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SABS

South African Bureau of Standards

STRATEGIC PLAN

FY2025/26 - FY2029/30

ACRONYMS AND ABBREVIATIONS

ARSO	African Organisation for Standardisation
BSAS	Business Solutions & Advisory Services
CIMS	Certification Information Management System
CRM	Customer Relationship Management
DLS	Digital Learning System
ERP	Enterprise Resource Planning
ERRP	Economic Reconstruction and Recovery Plan
EXCO	Executive Committee
FSSC	Food Safety System Certification
ICASA	Independent Communications Authority of South Africa
ICT	Information and Communications Technology
IEC	International Electrotechnical Commission
ISO	International Organization for Standardization
LIMS	Laboratory Information Management Systems
MSME	Micro, Small and Medium Enterprises
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
NIPF	National Industrial Policy Framework
NRCS	National Regulator for Compulsory Specifications
NSB	National Standards Body
OECD GLP	Organisation for Economic Co-operation and Development Good Laboratory Practice
RvA	Raad voor Accreditatie (Dutch Accreditation Authority)
SAHPRA	South African Health Products Regulatory Authority
SABS	South African Bureau of Standards
SADC	Southern African Development Community
SANS	South African National Standards
SCM	Supply Chain Management
SOE	State-Owned Enterprise
TBT	Technical Barriers to Trade
the dtic	The Department of Trade, Industry and Competition
WTO	World Trade Organisation

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EXECUTIVE AUTHORITY STATEMENT

Mr Parks Tau - Minister of Trade, Industry and Competition

The South African Bureau of Standards (SABS) has crafted this plan in line with the Medium-Term Development Plan (MDTP) aimed at advancing the country toward the National Development Plan (NDP) Vision 2030.

It is essential to acknowledge the significant role that the SABS plays in the South African economy as well as in the broader continental context. The SABS's technical and leadership roles in the Southern African Development Community Cooperation in Standardization (SADCSTAN), African Organisation for Standardisation (ARSO) and International Standards Organisation (ISO) ensure that South Africa's and African interests are prominent in global standardisation, quality assurance and sustainable development, and that the African Continental Free Trade Agreement (AfCFTA) become a reality.

The SABS, as a key technical infrastructure institution, is instrumental in the achievement of the imperatives of innovation stimulation and enhance industry competitiveness. Highlighted in this plan are strategic priorities of the SABS that drive re-industrialization, value addition, localisation and export-competitiveness. The Industrial Policy that we develop and the success of the Master Plans that we implement depend to a large extent on the contribution of national standards and quality assurance.

There is also greater emphasis in this plan on tangible outcomes, meaningful impact as well as greater coordination and collaboration across departments and entities. To this end, not only does this plan reflect greater effort in publishing standards in new and priority sectors, but it also recognises the importance of raising awareness about standards.

The delivery of the priorities highlighted in this plan will also transform the SABS into a customer-centric and technologically enabled entity. I am enthusiastic about the work ahead and are looking forward to working with the board, management and staff team at the SABS.

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

CHIEF EXECUTIVE OFFICER STATEMENT

The development of the South African Bureau of Standards’ Strategic Plan for the period 2025/26 – 2029/30 marks another critical step forward as we continue to navigate an increasingly complex and dynamic local and global industrial landscape. This plan is driven by the need to adapt, innovate, and sustain our relevance globally while responding to the standardisation needs of our developing economy.

The South African Bureau of Standards (SABS) plays a crucial role in both the national economy and continental standardisation efforts. Through its leadership in regional and international standardisation bodies, SABS ensures South African and African interests are represented globally. This involvement supports key initiatives like Africa Agenda 2063 and the African Continental Free Trade Agreement. Over the next three years, SABS aims to leverage its participation to enhance South African enterprises' global competitiveness. The organisation will focus on improving coordination among standardisation, quality assurance, and metrology bodies, as well as with national and local entities, to elevate the prominence of standardisation in the economy.

Our work also supports key government priorities and national imperatives as detailed in the Medium-Term Development Plan (MTDP) 2025-2030 aligned to the National Development Plan (NDP) Vision 2030. The MTDP’s primary objectives are to foster inclusive economic growth, reduce poverty and inequality, and establish a competent, ethical, and developmental state. The plan’s main feature is a coordinated governmental approach, with pivotal initiatives that encompass significant infrastructure investment, energy reliability, expanded digital capabilities and mobilization of private sector capital.

