compulsory specifications and technical regulations must be incentivised.
- Inspection activity should correspond with the level of risk inherent to the product and the risk profile of 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 with high impact, the NRCS will focus its resources on high visibility and implement prosecutions against 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



12. RELEVANT COURT RULINGS

There were no recent court judgements.

13. PLANNED POLICY INITIATIVES

National Building Regulations and Building Standards

The planned 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 alienation of the reporting structures within the building regulatory environment.

14. THE NRCS SITUATIONAL ANALYSIS

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.

The strategic context within which the NRCS operates is characterised by high proportion of non-compliant imported products, increase in non-levy declarations, increase in abandoned products at Ports of entries and high number of product consignments that are not declared at port of entries.

The NRCS will leverage on stronger relationships and cooperation with industry, other regulators, law enforcement bodies, regional and international bodies and other stakeholders.

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"> • Conflictual Collective Bargaining: Labour disputes and adversarial negotiations can disrupt regulatory operations, delay enforcement, and undermine organisational stability. • Perception of Political Bias: The mere perception of favouritism or bias can erode trust in the NRCS decisions, posing a risk to the organisation's reputation and inviting public resistance. • Increased Activism: Civil society and community groups are increasingly vocal regarding service delivery, exerting pressure on the NRCS to demonstrate transparency and responsiveness. • Trade Agreements (SADC, AfCFTA, AGOA): These agreements create opportunities in new markets but also complicate compliance, necessitating that the NRCS harmonise standards across various jurisdictions. • dtic Growth Plan Priorities: the NRCS must align its strategic outcomes with national priorities aimed at reducing unemployment, fostering an inclusive economy, lowering the cost of living, and positioning regulation as a facilitator rather than an obstacle. • BRICS vs. Local Production: Balancing international partnerships with support for domestic industries creates strategic tension, necessitating careful prioritisation of resources. 	<ul style="list-style-type: none"> • Cybersecurity challenges: Growing cyber threats jeopardise sensitive regulatory data, making robust ICT security essential. • Open-source platforms: These provide cost-effective tools for innovation but require governance to ensure reliability and compliance. • E-commerce growth: Online trading increases imports of unregulated products, stretching NRCS's enforcement capacity. • Big data & predictive analytics: Advanced tools can improve risk profiling, enabling the NRCS to target enforcement where it matters most. • AI, automation, digitisation: These technologies promise efficiency and accuracy, but require upfront investment and organisational readiness. • Off-the-shelf ICT tools: Quick solutions for recording, tracking, and reporting can improve short-term performance, but may lack integration for long-term scalability. • Lagging innovation cycles: If the NRCS fails to keep pace with global technological advances, it risks losing credibility and effectiveness.

Economic & Legal/Ethics aspects

Economic	Legal/Ethics
<ul style="list-style-type: none"> • Challenging Economic Environment: Financial pressures lead to increased corruption and cost-cutting measures, often resulting in substandard and non-compliant products. • Exchange Rate Volatility: Fluctuations in exchange rates directly impact levy collections and the cost of imports, undermining the revenue stability of the NRCS. • Weak Rand, Inflation, and Interest Rates: Rising costs diminish consumer purchasing power and pose challenges to the fiscal sustainability of the NRCS. • Slow Economic Growth: Limited economic expansion restricts government allocations and the operational funding available to the NRCS. • Digital Transformation and Artificial Intelligence: These advancements are transforming commerce and presenting new compliance challenges related to digital trade. • Lack of Beneficiation: South Africa's inability to add value to raw materials restricts industrial competitiveness and diminishes opportunities for the NRCS to regulate higher-value products. • 	<ul style="list-style-type: none"> • Outdated NRCS Act: The existing legislation fails to address contemporary regulatory requirements, hindering the NRCS's capacity to impose fines or take decisive action. • Overlapping Mandates: The duplication of functions with organisations such as the NCC results in inefficiencies and confusion, thereby weakening enforcement efforts. • Emerging Legislation (Border Management Act, Consumer Protection Act): These laws expand the NRCS's responsibilities, necessitating enhanced agility and resource allocation. • B-BBEE Compliance: Suppliers and manufacturers are required to meet transformation standards, and the NRCS must ensure equitable enforcement without inhibiting business operations.

Social & Environmental aspects

Social	Environmental
<ul style="list-style-type: none"> • Poverty/Unemployment: Economic challenges contribute to the demand for illicit and non-compliant products, compromising consumer safety. • Urbanisation: Increased migration to urban areas places additional strain on infrastructure, heightening the risk of unsafe structures and products. • Generational Shifts: Younger employees (Generations Y and Z) introduce new expectations for workplace culture, necessitating adaptation by the NRCS. • Active Citizenship and Social Media: Citizens are increasingly demanding accountability, and social media platforms can amplify reputational risks if the NRCS is perceived as ineffective. • Vulnerable Consumers: Individuals with low literacy and disabilities require more robust regulatory standards and targeted educational initiatives. • Youth Development: Investing in the development of young professionals creates a pipeline for future regulatory leaders. • Flexible Work Practices: The shift towards remote and hybrid work models necessitates adjustments to the NRCS's organisational systems and culture. 	<ul style="list-style-type: none"> • Sustainable Consumption Mandate: The NRCS is tasked with regulating energy efficiency and emerging technologies, such as electric vehicles, to advance national sustainability objectives. • Waste Management: Responsibly managing non-compliant products is essential for both environmental stewardship and the preservation of organisational reputation. • Carbon Footprint Reduction: Minimising emissions through enhanced operational efficiency reinforces the NRCS's credibility as a responsible regulatory body. • Resource Efficiency: Reducing consumption of water, electricity, and printing aligns with both sustainability initiatives and fiscal responsibility. • Employee Safety and Wellness: Promoting workplace health is a fundamental aspect of the NRCS's ethical obligations and compliance framework.

d. SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong partnerships with SARS, SAPS, and NCC enhance enforcement capabilities and credibility. • Highly skilled personnel and peer-review mechanisms ensure technical competence. • A strong compliance culture promotes fairness and regulatory certainty. • Low staff turnover preserves institutional knowledge and stability. • International recognition establishes the NRCS as a leading authority on the continent. • An exclusive statutory mandate eliminates direct competition. • Alignment with global standards reinforces organisational legitimacy. 	<ul style="list-style-type: none"> • Manual processes hinder operational efficiency. • ICT security vulnerabilities expose critical risks. • Financial instability jeopardises sustainability. • Ineffective penalty mechanisms diminish deterrence. • Outdated legislation restricts responsiveness. • Capacity constraints and leadership instability impair performance. • A dysfunctional organisational culture undermines teamwork. • Insufficient consumer education limits awareness of the NRCS's role.
Opportunities	Threats
<ul style="list-style-type: none"> • Legislative reform has the potential to broaden the scope of the NRCS, empower its employees, and facilitate levy collection and spot fines. • Integration with AfCFTA positions the NRCS to take a leading role in technical infrastructure and intra-African trade. • AI-driven ICT systems can significantly enhance enforcement and operational efficiency. • Increased visibility on social media promotes transparency and fosters consumer trust. • Compliance incentive programs encourage voluntary adherence to regulations. • Enhanced information sharing among government departments strengthens planning and enforcement efforts. 	<ul style="list-style-type: none"> • Illicit Trade and high levels of non-compliances • Reduced fiscal allocations limit operational capacity. • Low economic growth constrains revenue. • Rising operational costs without corresponding tariff increases create funding gaps. • The growth of e-commerce increases imports. • Overlapping mandates lead to duplication and inefficiency. • Slow technological adoption risks the NRCS falling behind global standards. • Lack of mechanisms for monetary fines in the NRCS ACT and Legal Metrology Act.

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, the NRCS, in consultation with all key stakeholders and based on the analysis of 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's 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?
<p>Vulnerable globalisation – world moving away from free trade towards greater protection of local markets</p> <p>Need for greater Supply Chain resilience providing incentive for onshoring of production</p>	<p>Increase in nationalism and protectionism impacting global trade.</p>	<ul style="list-style-type: none"> • Likely increase in the use of technical standards compliance etc to restrict imports of SA goods. • Global supply chain shifts may mean that new products are produced locally requiring new / changed VCs. 	<ul style="list-style-type: none"> • Provide more support to SA companies to assist in ensuring compliance with global technical standards. • Greater need to ensure that imports into SA are compliant – step up compliance inspections. • Need for greater harmonisation of local and international approvals, including Metrology Increase capability for inspections and testing. • Build intelligence capability.
<p>Social fabric / inequality</p>	<ul style="list-style-type: none"> • Poor becoming more vulnerable. • Inequality increasing. • Increased regulation may increase cost of imported goods, impacting the poor. 	<ul style="list-style-type: none"> • Need for increased visibility. • Need for greater certainty and understanding of harmful products. 	<ul style="list-style-type: none"> • Higher visibility required for NRCS. • More awareness & education for citizens on standards and the need to regulate standards. • Balance cost and benefits of compliance.
<p>Industrial & Technology Transformation</p> <p>Digital transformation</p>	<ul style="list-style-type: none"> • 'New' technologies such as Artificial Intelligence and Analytics 	<ul style="list-style-type: none"> • ICT technologies driving efficiency through automation, better connectivity. 	<ul style="list-style-type: none"> • Build new digital / technology capabilities. • Urgently need to speed up 'Modernisation' process.

Trend What?	Elements of the Trend What?	Implications So what?	Actions Now what?
	becoming more mainstream.	<ul style="list-style-type: none"> Industry expectations for seamless transactions & interactions increasing. 	<ul style="list-style-type: none"> Review MoUs and ensure that they are implemented. Need to have a strategy to deal with e-commerce across SA's borders.
Pace and rate of change increasing	Technology adoption faster	<ul style="list-style-type: none"> Need to have a future-focus – build a capability in understanding what future products / services, augmented by technology, may require in terms of VCs. 	<ul style="list-style-type: none"> Need to increase responsiveness and turnaround times on LoAs and industry requirements to ensure that NRCS remains relevant in a changing world.
SA's energy crisis deepening	<ul style="list-style-type: none"> Rise in products in the market that are focused on sustainability and renewables 	<ul style="list-style-type: none"> Need to be relevant in supporting the energy transition – faster production of VCs for electric vehicles, autonomous vehicles, renewables, battery storage etc. 	<ul style="list-style-type: none"> Need to harmonise regulations to meet new emissions requirements and Sustainable Development Goals. Need to develop regulations on New Energy Vehicles (NEVs)
Africa Continental Free Trade Agreement	<ul style="list-style-type: none"> Free movement of goods in Africa. NRCS counterparts in Africa becoming more capable and professional. 	<ul style="list-style-type: none"> Need to better understand the implications of AfCFTA for NRCS. Need to harmonise regulations across the continent. 	<ul style="list-style-type: none"> Increase interaction and engagement with African counterparts. Need to regain lead by becoming more relevant to a changing world.
Regulatory shifts Moves towards self-regulation - where there is a self-declaration on the conformity of a product.	<ul style="list-style-type: none"> First world emerging practice. This is expensive however and the costs would be passed on to consumers. 	<ul style="list-style-type: none"> May not be an appropriate form of regulation for all categories of products in South Africa. NRCS needs to reward compliant behaviour. 	<ul style="list-style-type: none"> Incorporate compliance behaviour into RBA based on an understanding of where markets are mature and receptive.

15. NRCS CORE PROCESS AND PRODUCTS

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.

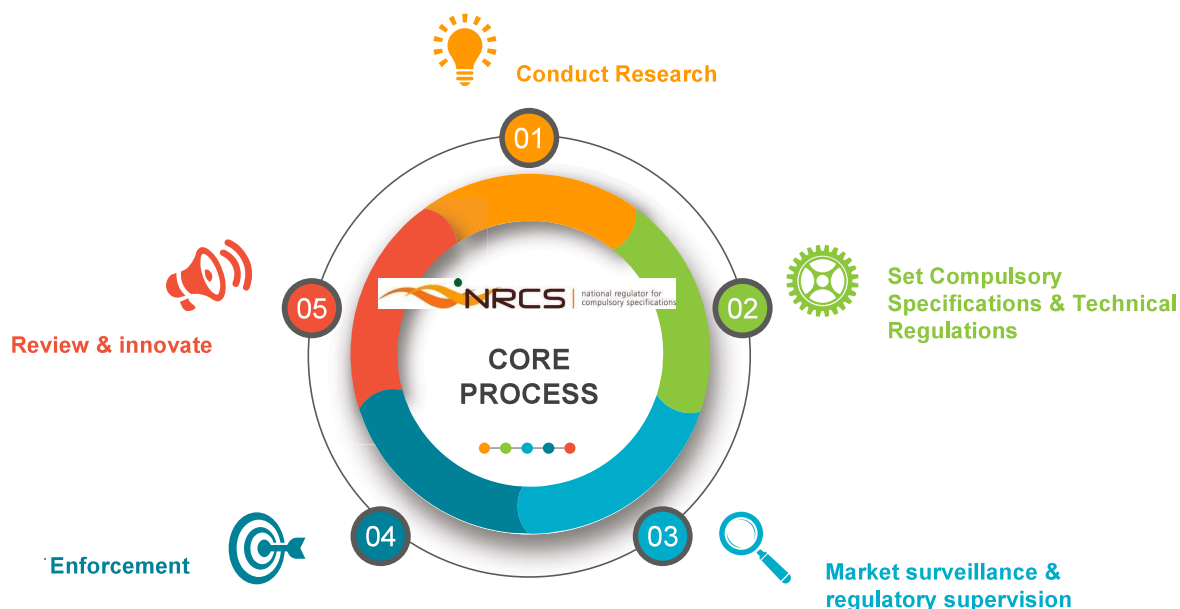


Figure 1: NRCS Core Process / Value Chain

Conduct Research

The NRCS conducts market research and environmental scans / analyses to determine those compulsory specifications and technical regulations that should be introduced to protect 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 and the key government priorities, industry and consumer needs.

It has been recognised that the Research and Development capability within NRCS will need to be fully capacitated / strengthened going forward to generate actionable intelligence, prioritise activities including inspections and to better understand the availability of international technical regulations for new products, in particular digitally enabled products and / or EVs, autonomous vehicles etc. This stage of the NRCS core process breaks down in the following areas:

- Lack of buy in and input from stakeholders
- Availability of information as requested Socio-Economic Impact Assessment System (SEIAS)
- Lack of technology to enable analysis of external and internal data

Strengthening this part of the NRCS core process would require:

- Being able to generate **quantitative data** to support decision-making
- Using research to enable scientific, evidence / data-driven decision making
- Incorporate technology-appropriate ICT systems
- Greater collaboration with other research-focused entities
- Conduct post VC impact research

Set Compulsory Specifications and Technical Regulations

The process for setting compulsory specifications and developing technical regulations will need to be accelerated to ensure the NRCS's relevance in a world where stakeholder / industry expectations are ever-increasing. The innovated core process is:

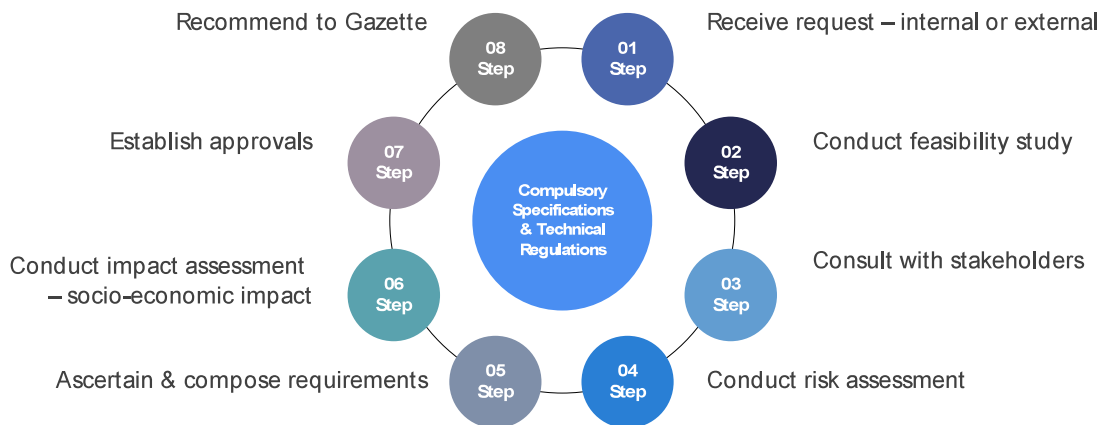


Figure 2: Setting Compulsory Specifications & Technical Regulations Process

The development, amendment or withdrawal of compulsory specifications and technical regulations involve conducting risk and impact assessments in the drafting process. Wherever possible, national and international standards are used in the development of these compulsory specifications and technical regulations. In the absence of suitable standards, the NRCS initiates the drafting of the standard or develops a compulsory specification or technical regulation incorporating the necessary technical requirements in accordance with legislative prescripts. In the case of building regulations, the NRCS develops technical regulations to set the minimum technical requirements for buildings and the built environment. Challenges experienced within this stage of the NRCS core process include:

- Stakeholders do not always agree on the risk assessment and this delays or introduces an element of conflict into the process.
- Delays are experienced in the availability of suitable standards.
- There are delays outside of the NRCS control with gazetting. This will require the dtic to more urgently address these delays.
- Commercial interests, at times, unduly impact decision making.

Stakeholder Engagement

The NRCS will engage with relevant stakeholders and role-players to ensure that the specifications and regulations developed are practical, appropriate and meaningful.

Increased stakeholder engagement, awareness and education around why Compulsory Specifications and Technical Regulations exist and how they should be used is essential going forward. The NRCS will conduct extensive analysis and engagement with relevant stakeholders to ensure that the specifications and regulations developed are practical, appropriate and meaningful. The NRCS will also engage with stakeholders to provide education and awareness programmes and to promote compliance with compulsory specifications and technical regulations.

Going forward, the NRCS will positively address this stage by:

- Ensuring complete alignment with the legislation.
- Ensuring VCs are responsive to public and environmental requirements.
- Accelerating the harmonisation and adoption of international regulations.
- Working closer with **the dtic** to ensure clear alignment of interests and to reduce any potential delays in gazetting.