In essence, the SABS's role has gained heightened significance in light of South Africa's annual economic growth and job creation targets. In the next three years, the SABS will focus on the following strategic objectives:

To achieve the development, promotion, maintenance and the increased use of the South African National Standards that respond to industrial policy, public and market needs

The SABS will use expertise in standards development to drive economic growth through developing and actively promoting standards that:

- Are aligned to industrial policy and that prioritise strategic sectors with high growth potential, including those in energy, manufacturing, agriculture, mining and construction.
- Are more focused on enabling SMMEs to meaningfully participate in the economy, compete and grow exports; and
- Are developed in collaboration with regulators and national departments to address challenges highlighted in the MTDP, including issues in education, health, safety, security as well as process challenges related to red tape, for example.

Through an extensive, strategic communication plan, and following a “whole-of-government approach”, the SABS will elevate the use of national standards and will ensure standardisation is core to strategic government programmes as highlighted in the MTDP. The SABS will seek closer working relationships with agencies such as InvestSA to present jointly at international platforms to showcase standardisation services in South Africa and the capabilities at SABS that facilitate trade and investment.

To provide integrated conformity assessment solutions that respond to industrial policy, public and market needs

The SABS will use its extensive collection of national and international standards to increase the use of certification, testing and advisory services to impact economic transformation and growth. In the next three years, the organisation will:

- Increase testing capabilities to conduct product testing on current and future products in high growth sectors, including in the electronic vehicle, battery and renewable energy value chains. New testing capabilities will enable South African businesses to increase beneficiation, increase exports and drive import substitution;
- Retain Mark Scheme permit holders through a targeted customer partnering process;
- Establish and build strategic partnerships, for example, with the Consumer Commission, in light of increased counterfeiting in the economy, to increase the adoption of the SABS Mark by manufacturers as a symbol of compliance to national standards;
- Develop new and promote existing training programmes that address immediate pain points in the economy, for example counterfeiting, food safety;
- Increase auditing capabilities in management certification to facilitate the development of a capable and ethical state through programmes with COGTA, Salga and similar entities; and
- Improve access to conformity assessment services and standards to Black Industrialists and SMMEs through effective and strategic partnerships with funders, industrial parks, special economic zones as well national and regional development agencies.

To address these priorities, the SABS will ensure current certification schemes are maintained and that carefully selected new schemes that support national goals are developed. The SABS Mark scheme remains a symbol of quality for many products and opportunities to grow its use will be actively sought.

To achieve and maintain sustainability

At the base of our plan is the imperative to achieve and maintain the sustainability of the business. We will achieve this through an increased effort to drive revenue growth, optimised operating margins and well-maintained liquidity for the long-term stability of our organisation. Strategic initiatives to contain costs, reduce waste and maximise asset utilisation such as our real estate are already underway.

We furthermore commit to carrying out our mandate in an ethical way by considering environment and social impacts as well as by ensuring that we fulfil our legal and regulatory requirements.

To create and maintain a high-performance and good governance culture

This plan recognises the critical role of human capital in achieving its objectives, emphasising talent development, leadership skills, and cultural transformation across the organisation. The SABS is executing these strategies to create a high-performance environment that can adapt to the demands of a modern industrial economy. In the next three years, focus is on:

- Embedding the new structure and in ensuring that critical positions that are aligned to the delivery of our strategic objectives remain prioritised;
- Complete the implementation of the culture transformation programme that will facilitate transition into a service and client-centric, good governance culture;
- Executing on a training and development programme aligned to commitments in the MTDP as well as to digitalisation and efficiency initiatives; and
- Developing an employee value proposition and an employer brand to attract and retain the best skills in the market.

To leverage innovation and technology to enhance information security, efficiency and effectiveness to meet market demands

The successful execution of this plan will require SABS to strengthen its own capabilities and accelerate its digital transformation to improve efficiencies and improve customer-centricity. In the next three years, focus will be on:

- Upgrading the ICT network to ensure reliable connectivity and improve systems and technologies to address cyber security risks;
- Modernising our information technology, including customer management, laboratory information management and learning management systems to support more efficient testing, certification and advisory processes
- Developing a research and development competency to support innovation and relevance of our standardisation processes in the rapidly changing operating environment.