Market Surveillance and Regulatory Supervision.

The NRCS will continue to apply the “Enforcement at Source” Strategy and the Risk-Based Approach to its work, signifying a shift from the past practice where we predominantly conducted inspections at retail outlets. We will comprehensively and continuously explore and enhance the approach of “inspecting at source of production and port of entry” as well as the risk-based approach to promote compliant behaviour. This approach, combined with the introduction of self-regulation, which is currently in its pilot phase, will see an increase in inspections at source with an increased focus on areas of high risk.

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.

This stage of the NRCS core process breaks down in the following areas:

- Absence of a clear regulatory framework.
- A need for a focus on the quality versus the quantity of inspections.
- A lack of effective investigative techniques – e.g. how to gather evidence.
- Poor planning – need to ensure geographic / national coverage.
- Requirement for information and good record keeping - industries database, compliance history status, all information that is key to planning.
- Record keeping and improvements in all aspects of administration.
- Lack of ‘fit for purpose’ VC or technical regulations.
- Execution – Travelling, identification of products to be inspected or outcomes of inspections, for example, pro-active, re-active and follow up re-inspections, inclusive of new businesses.
- High levels of non-compliance.
- Sampling, including approvals and submission of ‘golden’ samples.
- Lack of internal intelligence.
- e-commerce is currently uncontrolled.
- No proper database exists for the retrieval of records etc.
- There is a lack of reference labs for the purposes of testing as a regulator.

Strengthening this stage of 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.
- 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.

Enforcement

Enforcing compliance is a significant concern for the NRCS as the enabling legislation lacks strong deterrent measures and the appropriate legal forums for effective enforcement action to be prosecuted so as to ensure real, meaningful consequences for non-compliance. This stage of the NRCS process breaks down in the following areas:

- Facility limitations: especially a lack of facilities for the storage of seized, non-compliant products.
- Dependencies on processes involving other parties such as law enforcement and / or testing.
- Need for more disciplined chains of evidence to be established and maintained through effective completion and gathering of evidence on the part of the NRCS inspectorate.
- Development of a strengthened internal capability focused on enforcement with Section 15 (3) delegations.
- Focus on completing the enforcement process in the prescribed 120 days.

Review and Innovate

It is essential that the NRCS develops an effective and efficient quality assurance process to ensure that a culture of ongoing learning, improvement and innovation is cultivated. Such an approach will ensure that the required impact of the regulator is achieved and that there is a focus on high quality outcomes and impact rather than simply on activities. Furthermore, all approaches, methodologies, business processes and procedures will be continually reviewed and re-engineered to keep them current, economical, efficient and effective.

16. MEDIUM TERM DEVELOPMENT PLAN AND INDUSTRIAL POLICY

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 Product; 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.

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.

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 freshwater 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.

c) Digitalisation

The NRCS will strengthen its customer interface through the implementation of integrated ICT systems to automate end-to-end application processes for the issuance of pre-market approvals otherwise referred to as Letters of Authority (LOAs).

Illicit/Non-Compliant Products

Within NRCS illicit products would refer to products that are traded in the market and do not meet the requirements of the compulsory specifications. The NRCS interchangeably refer to illicit and non-compliant products as they are often interlinked. The illicit/non-compliant products, on average range between 10% and 15% of the fast-moving consumer goods market in South Africa. This signifies a market failure and is linked to the reason for existence of the NRCS. The NRCS estimate that R382 billion worth of illicit/non-compliant products are traded annually within the NRCS regulatory scope.

The following industries are affected by illicit/non-compliances, however it should be noted that Electro-technical and Cement Industries will be receiving much attention during the medium term:

- a) Electro-technical Industry
- b) Cement Industry
- c) Chemicals sector
- d) Pre-packed consumer goods in terms of Legal Metrology Act requirements
- e) Automotive vehicle replacement parts

Growth and Inclusion Strategy (GAIN)

NRCS has a significant role to play in realising **GAIN strategy** intended outcome of growing the GDP to 3.5% 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.

In alignment with the GAIN strategy the NRCS will:

a) Delivering economic reform:

The NRCS will fast track approvals or certificate requests for all investment projects

b. Reforming the public service and re-building state capacity:

The NRCS will dedicated half of its market surveillance towards the illicit economy

c. National Industrial Policy

In giving effect to the Industrial policy, the NRCS will remove red-tape in the granting of certificates, approvals and ensure easy accessibility of the entity.

Medium Term Development Plan (MTDP)

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 programme and ensure that previously disadvantaged groups participate within the Legal Metrology Scope. In this regard the NRCS will designate all BBBEE Compliant 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

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.

16.1 NRCS Key Performance Areas Linked to the MTDP Strategic Pillars and the dtic Outcomes

16.1.1 Red Tape Reduction

Intervention	Outcomes	Indicators	Linkage to KPAs
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 enabling end to end processing of pre-market approval applications/certificates.	Section 17 Table 4.1.4
	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. Increase % of pre-market approvals finalised within 90 calendar days .	Section 17 Table 2.1.5 Section 17 Table 2.1.4

16.1.2 Strategic Markets for domestic producers

Intervention	Outcome	Indicators:	Linkage to KPAs
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 BBEE Level 4 applicants to be designated as repair bodies and verification laboratories in terms of the Legal Metrology Act.	Section 17 Table 2.1.8

16.1.3 Workforce Readiness & Skills for the Economy

Intervention	Outcomes	Indicators:	Linkage to KPAs
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	Section 17 Table 4.1.2

16.1.4 Strategic Markets: Deepening market opportunities for domestic producers

Intervention	Outcome	Indicators:	Linkage to KPAs
Unlocking strategic markets for domestic products	<p>Strengthen the domestic economy and increase local and global market competitiveness:</p> <p>Provide market opportunity and a fair-trading platform for electric vehicle charging station metering systems.</p>	<p>Introduction of the compulsory specifications for lithium-ion batteries (solar energy storage),</p> <p>Introduction of compulsory specification of corrugated roof sheeting-metal cladding materials.</p> <p>Interim technical requirements for approval of Electric Vehicle Charging Stations metering system.</p>	<p>Section 17 Table 1.1.1</p> <p>Section 17 Table 1.1.1</p> <p>Section 15 Table 1.1.2</p>

16.1.5 Illicit Trade

Intervention	Outcomes:	Indicators	Linkage to KPAs
Prevent Illicit and non-compliant products	Reduce the prevalence of illicit and non-compliant products in the market.	% increase in sanctioning rate of illicit and non-compliant products sanctioned and removed from the market.	Section 17 Table 2.1.1
	Identify and sanction non-compliant/illicit products.	Compliance rate for all imported NRCS regulated food products.	Section 17 Table 2.1.2
		The value of non-compliant products sanctioned.	Section 17 Table 2.1.6

16.1.6 Market Access: Exports

Intervention:	Outcomes:	Indicators:	Linkage to KPAs
Promote market access in strategic global markets by enhancing exports, harmonisation of regulations, eliminating barriers and increase exports.	<p>Increase access to export markets.</p> <p>Enable development of value chains that support the export of goods, ensuring local industries benefit from global trade opportunities.</p>	The value of canned meat, fish and fishery products facilitated for export from South Africa.	Section 17 Table 2.1.7

16.1.7 Economic Participation – Transformation

Intervention:	Outcomes:	Indicators:	Linkage to KPAs
Transformation and broaden economic participation of previously disadvantaged groups and SMMEs.	Broaden economic participation by previously disadvantaged groups within the economy through increase in the number of SMMEs participating within the NRCS regulated scope.	Increase number of new SMMEs participating in the NRCS regulated value chains .	Section 17 Table 2.1.8
	Increase the number of black owned companies designated as repair bodies and verification laboratories.	Percentage of qualifying B-BBEE Level 4 repair bodies and verification laboratories designated as per the Legal Metrology Act.	Section 17 Table 2.1.9

16.1.8 Omnibus Regulations

Intervention:	Outcomes:	Indicators:	Linkage to KPAs
Penalise illicit trade/ non-compliances	NRCS Act amended through the Omnibus process to enable non-compliances to be referred to the National Consumer Tribunal and penalties be imposed through the Tribunal rather than the criminal justice system	Omnibus Act/Regulations finalised	the dtic KPI

17. OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

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

Programme 1: To develop, maintain and administer compulsory specifications and technical regulations

Whilst fulfilling its mandate in other product and service areas, the NRCS will increase its focus on evolving technologies and technology-enabled products, energy conservation and efficiency (energy storage, invertors, batteries and generators), automotive innovations (EV, hydrogen and other renewable energy source motor vehicles including increasingly autonomous vehicles) food and associated value added products. Through this focus, compulsory specifications will play an increasingly important role in the medium term, by contributing towards energy efficiency, emissions reduction and increasing the exports of the agro-processing industry and, in particular, SMME participants in this industry. The NRCS will increase the scope of its regulatory coverage by identifying and developing new compulsory specifications that provide the optimal balance between the meeting the emerging needs of consumers and benefitting 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 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 feasibility of revising and amending existing ones and withdrawing redundant or no longer relevant compulsory specifications / technical regulations. This will be done in consultation with relevant stakeholders.

Through the achievement of this goal, the NRCS seeks to ensure that any product that may potentially harm consumers, the environment and negatively impact fair trade is identified, evaluated and regulated. To deliver successfully on this goal, it is essential that all products that may potentially cause harm to the consumer or the environment must be identified and that plans and processes must be developed for the regulation of all such products.

The NRCS' aspiration therefore is to further develop an effective, efficient and dynamic regulatory system that is responsive to the fast-changing context in which South African businesses and citizens exist and that actively protects citizens and the environment.

In terms of the technical regulations and compulsory specifications, the following will be approved or submitted for approval within the 2024/25 financial year:

- Interim technical requirements for Electric Vehicles Charging Stations,
- Compulsory specifications for lithium-ion batteries (solar energy storage), and
- Compulsory specification of corrugated roof sheeting-metal cladding materials.

Table 1.1: Annual Targets: Programme 1: To develop, maintain and administer compulsory specifications and technical regulations

Outcome	Output	Output Indicator / Measure	Audited Performance 2022/23	Audited Performance 2023/24	Audited Performance 2024/25	Estimated Performance 2025/26	Target 2026/27	Target 2027/28	Target 2028/29
A safer society protected from unsafe products	Increased consumer protection	% of compulsory specification reviewed within the set timeframes.	-	-	-	-	80% of compulsory specification reviewed within 18 months.	80% of compulsory specification reviewed within 18 months.	80% of compulsory specification reviewed within 18 months.
		Number of new compulsory specifications introduced to enhance consumer protection	2 new compulsory specifications introduced to enhance consumer safety	3 new compulsory specifications introduced to enhance consumer safety	1 new compulsory specifications introduced to enhance consumer safety	3 new new compulsory specifications introduced to enhance consumer safety	5 new compulsory specifications introduced to enhance consumer safety	5 new compulsory specifications introduced to enhance consumer safety	7 new compulsory specifications introduced to enhance consumer safety

Table 1.2: Cumulative Quarterly Targets: Programme 1: To develop, maintain and administer compulsory specifications and technical regulations

Number	Output Indicator / Measure	Reporting Period	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
1.1	% of compulsory specification reviewed within the set timeframes.	Quarterly Cumulative	80% of compulsory specification reviewed within 18 months.	80% of compulsory specification reviewed within 18 months.	80% of compulsory specification reviewed within 18 months.	80% of compulsory specification reviewed within 18 months.	80% of compulsory specification reviewed within 18 months.
1.2	Number of new compulsory specifications introduced to enhance consumer safety	Quarterly Cumulative	5 new compulsory specifications introduced to enhance consumer safety		1 new compulsory specifications introduced to enhance consumer safety	3 new compulsory specifications introduced to enhance consumer safety	5 new compulsory specifications introduced to enhance consumer safety

Programme Two: To maximise compliance with all specifications and technical regulations

The NRCS seeks to improve compliance with compulsory specifications and technical regulations by establishing pre-market approvals, enhanced market surveillance, timeous testing where required and the imposition of consequences, including sanctions, where non-compliances have been identified. The NRCS will use a risk-based approach, an effective border enforcement strategy, inspection at source and benchmarking of business models to improve the efficiency and effectiveness of its regulatory activities.

Regulatory interventions will be implemented to reduce the availability of illicit/non-compliant products in the market. These interventions will include the traditional NRCS on-site surveillance activities, enforcement, investigations, testing of products, awareness briefings and communication as well as desktop / remote inspections. An inspection will have the most effective impact when conducted at the source of the product including online trading platforms. 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 or being traded in South Africa.

The NRCS will, on an ongoing basis, develop and institutionalise improvements to its core regulatory process to ensure greater regulatory efficiency and effectiveness. Through this, the NRCS will:

- Develop an effective, efficient and responsive process to enable timeous testing, as may be required.
- Develop an efficient, consistent approach to Risk Based Regulation, executed in a disciplined way.
- On an ongoing basis, evaluate and assess levels of compliance in the market through sampling, testing, and trend analysis.
- Ensure well-focused inspections that contribute to improved compliance.
- Implement compliance activities that enable positive economic contribution whilst contributing to greater inclusivity of economic participation on the part of entrepreneurs, SMMEs and compliant businesses.



Table 2.1 Annual Targets: Programme 2: To maximise compliance with all technical specifications and technical regulations

No	Outcome	Output	Output Indicator / Measure	Audited Performance 2022/23	Audited Performance Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29
2.1.1	A safer society protected from unsafe products	Sanction illicit products	% sanctioning rate of illicit products	-	-	-	20% illicit products	40% illicit products	45% illicit products	50% illicit products
2.1.2	A safer society protected from unsafe products	Compliance rate of all imported NRCS regulated food products.	% Compliance rate for all imported NRCS regulated food products.	-	-	-	99% Compliance rate for all imported NRCS regulated food products	99% 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
2.1.3	A safer society protected from unsafe products	Increased compliance of all locally produced and exported regulated food products.	% Compliance rate for all locally produced and exported regulated food products.			99% Compliance rate for all locally produced and exported food and associated products.	100 % Compliance rate for all locally produced and exported regulated food products.	100 % Compliance rate for all locally produced and exported regulated food products.	100 % Compliance rate for all locally produced and exported regulated food products.	100 % Compliance rate for all locally produced and exported regulated food products.
2.1.4	A safer society protected from unsafe products	Blitz Regulatory inspections conducted in high-risk retail establishments	Number of districts covered under the blitz inspections.	-	-	-	10 districts covered under the blitz inspections.	15 districts covered under the blitz inspections.	17 districts covered under the blitz inspections.	20 districts covered under the blitz inspections.
2.1.5	A safer society protected from unsafe products	Remove illicit products from the market.	Rand value of illicit products sanctioned.	-	R350 million worth of illicit products sanctioned.	R350 million worth of illicit products sanctioned	R430 million worth of illicit products sanctioned.	R3,351 billion worth of illicit products sanctioned	R3,400 billion worth of illicit products sanctioned	R3,450 billion worth of illicit products sanctioned.

No	Outcome	Output	Output Indicator / Measure	Audited Performance 2022/23	Audited Performance Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29
2.1.6	Red tape reduction	Improved administrative efficiency to support industrial growth.	Percentage of all pre-market approval certificates/rejections issued/finalised within set time frames	-	-	95% of all pre-market approval certificates/rejections issued/finalised within 90 calendar days.	98% of all pre-market approval certificates/rejections issued/finalised within 90 calendar days.	98% of all pre-market approval certificates/rejections issued/finalised within 80 calendar days.	98% of all pre-market approval certificates/rejections issued/finalised within 70 calendar days.	98% of all pre-market approval certificates/rejections issued/finalised within 60 calendar days.
2.1.7	Promote market access in strategic global	Facilitate exportation of products to various markets through issuance of Health Guarantees.	Rand value of canned meat, fish and fishery products exported from South Africa.		R8 billion worth of canned meat, fish and fishery products exported from South Africa.	R8 billion worth of canned meat, fish and fishery products exported from South Africa.	R9 billion worth of canned meat, fish and fishery products exported from South Africa.	R9,4 billion worth of canned meat, fish and fishery products exported from South Africa.	R9,6 billion worth of canned meat, fish and fishery products exported from South Africa.	R9,6 billion worth of canned meat, fish and fishery products exported from South Africa.
2.1.8	Broadening economic participation	Increase participation in highly concentrated sectors by SMMEs	Number of new SMMEs participating in the NRCS regulated value chains.				10 new SMMEs participating in the NRCS regulated value chains.	10 new SMMEs participating in the NRCS regulated value chains.	15 new SMMEs participating in the NRCS regulated value chains.	15 new SMMEs participating in the NRCS regulated value chains.