In summary, this Strategic Plan repositions the organization as a more prominent and proactive entity amongst those that spearhead economic transformation. The SABS will demonstrate enhanced efficacy by leveraging standardization to address fundamental economic challenges and by pioneering the development of innovative products and services to drive growth and development. This strategic approach will consequently secure its long-term viability.

On behalf of the executive leadership, I wish to convey our sincere appreciation to the SABS Board and our shareholder, **the dtic**, for their invaluable support and direction in formulating this plan. Furthermore, I extend my heartfelt thanks to our SABS employees for their dedication towards developing an organization that is positioned to execute our mandate in a manner that instils pride in the work that we do.

Lizo Makele
Acting Chief Executive Officer/
Accounting Officer

Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the South African Bureau of Standards (SABS) under the guidance of its Minister of Trade, Industry and Competition, Mr Parks Tau, MP
- Takes into account all relevant policies, legislation and other mandates for which the SABS is responsible
- Accurately reflects the impact and outcomes which the SABS will endeavour to achieve over the FY2025/26 to FY2029/30 period

Signature:
Mr Lungelo Ntobongwana: Chief Operations Officer

Signature:
Mr Victor Mabuli: Acting Chief Corporate Services Officer

Signature:
Ms Kholofelo Masoga: Chief Financial Officer

Signature:
Ms Itumeleng Mphahlele: Head Strategy & Stakeholder Relations

Signature:
Mr Lizo Makele: Acting Chief Executive Officer

Approved by:
Signature:
Mr Parks Tau, MP: Executive Authority

Part A: Our mandate

1. Constitutional mandate

- Develop, promote, and maintain South African National Standards (SANS)
- Promote quality with respect to commodities, products, and services
- Render conformity assessment services and matters connected therewith

2. Legislative and policy mandates

The SABS is the apex national standardisation institution in South Africa, established by the Standards Act, 1945 (Act 24 of 1945). The SABS exists as a public entity under the Standards Act, 2008 (Act 8 of 2008).

3. Institutional policies and strategies governing the five-year planning period

- SABS Corporate Strategy 2025 - 2030 – the strategy was signed off by the Accounting Authority in January 2025
- ICT Digitalization Strategy
- Infrastructure Development Plan

4. Relevant court rulings (No updates)

Part B: Our strategic focus

1. Vision

To be the trusted standardisation and quality assurance service provider of choice

2. Mission

To provide standards and conformity assessment services to contribute towards the efficient functioning of the economy.

3. Values

As SABS transforms and moves towards a culture of high performance and the delivery of quality service, it is guided by the following values:

- Excellence
- Customer Centricity
- Accountability
- Integrity
- Innovation

4. Situational analysis

The SABS is an entity operating under a legislative and government policy mandate. The operational environment of the SABS is influenced by a wide range of internal and external factors, some of which are set out below.

5. External environment analysis

PESTLE(+S) analysis is a strategic framework used to evaluate the external factors influencing our operations. It examines six key dimensions: Political (Public policy and stability), Economic (economic conditions and trends), Social (cultural and demographic influences), Technological (technological advancements), Legal (legislation and regulations), and Environmental (ecological and sustainability factors). This comprehensive analysis aids the SABS in understanding our external environment, anticipates challenges, and makes informed decisions for our sustainable growth and competitiveness.

Political

The global geopolitical landscape for 2024-2027 is expected to be marked by heightened volatility, with increasing tensions among major powers, particularly the U.S., China, and Russia. These dynamics are likely to significantly impact global trade and security, with ripple effects felt across international relations and economic stability.

Climate change is becoming a critical factor in this geopolitical scenario. As nations grapple with the urgent need to address environmental concerns, the implementation of climate policies is anticipated to influence international relations and economic strategies. These policies may lead to new partnerships, trade agreements, or conflicts, depending on how different countries align their interests and commitments to sustainability.

In this context, the role of BRICS (Brazil, Russia, India, China, South Africa, Saudi Arabia, United Arab Emirates, Egypt, Iran and Ethiopia) is poised to gain prominence. As an economic bloc representing emerging markets, BRICS nations may seek to leverage their collective influence to counterbalance Western-dominated global institutions and reshape the international order. Their actions could potentially alter trade patterns, financial systems, and diplomatic alignments, adding another layer of complexity to the global geopolitical chessboard.

Domestically, political instability, social unrest, and public sector governance issues pose substantial risks to the country's development. The government's weaknesses in infrastructure development, resource allocation, and corruption have led to widespread discontent. This failure to provide essential services like water, electricity, and sanitation has exacerbated poverty and inequality, particularly in rural areas. The risks posed by these issues include social unrest, economic stagnation, and a decline in investor confidence. Addressing these challenges requires a comprehensive approach that involves increased accountability, improved governance, and targeted investments in infrastructure; and the MTDP is a good start.

The role of standards and conformity assessments as tools for building trust, facilitating cooperation, and navigating the challenges of globalization, sustainability, and technological change in increasing. They provide a common ground in an increasingly fragmented world, helping to maintain economic stability and promote sustainable development despite geopolitical tensions.

Economic

South Africa’s growth prospects are supported by the Government of National Unity and a sustained period of no- load shedding. This improvement is likely to boost business and consumer confidence, providing a much-needed lift to the economy. However, despite these positive factors, South Africa's private investment, excluding renewable energy, remains 25% below pre-COVID-19 levels0F[1], highlighting a slow recovery.

Economic growth in South Africa is projected to remain modest, with annual growth rates expected between 1.5% and 2.5%. This reflects ongoing structural challenges, and a sluggish rebound from the impact of the pandemic. Key factors influencing growth include domestic policy reforms, global commodity prices, and investment in infrastructure. The country's overall economic performance will also depend on improvements in governance and addressing corruption.

The African Continental Free Trade Area (AfCFTA) presents opportunities for intra-regional trade, and the South African Bureau of Standards (SABS) has a critical role in harmonising regional standards. However, inadequate GDP growth impacts public sector funding and private sector investments, which are critical for industrialisation. This slowdown hinders sectors that typically rely on standards and conformity assessments to ensure the quality and safety of products, especially in manufacturing and infrastructure development.

Additionally, the expanded BRICS group offers another avenue for collaboration in standardisation. Engaging with other BRICS countries could foster the development of global and regional standards that align with international requirements, potentially opening up new markets for South African products and services.

Social

South Africa currently grapples with a range of pressing social issues, including concerns over public safety, inadequate security provision, challenges in delivering universal healthcare, weakened local government structures, and shortcomings in the education system. These critical matters are at the forefront of the 7th administration's agenda. To address these challenges comprehensively, the administration has introduced the Medium-Term Development Plan (MTDP) and aims to tackle these societal issues systematically through a "whole government" approach.

In the current socio-political landscape, there is a growing demand for increased transparency, driven by evolving consumer expectations. The digital era has further amplified these expectations, particularly regarding how products and services are consumed and delivered. The South African Bureau of Standards (SABS) must remain cognisant of these trends, adapting its approach to standardisation and conformity assessment to meet these changing demands.

Concurrently, there is a heightened societal commitment to hold State-Owned Entities (SOEs) and all spheres of government accountable for their use of public funds. This includes demanding adherence to good corporate governance practices and compliance with all applicable laws. The MTDP emphasizes this and the SABS, as a key state institution, faces the crucial task of looking to address these concerns through robust standardisation and conformity assessment solutions.

The role of the SABS in supporting the 7th administration's objectives of enhancing public services, strengthening social security, and fostering a safer, healthier, and more educated society is crucial.

[1] World Economic Outlook Update, July 2024: The Global Economy in a Sticky Spot (imf.org)

Technology

The rapid growth of digital infrastructures and the integration of digital technologies with traditional systems are transforming how people live and work globally. This transformation is accelerated by advances in generative Artificial Intelligence (AI). Along with that trend is the rising risk of cyber-attacks and this necessitates robust measures to safeguard data. National standards bodies like the SABS play a pivotal role in this technological landscape. By developing and enforcing standards, they ensure the safe and effective integration of new technologies into society.

The SABS must also harness digital technologies to improve its value chain and agility. This includes adopting integrated digital technologies to streamline processes and enhance service delivery. Additionally, the rapid evolution of generative AI presents opportunities for the SABS to innovate and improve its productivity.

National standards bodies like the SABS are essential in guiding these changes, ensuring that technological advancements are safe, effective, and beneficial for all. By staying ahead of digital trends and prioritising cybersecurity, the SABS can support a safer, more efficient, and innovative society.