No	Outcome	Output	Output Indicator / Measure	Audited Performance 2022/23	Audited Performance Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29
2.1.9	Broaden economic participation	Create employment opportunities through designation of private laboratories and repair bodies to conduct work on NRCS' behalf as per the Legal Metrology Act.	Number of new job opportunities created through designation of private laboratories and repair bodies to conduct work on NRCS' behalf as per					20 job opportunities created through designation of private laboratories and repair bodies to conduct work on NRCS' behalf as per	25 job opportunities created through designation of private laboratories and repair bodies to conduct work on NRCS' behalf as per	30 job opportunities created through designation of private laboratories and repair bodies to conduct work on NRCS' behalf as per
2.1.10		Create employment opportunities	Number of new job opportunities created based on new companies/pre-market approvals					200 job opportunities created based on new companies/pre-market approvals	250 job opportunities created based on new companies/pre-market approvals	300 job opportunities created based on new companies/pre-market approvals

Table 2.2: Cumulative Quarterly Targets: Programme 2: To maximise compliance with all specifications and technical regulations

Number	Output Indicator / Measure	Reporting Period	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
2.2.1	% sanctioning rate of illicit products	Quarterly Cumulative	40% illicit products	40% illicit products	40% illicit products	40% illicit products	40% illicit products
2.2.2	% Compliance rate for all imported NRCS regulated food products.	Quarterly Cumulative	99% Compliance rate for all imported NRCS regulated food products	99% Compliance rate for all imported NRCS regulated food products	99% Compliance rate for all imported NRCS regulated food products	99% Compliance rate for all imported NRCS regulated food products	99% Compliance rate for all imported NRCS regulated food products
2.2.3	% Compliance rate for all locally produced and exported regulated food products.	Quarterly Cumulative	100% Compliance rate for all locally produced and exported regulated food products.	100% Compliance rate for all locally produced and exported regulated food products.	100% Compliance rate for all locally produced and exported regulated food products.	100% Compliance rate for all locally produced and exported regulated food products.	100% Compliance rate for all locally produced and exported regulated food products.
2.2.4	Number of districts covered under the blitz inspections.	Quarterly Cumulative	15 districts covered under the blitz inspections.	3 districts covered under the blitz inspections.	7 districts covered under the blitz inspections.	11 districts covered under the blitz inspections.	15 districts covered under the blitz inspections.
2.2.5	Rand value of illicit products sanctioned.	Quarterly Cumulative	R3,351 million worth of illicit products sanctioned	R700 million worth of illicit products sanctioned	R1,500 billion worth of illicit products sanctioned	R2,200 billion worth of illicit products sanctioned	R3,351 billion worth of illicit products sanctioned
2.2.6	Percentage of all pre-market approval certificates/rejections issued/finalised within set time frames	Quarterly Cumulative	98% of all pre-market approval certificates/rejections	98% of all pre-market approval certificates/rejections	98% of all pre-market approval certificates/rejections	98% of all pre-market approval certificates/rejections	98% of all pre-market approval certificates/rejections

Number	Output Indicator / Measure	Reporting Period	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
			issued/finalised within 80 calendar days.	issued/finalised within 80 calendar days.	issued/finalised within 80 calendar days.	issued/finalised within 80 calendar days.	issued/finalised within 80 calendar days.
2.2.7	Rand value of canned meat, fish and fishery products exported from South Africa.	Annual Target	R9,4 billion worth of canned meat, fish and fishery products exported from South Africa.	R2,3 billion worth of canned meat, fish and fishery products exported from South Africa	R4,7 billion worth of canned meat, fish and fishery products exported from South Africa.	R7 billion worth of canned meat, fish and fishery products exported from South Africa.	R9,4 billion worth of canned meat, fish and fishery products exported from South Africa.
2.2.8	Number of new SMMEs participating in the NRCS regulated value chains.	Quarterly Cumulative	10 new SMMEs participating in the NRCS regulated value chains.		2 new SMMEs participating in the NRCS regulated value chains.	5 new SMMEs participating in the NRCS regulated value chains.	10 new SMMEs participating in the NRCS regulated value chains.
2.2.9	Number of new job opportunities created through designation of private laboratories and repair bodies to conduct work on NRCS' behalf as per Legal Metrology Act	Quarterly Cumulative	20 job opportunities created through designation of private laboratories and repair bodies to conduct work on NRCS' behalf as per Legal Metrology Act		5 job opportunities created through designation of private laboratories and repair bodies to conduct work on NRCS' behalf as per Legal Metrology Act	10 job opportunities created through designation of private laboratories and repair bodies to conduct work on NRCS' behalf as per Legal Metrology Act	20 job opportunities created through designation of private laboratories and repair bodies to conduct work on NRCS' behalf as per Legal Metrology Act
2.2.10	Number of new job opportunities created based on new companies/pre-market approvals	Cumulative	200 job opportunities created based on new companies/pre-market approvals	0	50 job opportunities created based on new companies/pre-market approvals	150 job opportunities created based on new companies/pre-market approvals	200 job opportunities created based on new companies/pre-market approvals

Programme Three: To inform and educate our stakeholders about the NRCS

A respected regulator who is perceived to be fair, effective and to hold sufficient power to enforce compliance is likely to be a deterrent to potential transgressors. The NRCS strongly believes that increased awareness of the role and mandate of the regulator, as well as of technical regulations and 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.

Table 3.1: Annual Targets: Goal 3: To inform and educate our stakeholders about the NRCS

Outcome	Output	Output Indicator / Measure	Audited Performance 2022/23	Audited Performance 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29
High performing organisation	Stakeholder awareness.	Increased Stakeholder satisfaction score	-	-	-	-	70% stakeholder satisfaction score	75% stakeholder satisfaction score	80% stakeholder satisfaction score

Table 3.2: Cumulative Quarterly Targets: Goal 3: To inform and educate our stakeholders about the NRCS

Number	Output Indicator / Measure	Reporting Period	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
3.1	Increased stakeholder satisfaction score	Annual	70% stakeholder satisfaction score				70% stakeholder satisfaction score

Programme Four: To ensure an optimally capacitated institution

This goal will be achieved when the NRCS effectively and efficiently utilises all available resources in the most optimal manner. The NRCS will have:

- Human Resource
 - Capacity that is highly engaged, skilled and competent.
 - Vacancies filled within 6 months of the position being vacant.
 - Effort will be focused on filling vacant positions in the approved structure.
 - Employees meeting or exceeding performance targets and standards "Percentage of staff with signed performance agreements.
 - Effective internship programme.
 - Talent Management strategy and policy.
 - Salary benchmarking exercise conducted.
- ICT
 - ICT systems that enable customer interface and eliminate paper-based applications and processes.
 - ICT Platform that fully supports the business with dedicated resources allocated to the modernisation review project.



- ICT strategy and implementation roadmap approved.
- Digitalisation strategy and Implementation plan.
- Finance
 - A reviewed and innovated NRCS funding model.
 - Sound financial management and supply chain management systems.
 - Reviewed Financial Turnaround strategy.
 - Funding model for financial sustainability.
 - Levy audits.
 - Percentage of valid invoices paid within 30 days.
- Governance
 - Sound and effective support structures.
 - 100% implementation of internal and external audit plans.
 - Increase in revenue from own income streams as a percentage of total revenue.
 - Review of the NRCS Business Processes - Process engineer to assist in functional integration.

Table 4.1: Annual Targets: Programme 4: To ensure an optimally capacitated institution

No.	Outcome	Output	Output Indicator / Measure	Audited Performance 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29
4.1.1	High performing organisation.	A capacitated organisation with fully resourced organisational structure.	Vacancy rate (Percentage of vacant positions as per the approved NRCS organisational structure).	8% vacancy rate.	10% vacancy rate.	10% vacancy rate.	10% vacancy rate.	8% vacancy rate.	7% vacancy rate.
4.1.2		Create employment opportunities through the internship program.	Number of interns employed by the NRCS.	30 interns employed by the NRCS.	20 interns employed by the NRCS.	35 interns employed by the NRCS.	40 interns employed by the NRCS.	40 interns employed by the NRCS.	45 interns employed by the NRCS.
4.1.3		Increase in number of women and people with disability among NRCS	% increase number of women and people with disability				4% increase number of women and people with disability	5% increase number of women and people with disability	7% increase number of women and people with disability

No.	Outcome	Output	Output Indicator / Measure	Audited Performance 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29
		staff compliment							
4.1.4		Digitalisation of NRCS business processes	% of NRCS services accessed through the digital platform	-	-	-	70% of NRCS services accessed through the digital platform	85% of NRCS services accessed through the digital platform	100% of NRCS services accessed through the digital platform
4.1.5		Growth in revenue	% increase in NRCS Revenue				7% increase in NRCS Revenue	7.5% increase in NRCS Revenue	8% increase in NRCS Revenue
4.1.6		Increased contribution towards transformation	B-BBEE rating				B-BBEE level 3	B-BBEE level 3	B-BBEE level 3

Table 4.2: Quarterly Targets: Goal 4: To ensure an optimally capacitated institution

Number	Output Indicator / Measure	Reporting Period	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
4.2.1	Vacancy rate (Percentage of vacant positions as per the approved NRCS organisational structure).	Quarterly	10% vacancy rate.	10% vacancy rate.	10% vacancy rate.	10% vacancy rate.	10% vacancy rate.
4.2.2	Number of interns employed by the NRCS.	Annual	40 interns employed by the NRCS.				40 interns employed by the NRCS.
4.2.3	% increase number of women and people with disability	Annual	4%				4%
4.2.4	% of NRCS services accessed through the digital platform	Annual	70% of NRCS services accessed through the digital platform				70% of NRCS services accessed through the digital platform
4.2.5	% increase in NRCS Revenue	Annual	7%				7% increase in NRCS Revenue
4.2.6	Achievement of B-BBEE Rating	Annual	B-BBEE level 3				B-BBEE level 3