Legal

The South African Bureau of Standards (SABS) operates under a legal framework that has undergone significant changes, particularly with the passing of the *Standards Act No. 8 of 2008*. This law replaced the previous *Standards Act of 1993* and introduced a modernised regulatory framework for standardisation activities in the country. Essentially the change effectively removed the regulatory function of the SABS and along with that, was the "R999 repeal" that had a significant impact on the SABS Mark Scheme.

The SABS must continue to minimise the impact of the change in the legislation, while continuing to raise this and emerging regulatory challenges with **the dtic**. The evolving regulatory and compliance environment requires SABS to be agile to regulatory and policy impacts.

International laws concerning trade, intellectual property, and data protection significantly influence the SABS's ability to engage in cross-border collaborations, secure partnerships, and protect proprietary information.

Internally, the SABS is committed to maintaining a compliance universe, continuously assessing the impact of national and international legislation and regulations on its operations. This ongoing evaluation ensures that the SABS remains compliant and responsive to legal requirements, thereby supporting its mission to uphold high standards and contribute to the country's socio-economic development.

Environment

As global temperatures rise and extreme weather events become more frequent, the world is increasingly heeding the call to integrate environmental considerations into business processes. Climate change presents risks that include damage to infrastructure from flooding and storms, disruptions to supply chains, drought and reduced agricultural yields.

To mitigate climate risks, the regulatory environment is changing at a faster rate. Policy changes include regulations that relate to carbon pricing, emission regulations and waste management which can impact operational costs and market dynamics, especially as these regulations are not applied uniformly across geographies.

Other key considerations include:

- Availability and cost of water, energy, and raw materials. As global demand increases and climate change affects resource availability, organizations face potential supply chain disruptions and price volatility for essential inputs. Companies need to develop strategies for resource efficiency, alternative sourcing, and innovation in materials to mitigate risks associated with scarcity.

- Increasing pressure to adopt circular economy principles. There is growing emphasis on reducing waste throughout the product lifecycle, from design to disposal. Organizations are expected to implement recycling programs, design products for reuse or easy disassembly, and find innovative ways to repurpose waste streams into valuable resources.

Standards organizations need to work closely with regulatory bodies to ensure alignment between voluntary standards and mandatory regulations. This collaboration can help create more cohesive and effective environmental management frameworks across different jurisdictions. The need to develop standards for recyclability, repairability, and design for disassembly. Standards organizations may need to create new frameworks for measuring and reporting on circularity performance.

Standards development must focus on creating metrics and guidelines for resource efficiency, sustainable sourcing, and alternative materials.

Science

The convergence of biotechnology and genomics is driving significant advancements in personalised medicine, where treatments are customised based on an individual's genetic profile. This approach enables more precise therapies, improving patient outcomes and contributing to more efficient healthcare systems. By tailoring treatments to genetic variations, healthcare providers can enhance the effectiveness of interventions, reduce adverse reactions, and ultimately lower healthcare costs. These developments are also accelerating innovation in drug discovery, allowing for the creation of more targeted and effective therapies. The potential to streamline drug development processes is reducing both time and costs associated with bringing new treatments to market.

Moreover, the integration of technologies such as artificial intelligence (AI) and machine learning with biotechnology is revolutionising the research and development landscape. AI and machine learning facilitate the analysis of vast amounts of data, accelerating the discovery of new drugs and therapies. This not only speeds up research processes but also enhances the predictive modelling of disease outbreaks and the optimisation of agricultural yields. AI-driven algorithms can identify patterns in genetic and biological data, improving the accuracy of diagnoses and treatment options.

standardisation bodies must adapt to these technological advancements by developing new standards that address the ethical, regulatory, and technical challenges posed by genomics, biotechnology, and AI. These efforts will ensure that innovation occurs within a framework that protects public interest and promotes global healthcare improvement.

6. Internal environment analysis

The SABS delivers a wide array of services aimed at advancing national industrial goals and enhancing the quality of life for the country These services encompass the formulation and upkeep of National Standards, the provision of independent certification for products and systems, as well as consignment inspections for large-scale buyers.

The SABS Mark is recognised as a prestigious symbol of quality assurance both domestically and internationally. As the designated local content verification authority, SABS ensures compliance with the Preferential Procurement Policy Framework Act and supports Original Equipment Manufacturers.

Through a network of national testing laboratories, SABS offers essential quality assurance services to regulators, manufacturers, and government procurement bodies. Moreover, SABS extends Business Solutions and Advisory Services, delivering training on management system standards and providing technical assistance to SMMEs and entrepreneurs.

In support of these key activities, the SABS must implement initiatives and programmes to strengthen business operations and optimise the delivery of the mandate. The following key operational priorities will be of focus in the three-year Strategic Plan:

Financial Sustainability:

Revenue generation underpins the financial sustainability of the SABS and initiatives to be undertaken includes the protection of existing revenue sources, deepen sales drive to enhance on selling and upselling opportunities whilst launching new products and services that address market needs. Prudent cost containment measures will be implemented to ensure efficient delivery of products and services as per our mandate, considering the realities of operating as a Commercial entity.

Customer Centricity

Execution of the integrated Customer Partnering portfolio to drive enhanced customer experience through leadership in marketing, communications, customer engagement, and proactive sales and business development.

Rollout of the Digitalization Transformation Strategy which includes the following systems:

- Enterprise Resource Management System
- Certification Information Management System (CIMS) which will allow the division to digitise the end-to-end process of auditing and certification.
- Laboratory Information management System (LIMS) which will improve testing turnaround times and demand planning for the testing division.
- Automation of the Learning Management System for BSAS.
- Standards Division to implement enhanced digital tools for the development of standards and transitioning to the delivery of SMART standards including publication tools as well as improved e-commerce functionalities.

Infrastructure Renewal

The SABS Board has approved a comprehensive 5-year infrastructure renewal programme in 2023. This programme will continue into the 2024-2027 Strategic Plan execution underpinned by rigorous project prioritization based on return on investment, including adherence to regulatory and compliance requirements.

Operational Efficiency

Investment in requisite infrastructure and systems are an important precursor to enhancing operations and delivering products, solutions and services in a timely manner. The review and enhancement of processes, including adequate operational controls and effective decision-making processes will be an important focus area. Effective setting of turnaround times for key deliverables including monitoring and evaluation of key performance indicators are expected to create a SABS environment that transcends customer expectations.

Talent Management and Learning

Our staff are invaluable in delivering products and services of excellence to all our stakeholder. This requires of us to constantly review our talent, skills and resources to ensure that SABS is fully capable and capacitated to create value for our customers. Our Human Capital department together with operations will deliver adequate initiatives, incentives and programmes that will enable SABS to be recognised as an employer of choice.

The SABS Corporate Culture

The organisation has embarked on a culture change journey, to align its corporate culture with the strategic goals. This process includes the culture definition, identification of core values, and the development of the culture change implementation plan, which will be embedded in the next 3-ye

7. Alignment to the Medium-Term Development Plan

The Medium-Term Development Plan (MTDP) for 2024-29 outlines three main strategic priorities: promoting inclusive growth and job creation, reducing poverty and addressing the high cost of living, and building a capable, ethical, and developmental state. The foremost priority, considered the apex priority, is inclusive growth and job creation, which will guide all levels of government, clusters, and sectors to focus on economic interventions that foster widespread economic participation and employment opportunities. These strategic priorities are interconnected and mutually reinforcing.

The table below illustrates the role of the SABS in supporting the MTDP objectives.

MDTP Strategic Priorities	MDTP Outcomes	Strategic MTDP Interventions	SABS Role	SABS Strategic Objectives in support of the MDTP	SABS Initiatives
MTDP Strategic Priority 1 – Standards Development and Promotions: Inclusive growth and job creation	Re-industrialisation, localisation and beneficiation	Drive growth in labour-intensive sectors such as services, agriculture, manufacturing, mining and tourism, including the finalisation & implementation of master plans.	●	Objective 1: To achieve the development, promotion, maintenance and the increased use of the South African National Standards that respond to industrial policy, public and market needs	• Published standards aligned to industrial policy, public and market needs • Increased efficiency in the standards development process (turnaround times) • Access, distribution and uptake of standards • Strategic collaboration and leadership in regional and international standardisation fora • Gender and youth-responsive standards and increased participation of PDI's and young people in the development of standards
				Objective 2: To provide integrated conformity assessment solutions that respond to industrial policy, public and market needs	• Certification, testing and advisory services that are aligned to industrial policy, public and market needs • Maintain and grow current portfolio of accredited (schemes)
	Science, technology and innovation for growth	Prioritize to Grow and transform SA's science, technology and innovation capabilities, human resources and research infrastructure.	●	Objective 5: To leverage innovation and technology to enhance information security, efficiency and effectiveness to meet market demands	• Accelerated digital transformation • Upgraded and Modernised laboratory technology • Invest in Research and Innovation
	Increased investment, trade and tourism	Prioritise the implementation of the African Continental Free Trade Area to increase our exports to the rest of the continent.	◐	Objective 1: To achieve the development, promotion, maintenance and the increased use of the South African National Standards that respond to industrial	• Strategic collaboration and leadership in regional and international standardisation fora • Prioritise harmonization of standards to align to AfCFTA and BRICS priorities