18. NEW OR AMENDED COMPULSORY SPECIFICATIONS MOTIVATION

Title of the Compulsory Specification	Motivation for the Compulsory Specification or Amendment of the Compulsory Specification
<p>1. <i>New VC for Crude fish oil intended for human consumption (VC 9111)</i></p>	<p>The South African fish oil industry needs to ensure that the fish oil that is meant for human consumption is safe. Furthermore, the industry has also identified a niche market for exporting crude fish oil, intended for human consumption to identified destinations which offers value-add and employment opportunities in terms of refining the product as opposed to exporting only for animal consumption. This oil is used in the production of nutritional supplements for human consumption.</p> <p>As the competent authority for food and associated products, the NRCS requires a regulation against which the Health Guarantees to accompany all consignments of crude fish oil for export markets may be issued. The NRCS is a competent authority for monitoring and subsequent export certification/health guarantees for fishery products and already registered as such in these markets.</p>
<p>2. <i>The amendment of VC8021, the Compulsory Specification chilled smoked finfish and smoke-flavoured finfish</i></p>	<p>The NRCS regulates processed fish and fishery products and canned meats. The NRCS is also recognised as the competent authority in South Africa for fish and fishery products by the EU and other countries, has the necessary competence and is also currently issuing the health guarantees for the export of chilled fish.</p>

Title of the Compulsory Specification	Motivation for the Compulsory Specification or Amendment of the Compulsory Specification
	<p>The Ministers of Health and the dtic have concurred that the scope be expanded to cover chilled smoked finfish and smoke-flavoured finfish and products derived therefrom. Smoked fish is one of the typical food products associated with <i>Listeria monocytogenes</i> (FAO/WHO <i>Listeria monocytogenes</i> risk assessment, 2004). This bacterium was responsible for the Listeriosis outbreak in South Africa in 2018, which was finally traced to processed meat i.e. polony (www.nicd.ac.za). This regulation is, therefore, also meant to minimise the risk of listeriosis.</p>
<p>3. The amendment of VC 9008, <i>the Compulsory specification for energy efficiency and labelling of electrical and electronic apparatus</i></p>	<p>Energy efficiency: This compulsory specification intends to drive the market towards energy-efficient products and contribute to saving electrical energy as per the Department of Mineral Resources and Energy (DMRE) energy strategy, reducing electricity costs for consumers and reducing the negative impact of greenhouse gases on the environment. It is rolled out in pre-determined phases.</p>
<p>4. The amendment of VC 8006, <i>the compulsory specification for flexible cords for electrical appliances</i></p>	<p>To introduce SANS 1574-2 as an alternative standard to test against and demonstrate compliance.</p>
<p>5. New VC for Lithium Batteries</p>	<p>First gazette: The proposed VC aims to ensure the safety and health risks posed by lithium batteries to public health and safety and to mitigate their negative impacts on the environment. Furthermore, to support the South African Road Map for energy security through the commercialisation of locally manufactured lithium-ion cells for use in various applications.</p>

Title of the Compulsory Specification	Motivation for the Compulsory Specification or Amendment of the Compulsory Specification
6. The amendment of VC 8016 , <i>the Compulsory Specification for Protective Motorcycle Helmets and their Visors.</i>	The amendment aims to update the local standard, SANS 20022, which is equivalent to the international standard UNECE Reg22. A new edition of UNECE Reg22 (version 5) was adopted and published in August 2021.
7. The amendment of VC 9085 , <i>Cement</i>	VC 9085 is to be amended to include two new cement standards recently adopted by the South African Bureau of Standards (SABS). The two new standards cover products made from recycled concrete. This will help reduce waste from demolished structures and lower the construction sector's overall carbon output. Given the risks of impurities due to contamination with other matter associated with recycled products/ materials, the NRCS must enforce compliance with these standards to ensure that they meet the required strength needed to ensure safety and sustainability.
8. New VC for Metal Roof Sheeting	The proposed Compulsory Specification (VC) aims to protect the public health and safety of users of corrugated roofing materials through an effective and efficient regulatory regime to ensure compliance with South African National Standards.
9. The proposed (new) VC 9106 , <i>Polymer film for damp-proofing and waterproofing in buildings</i>	Polymer film is used for waterproofing and is used for water insulation and acts as a moisture barrier, preventing water from entering or filtering through the various elements that make up a building. These materials are permanently added to the structures; therefore, they have a direct

Title of the Compulsory Specification	Motivation for the Compulsory Specification or Amendment of the Compulsory Specification
	<p>impact on the quality and safety of buildings. The use of inferior construction materials and short measures in the thickness of the film can negatively affect its expected performance when incorporated in buildings, i.e. failure to prevent moisture penetration in buildings and thus pose health, safety and environmental risks to occupants of those buildings.</p>
<p>10. The amendment of VC 9092, <i>the Compulsory Specification for the Preservative treatment of timber.</i></p>	<p>Amendments to improve the effectiveness and efficiency of VC 9092, as well as aligning the referenced standards to ease the application of this compulsory specification.</p>
<p>11. The amendment of VC 8087, <i>the Compulsory Specification for plastic carrier bags and flat bags.</i></p>	<p>Periodic review to address the gaps identified in the interventions for plastic pollution (DFFE-NRCS MOU). Plastic pollution has become a pervasive environmental issue and has gained considerable attention in recent years. The amended VC 8087 incorporates the new types of eco-friendly and alternative materials that may be used to construct plastic carrier bags and flat bags. It will also address the limit of filler materials and other additives which will result in more durable bags and high-quality recycled materials at the end of their life cycle.</p>
<p>12. The amendment of VC 8072, <i>the compulsory Specification for Respiratory protective devices (RPDs).</i></p>	<p>Periodic review to address some challenges with the implementation i.e. the VC does not include the equivalence of standards for products that are manufactured to other regional standards. To also address administrative clauses to manage the active role players database to ease implementation.</p>

Title of the Compulsory Specification	Motivation for the Compulsory Specification or Amendment of the Compulsory Specification
<p>13. The amendment of VC 8079, <i>The control of gaming devices and related apparatus.</i></p>	<p>Periodic review has necessitated amendment of this VC to ensure the requirements are relevant in terms of technology and as per the current product offerings. The VC need to be updated to include the administrative process and the normative references.</p>
<p>14. Legal metrology technical regulation for Kingpin measuring instruments 15. Tyre tread measuring instrument.</p>	<p>The Road Traffic Management Corporation submitted a list of measuring instruments to be regulated in terms of Legal Metrology regulations.</p>

19. UPDATED KEY RISKS

Risk/Threat	Impact	Inherent Risk			Residual Risk		
		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	4	16	4	3	12
Inadequate compliance with legislation (NRCS Act, PFMA, POPIA, NRCS Act and other related legislation).	Reputational damage and Financial Loss.	5	3	15	5	2	10
Inadequate Human Capital Management.	Non-achievement of NRCS objectives.	5	4		4	3	12

20. OVERVIEW OF 2026/27 BUDGET AND MTEF ESTIMATES

Statement of Financial Performance

Statement of financial performance	Audited outcome	Audited outcome	Audited outcome	Audited outcome	Budget	Medium-term estimate		
R thousand	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Revenue								
Non-tax revenue	335,024	301,136	318,781	368,579	371,306	399,851	413,126	431,675
Sale of goods and services other than capital assets	323,301	279,537	296,740	329,765	355,487	379,199	392,861	410,500
<i>Other non-tax revenue</i>	11,723	21,599	22,041	38,814	15,819	20,652	20,265	21,175
Transfers received	144,099	147,560	138,611	145,734	149,235	153,522	159,648	164,610
Total revenue	479,123	448,696	457,392	514,313	520,541	553,373	572,774	596,285
Expenses								
Compensation of employees	373,075	413,831	401,252	409,378	422,515	463,625	492,273	514,372
Goods and services	101,678	114,719	166,297	91,105	98,026	89,748	80,501	81,913
Total expenses	474,753	528,550	567,549	500,483	520,541	553,373	572,774	596,285
Surplus/(Deficit)	4,370	(79,854)	(110,157)	13,830	-	-	-	-

Budget per Strategic Goal

Goals	Audited outcome	Audited outcome	Audited outcome	Approved Budget	Medium-term estimate		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
R thousand							
Administration	57,210	69,986	57,120	58,570	61,263	89,327	93,339
Maximise compliance with all specifications and technical regulations	353,112	369,123	331,430	336,587	360,957	378,966	393,773
Develop, maintain and administer compulsory specifications and technical regulations	11,904	12,942	8,303	14,369	15,030	15,248	15,933
Inform and educate stakeholders on the regulator's mandate	12,661	15,745	6,743	12,095	12,651	13,285	13,882
Ensure an optimally capacitated institution	93,663	99,753	96,887	98,920	103,472	75,948	79,358
Total expense	528,550	567,549	500,483	520,541	553,373	572,774	596,285

Statement of financial position

Financial position	Audited outcome	Audited outcome	Audited outcome	Approved budget	Medium-term estimate		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Carrying value of assets	30,757	33,209	28,465	29,700	30,100	31,605	33,024
Investments	568	568	563	600	640	672	702
Receivables and prepayments	112,728	47,024	54,362	74,967	71,083	74,638	77,988
Cash and cash equivalents	94,385	36,694	60,930	38,364	35,732	37,518	39,203
Total assets	238,438	117,495	144,320	143,631	137,555	144,433	150,917
Accumulated surplus/(deficit)	130,295	17,919	31,749	39,471	32,505	34,130	35,662
Trade and other payables	54,305	69,529	65,373	48,460	47,630	50,012	52,257
Provisions	53,838	30,047	47,198	55,700	57,420	60,291	62,998
Total equity and liabilities	238,438	117,495	144,320	143,631	137,555	144,433	150,917

Cash-flow Statement

Cash flow R thousand	Audited outcome 2022/23	Audited outcome 2023/24	Audited outcome 2024/25	Approved budget 2025/26	Medium-term estimates		
					2026/27	2027/28	2028/29
Cash flow from operating activities	-48,813	-48,266	24,466	-20,063	-2,703	17,161	17,932
Non-tax receipts	301,237	334,191	348,220	396,100	431,100	472,655	493,878
Transfers received	147,560	138,611	145,734	149,235	154,319	162,035	169,310
Total receipts	448,797	472,802	493,954	545,335	585,419	634,690	663,188
Payments							
Compensation of employees	398,781	423,927	388,895	454,488	477,212	501,073	523,571
Goods and services	98,829	97,141	80,593	110,910	110,910	116,456	121,685
Total payment	497,610	521,068	469,488	565,398	588,122	617,529	645,256
Cash flow from investing activities	-2,095	-9,425	-229	-12,590	-12,040	-12,642	-13,209
Acquisition of property, plant, equipment and intangible assets	-302	-8,395	-	-7,366	-7,540	7,917	-8,272
Acquisition of software and other intangible assets	-1,793	-1,030	-229	-5,224	-4,500	4,725	-4,937
Cash flow from financing activities	-54,488	-	-	-	-	-	-
Repayment of finance leases	-54,488	-	-	-	-	-	-
Net increase / (decrease) in cash and cash equivalents	-105,396	-57,691	24,237	-32,652	-14,743	4,519	4,723

Capex budget

Category	2024/25	2025/26	2026/27	2027/28	2028/29
	R'000	R'000	R'000	R'000	R'000
Office equipment & Furniture	6,460	6,764	7,075	2,036	2,128
	6,460	6,764	7,075	2,036	2,128

21. ANNEXURE D: MATERIALITY FRAMEWORK

a. Significance level

Definition

Section 54(2) of the Public Finance Management Act, 1999, as amended states that – “Before a public entity concludes any of the following transactions, the Accounting Authority of the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its executive authority for the approval of the transaction:

- Establishment or participation in the establishment of a company.
- Participation in a significant partnership, trust, unincorporated joint venture or similar arrangement.
- Acquisition or disposal of a significant asset.
- Commencement or cessation of a significant business activity.
- Significant change in the change or extent of its own interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.

A transaction is significant if conducting the transaction is vitally important to fulfil the organisation’s mandate and for the organisation to operate effectively.

Significance is larger than materiality as significant transactions may impact the organisation. The transaction may be material but not significant whereas all significant transactions are material.

b. NRCS assessed level

The organisation will submit relevant particulars of the transactions to the CEO for approval of those transactions to be disclosed to treasury. In addition to the transactions listed above, the following transactions will be regarded as significant and will require full disclosure:

- Acquisition of assets exceeding the budgeted amount.
- Reporting of the materiality framework.

The materiality and significance framework will be updated annually as part of the strategic planning process and be included in the strategic plan.

c. Framework of acceptable levels of materiality and significance

Treasury Regulations

For purpose of “material [section 50(1), 55(2) and 66(1) (c) of the Act] and significant” [section 54(2) of the Act], the accounting authority must develop and agree on a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with external auditors”

Material		NRCS Level for 2023/24
Section 50	<p>The accounting authority of a public entity must:</p> <p>(c) On request, disclose to the executive authority responsible for the public entity or the legislature to which the public entity is accountable, all material facts, including those reasonably discoverable, which in any way influence the decision or actions of the executive authority or that legislature.</p>	<p>Material amount: 0.85% of total revenue</p> <p>Quantitative – Any fact discovered which amount exceeds the above materiality figure. Any item or event for which specific disclosure is required by law. Any fact discovered of which its omission or misstatement in the entity’s opinion, could influence the decisions or actions of the executive authority or legislature.</p>
Section 55	<p>The annual report and financial statements must:</p> <p>Fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned.</p> <p>Include particulars of any material losses through criminal conduct and any irregular expenditure that occurred during the financial year.</p>	<p>Quantitative - Any losses through criminal conduct. Any losses through irregular / fruitless / wasteful expenditure</p> <p>Qualitative - Any item or event which specific disclosure is required by law. Any fact discovered of which its omission or misstatement in the entity’s opinion, could influence the decisions or actions of the executive authority or legislature.</p>
Section 66 (1)	<p>Any institute to which this Act apply may not borrow money or issue a guarantee in indemnity or security, or enter into any other transaction that bind or may bind that institution or the Revenue Fund to any future financial commitment, unless such borrowing, guarantee, indemnity, security or other transactions:</p> <p>Is authorised by this Act; and</p> <p>In the case of public entities, is also authorised by other legislation not in conflict with this Act</p>	<p>All non-compliance events / transactions will be disclosed.</p>

	Material	NRCS Level for 2023/24
Section 54(2)	<p>Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its executive authority for approval of the transaction:</p> <p>Participation in a significant partnership, trust, unincorporated joint venture or similar arrangement.</p> <p>Acquisition or disposal or a significant shareholding in a company.</p> <p>Acquisition or disposal of significant asset.</p> <p>Commencement or cessation of significant business activity.</p>	<p>Not applicable</p> <p>Not applicable</p> <p>Any asset that would materially increase or decrease the operational function of the entity, outside the approved strategic plan and budgeted</p> <p>Not applicable</p>

PART D: TECHNICAL INDICATOR DESCRIPTIONS

22. TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

Programme 1: TID

1. Indicator title	% of compulsory specifications finalised within the set timeframes.	Number of new compulsory specifications introduced to enhance consumer safety
2. Definition	Compulsory specification and technical regulations are used interchangeably and in terms of planning mean the same as they have the same effect and impact. Efficiency in the review of, Compulsory Specifications/ Technical Regulations to enable business to adopt technology and enable fair trade	Develop new Compulsory Specifications/technical regulations to enable and enhance consumer and environmental protection Compulsory specification and technical regulations are used interchangeably and in terms of planning mean the same as they have the same effect and impact.
3. Source/ collection of data	Project proposals and proof of submission to the dtic.	Project proposals and proof of submission to the dtic.
4. Method of calculation	Total number of VC/TR finalised within 18 months/ total number of VC/TR finalised during the period	Total number of VCs finalised and submitted for gazetting
5. Means of verification	The dtic submission documentation.	The dtic submission documentation.
6. Assumptions	VCs/TRs are reviewed to enable technology adoption, increase competitiveness and enable local manufacturing	VCs/TRs are implemented to enhance consumer and environmental protection
7. Disaggregation of Beneficiaries	N/A. Meant for all South Africans	N/A. Meant for all South Africans
8. Spatial Transformation	N/A	N/A
9. Calculation Type	Cumulative	Cumulative
10. Reporting cycle	Quarterly Cumulative reporting	Quarterly Cumulative reporting
11. Desired performance	80% compulsory specifications and technical regulations finalised within 18 months	5 new compulsory specifications introduced to enhance consumer safety
12. Indicator responsibility	RRD General Manager	RRD General Manager

Programme 2: TID

1. Indicator title	% sanctioning rate of illicit/non-compliant products	% Compliance rate for all imported NRCS regulated food products
2. Short definition	The % increase in the number of illicit/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. Illicit and non-complaint will be used interchangeable and have the same meaning	Ensure that no non-compliant products within the foods and associated industry enter the South African market.
3. Source/collection of data	Directives and inspections registers	Directives and inspections registers
4. Method of calculation	Total number of non-compliance inspections as measured by the number of directives or embargoes issued as a percentage of the total number of inspection conducted.	Total number of compliant product inspections/total number of inspections within the foods and associated industries
5. Means of verification	Total number of directives or embargoes issued for non-compliant businesses.	Directives register, Inspection records and electronic inspection records.
6. Assumptions	Determines efficiency in identification and targeting non-compliance to requirements of compulsory specifications. The organisational resources are then channelled towards non-compliant role players	Increase compliance to compulsory specifications and technical regulations. Minimize the risk to the consumer and proactively detect the non-complying products.
7. Disaggregation of Beneficiaries	N/A	N/A.
8. Spatial Transformation	N/A	N/A
9. Calculation Type	Cumulative and where multiple embargoes or directives are issued as a result of one inspection, such shall be regarded as one directive or embargo	Cumulative
10. Reporting cycle	Cumulative Quarterly Reporting	Quarterly and annual basis reports are generated.
11. Desired performance	40% 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.	100% Compliance rate for all imported NRCS regulated food products.
12. Indicator responsibility	Automotive, CMM Electrotechnical and Legal Metrology General Managers.	Foods and Associated Industries General Manager.