		Strengthen economic diplomacy with our largest trading partners and potential trading partners.		policy, public and market needs	
MTDP Strategic Priority 3 -High Performance and Good Governance Culture: Build a capable, ethical and developmental state	A capable and professional public service Improve governance and performance of public entities	Develop and implement a roadmap for digital transformation of public services.	◐	Objective 5: To leverage innovation and technology to enhance information security, efficiency and effectiveness to meet market demands	• Accelerated digital transformation • Upgraded and Modernised laboratory technology
		Improve efficiency and productivity of the public sector by mainstreaming red tape reduction across departments and entities.			• The organisation-wide business process review and re-engineering;
				Objective 3: To achieve and maintain sustainability	• Attain average 16% annual revenue growth per annum by 2029/30 • Attain 5% of operating margin
		Strengthening the public procurement system, in line with the Public Procurement Act, for efficiencies and effectiveness and to stimulate demand.	◐	Objective 2: To provide integrated conformity assessment solutions that respond to industrial policy, public and market needs	▪ Improved the execution of Local Content Verification to deliver on this service consistently.
		Conduct Institutional Reviews and Skills Audit to ensure that state institutions are execution driven in line with mandates and public value.	◐	Objective 4: To create and maintain a high-performance and good governance culture	Executing on a training and development programme aligned to commitments in the MTDP as well as to digitalisation and efficiency initiatives;

8. Supporting the New Industrial Policy

To foster industrial growth and transformation in South Africa, the updated Industrial Policy prioritises three key areas: decarbonisation, digitalisation, and diversification. This strategic approach aims to equip the country to effectively navigate global economic shifts while seizing emerging opportunities for sustainable development and competitiveness.

Digitalisation

The industrial policy aims to accelerate the digitalisation of South Africa's economy, recognising its potential to drive economic growth, enhance competitiveness, and develop critical skills. Digitalisation contributes to industrial advancement through increased internet connectivity, the establishment of data centres, the expansion of cloud computing services, and the adoption of artificial intelligence. These technological advancements not only support economic expansion but also create opportunities for innovation. To fully harness the benefits of digitalisation, the government must implement regulatory reforms, provide targeted incentives, and foster a supportive environment for start-ups and emerging digital industries.