1. Indicator title	% Compliance rate for all locally produced and exported regulated food products.	Number of districts covered under the blitz inspections.
2. Short definition	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.	Ensure that the NRCS conduct targeted inspections in high-risk areas across all districts within the republic
3. Source/collecti on of data	The source of this data is inspection reports or directives register for all imported Foods and associated products.	The source of this data is the Blitz inspection report
4. Method of calculation	Percentage of compliant inspections/ total number of inspections conducted for all locally produced and exported food and associated products.	Total number of blitz inspections conducted across various districts
5. Means of Verification	Directives register, Inspection records and electronic inspection records.	Blitz reports Inspection records and electronic inspection records.
6. Assumptions	Increase compliance to compulsory specifications and technical regulations. Minimize the risk to the consumer and proactively detect the non-complying products.	Increase awareness, compliance to compulsory specifications and technical regulations. Minimize the risk to the consumer and proactively detect the non-complying products.
7. Disaggregation of Beneficiaries	N/A.	N/A.
8. Spatial Transformation	N/A	N/A
9. Calculation Type	Cumulative	Cumulative
10. Reporting cycle	Quarterly and annual basis reports are generated.	Quarterly and annual basis reports are generated.
11. Desired performance	100% Compliance rate for all locally produced and exported food and associated products.	Coverage of 15 districts
12. Indicator responsibility	Foods and Associated Industries General Manager.	COO

1. Indicator title	The rand value of illicit products sanctioned.	Percentage of all pre-market approval certificates/ rejections issued/finalised within set time frames
2. Short definition	Identify and sanction illicit/non-compliant products and services and enable compliant business to trade fairly. Market value of products identified as non-compliant 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.	Improved efficiency and ensure pre-market approvals or certificates are granted within the shortest possible timeframe.
3. Source/collection of data	<ul style="list-style-type: none"> • Directives • Embargo notice • Inspection Records 	LOA Business Reports LOA Electronic data management systems
4. Method of calculation	Manual Quantitative Counting	Manual Quantitative Counting
5. Means of Verification	Total value of the estimated value as per the directive, embargo notice or inspection record.	Total number of premarket approvals (LOAs, Type Approval, Homologations certificates) finalised (approved or rejected) finalised within 80 days/total number of pre-market approvals finalised
6. Assumptions	Value is as per the estimated value at the point of an inspection.	The date of application is date submitted or date received by the NRCS and the date finalised is the date certificates or decline decision is granted
7. Disaggregation of Beneficiaries	N/A	N/A
8. Spatial Transformation	N/A	N/A
9. Calculation Type	Cumulative	Cumulative
10. Reporting cycle	Quarterly	Quarterly
11. Desired performance	R3,351 billion worth of non-compliant products sanctioned.	98% of all pre-market approval applications finalised within 80 calendar days.
12. Indicator responsibility	Automotive, Chemicals Mechanicals and Materials, Electro-technical, Legal Metrology and Foods and Associated Industries General Managers	Automotive, Chemicals Mechanicals and Materials, Electro-technical, Legal Metrology

1. Indicator title	Rand value of canned meat, fish and fishery products exported from South Africa.	Number of new SMMEs participating in the NRCS regulated value chains
2. Short definition	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.	SMMEs granted approvals for production of NRCS regulated products having gone through a technical assistance program 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.
3. Source/collection of data	<ul style="list-style-type: none"> • Inspection Records • Health Guarantee files 	<ul style="list-style-type: none"> • Assistance acknowledgement and SMME assistance report.
4. Method of calculation	Quantity of products multiplied by the average market value of the products.	Manual count
5. Means of verification	Inspection records, health guarantees, electronic registers.	Manual count of the number of reports
6. Assumptions	Market value is the average market value of the products from the industry associations or role players.	None
7. Disaggregation of Beneficiaries	N/A	N/A
8. Spatial Transformation	N/A	N/A
9. Calculation Type	Cumulative	Cumulative
10. Reporting cycle	Quarterly	Quarterly Cumulative
11. Desired performance	R9.4 billion worth of canned meat, fish and fishery products facilitated for export from South Africa.	10 new SMMEs participating in the NRCS regulated value chains.
12. Indicator responsibility	Foods and Associated Industries General Manager.	Chief Operations Officer and Operations General Managers.

1. Indicator title	Number of new job opportunities created through designation of private laboratories and repair bodies to conduct work on NRCS' behalf as per	Number of new job opportunities created based on new companies/pre-market approvals
2. Short definition	Number of people employed for newly designated private laboratories and repair bodies as per the Legal Metrology Act	Number of new jobs created as a result of new pre-market approval certificates granted within the Automotive, Chemicals materials and Mechanicals, Electrotechnical, Foods and Associated Industries)
3. Source/collection of data	Designation Reports and case study reports	Pre-market approvals application forms and case studies conducted on new entrants and new approvals.
4. Method of calculation	Manual count	Manual count
5. Means of verification	Data recorded from the case studies of each designated private company	Data recorded from the case studies and the pre-market approvals application forms
6. Assumptions	New designated companies are employing persons as a result of the designation status and designation status enables the private company to operate	Pre-market approvals provides market access and job creation opportunities
7. Disaggregation of Beneficiaries	N/A	N/A
8. Spatial Transformation	N/A	N/A
9. Calculation type	Cumulative	Cumulative
10. Reporting cycle	Quarterly Cumulative	Quarterly Cumulative
11. Desired performance	20	200
12. Indicator responsibility	General Manager Legal Metrology	Chief Operations Officer and Operations General Managers.

Programme 3 and 4: TID

1. Indicator title	Increased contribution towards transformation B-BBEE rating	Increased stakeholder satisfaction score
2. Short definition	Attainment of B-BBEE level three by the NRCS	Conduct consumer awareness survey
3. Source/collection of data	Certificate from Rating Agency	Survey Results and Questionnaire
4. Method of calculation	Manual count	Total satisfactory service results as a percentage of the total survey population
5. Means of verification	Certificate from accredited rating agency	Survey results
6. Assumptions	The indicator is used to measure the impact of the NRCS programs on transformation with the republic	The indicator is used to measure the rate at which NRCS is disseminating information to the general public and rendering satisfactory service
7. Disaggregation of Beneficiaries	N/A	N/A
8. Spatial Transformation	N/A	N/A
9. Calculation type	Cumulative	Cumulative
10. Reporting cycle	Annual	Annual
11. Desired performance	B-BBEE level 3	60% stakeholder satisfaction score
12. Indicator responsibility	Head QMS	Head Communications and Marketing,

Programme 4: TID

1. Indicator title	Vacancy rate (Percentage of vacant positions as per the approved NRCS organisational structure).	Number of interns employed by the NRCS.
2. Short definition	The percentage number of vacant funded positions on the structure as a percentage of total number of the approved positions on the NRCS organisational structure.	NRCS to implement an internship program for graduates to get an opportunity to be trained and gain valuable work experience. .
3. Source/collection of data	Approved organisational structure, NRCS signoff budget and the employee database.	Human resources records
4. Method of calculation	Percentage calculated as the total number of budgeted vacant positions as a percentage of the total number of approved positions	Verification of number of interns employed by the NRCS on 31 March 2027.
5. Means of Verification	Employee statistics and approved organogram analysis.	Human Resources employee files
6. Assumptions	The indicator is used to measure efficiency in NRCS recruitment and ensure NRCS is a capacitated organisation.	The indicator is used to measure the number of the employees, employed as interns within the NRCS.
7. Disaggregation of Beneficiaries	Applicable to all	Applicable to all
8. Spatial Transformation	N/A	N/A
9. Calculation Type	Cumulative	Cumulative
10. Reporting cycle	Quarterly cumulative	Annual Target
11. Desired performance	10% vacancy rate	40 Interns employed by the NRCS
12. Indicator responsibility	Head Human Resources	Head Human Resources

1. Indicator title	% increase number of women and people with disability	% of NRCS services accessed through the digital platform	% increase in NRCS revenue
2. Short definition	The percentage number of vacant funded positions on the structure as a percentage of total number of the approved positions on the NRCS organisational structure.	NRCS to utilise the Premarket approval ICT System for approval applications. Enabling online application by the industry.	NRCS to increase revenue collection
3. Source/collection of data	Approved organisational structure, NRCS signoff budget and the employee database.	NRCS Premarket Approval systems used for application of approval certificates	NRCS financial statements/ Income statement
4. Method of calculation	(Number of women and people with disabilities employed in 2026/27 FY - Number of women and people with disabilities employed in 2025/26 FY)/ Number of women and people with disabilities employed in 2025/26FY	Total number of premarket approvals received through ICT online platform/ Total number of pre-market approvals received by the NRCS	(Total revenue excluding government grant 2026/7FY- Total revenue excluding government grant 2025/6FY)/ Total revenue excluding government grant 2025/6FY
5. Means of Verification	Employee statistics and approved organogram analysis.	NRCS Approvals systems and databases	NRCS financial System
6. Assumptions	The indicator is used to measure efficiency in NRCS recruitment and ensure NRCS is a capacitated organisation.	The indicator is used to measure the percentage of pre-market approvals received through online platform - EE ICT Systems.	The indicator measures efficiency in revenue collection
7. Disaggregation of Beneficiaries	Applicable to Women and people with disabilities	N/A	N/A
8. Spatial Transformation	N/A	N/A	N/A
9. Calculation Type	Cumulative	Cumulative	Cumulative
10. Reporting cycle	Annual Target	Annual Target	Annual Target
11. Desired performance	4%	70% of NRCS services accessed through the digital platform	7% revenue increase
12. Indicator responsibility	Head Human Resources	CIO	CFO