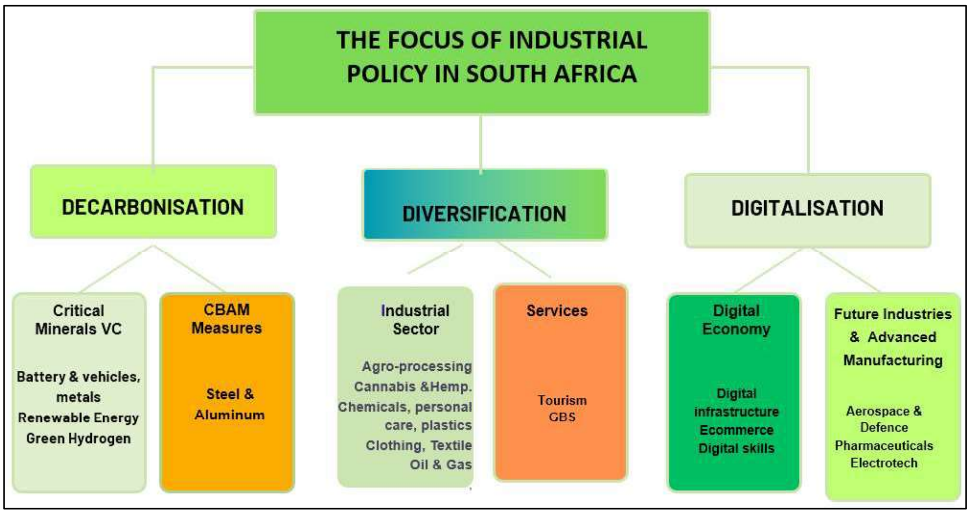
Diversification

Diversifying the economy is essential to reduce reliance on mineral exports and build resilience in the industrial sector. The strategy should focus on identifying and expanding a range of high-value products with strong global demand while promoting the manufacturing and assembly of key industrial components. To achieve this, South Africa needs to introduce incentives, attract investment, reform regulations, and establish strategic partnerships. By shifting towards value addition in local industries, the country can stimulate economic growth, create jobs, and strengthen its industrial base.

Decarbonisation

South Africa's transition to a low-carbon economy is central to its industrial policy, with climate change mitigation and green industrial development taking priority. The country possesses vast reserves of critical minerals essential for renewable energy technologies, including wind turbines, solar panels, batteries, and fuel cells. With the global minerals industry projected to grow significantly, South Africa must capitalise on its rich resources such as Manganese, Platinum, and Chrome to advance sustainable development. Beneficiation of these minerals will not only support the energy transition but also contribute to technological progress and economic growth.

The focus of Industrial Policy in South Africa



The table below illustrates the role of the SABS in supporting Industrial Policy

Industrial Policy Focus Area	SABS Role	SABS Programme in support of Industrial Policy	SABS Initiatives

Decarbonisation
Diversification
	●	Programme 1: Standards Development and Promotions
		
		Programme 2: Integrated Conformity Assessments
			• Alignment of the Standards Development, Testing and Certification Work Plan to Decarbonisation and Diversification priorities; Including:
			  ○ Publish standards on EVs: 2 in 2025/6; 15 over 5 years
			  ○ Publish standards on Energy Efficiency: 2 in 2025/6; 20 over 5 years
			  ○ Completion of Feasibility studies in Green Hydrogen and Green Steel
			  ○ Feasibility studies on new Test Methods. In 2025, complete the feasibility study to insource cosmetic testing.
			• Maintain and grow the current portfolio of accredited schemes in line with the Decarbonisation and Diversification priorities
			• Alignment of the Innovation and Research scope and output

Digitalisation	◐	Programme 5: Efficiency and Innovation Technology	• Internally:
			  ○ Accelerated digital transformation
			  ○ Upgraded and Modernised laboratory technology

9. Supporting the Black Industrialists Programme

The objective of the Black Industrialist programme of **the dtic** is to drive significant involvement of black-owned businesses in the primary economic sectors in line with Industrial Policy. Through the services provided by the SABS, black industrialist stands to benefit from:

- Implementing management systems such as ISO9001 to improve operational efficiency and effectiveness; and demonstrate credibility;
- Product testing that reduces technical barriers to trade and increase export opportunities; and
- Delivery of consistent product quality, thereby increasing customer satisfaction and trust.

Focus in the next five years is on increasing standardisation services to Black Industrialists through:

- Evaluating specific requirements of new and existing companies on the Black Industrialist Programme to determine their individual needs;
- In parallel, finalising the sources of funding for standardisation services offered through the SABS; and
- Delivery of a minimum of R1 million worth of service each year.

The SABS remains steadfast in its commitment to national transformation through the B-BBEE framework. Currently rated at a B-BBEE Contribution Level 6, the SABS aims to achieve Level 1 status by 2027. To reach this ambitious goal, the organization has outlined specific FY2025/26 initiatives focusing on Skills Development, Supplier and Enterprise Development, and Socio-Economic Development. By executing these initiatives effectively, the SABS anticipates moving to a Level 4 contribution by the end of FY2025/26 and to Level 1 by end of FY2027/28.

Skills Development

Skills development lies at the heart of B-BBEE, and the SABS is determined to build a sustainable talent pipeline:

- Maximize the Skills Development Budget to bolster the scope and impact of training programs.
- Award External Bursaries in line with B-BBEE requirements, ensuring equitable access to education and opportunities, especially for underrepresented groups.
- Increase Spending on People with Disabilities, reinforcing the organization's commitment to a diverse and inclusive workforce.

Supplier and Enterprise Development

Empowering local suppliers and enterprises not only drives transformation but also strengthens the broader economy:

- Allocate and Spend 2% of Net Profit After Tax (NPAT) for supplier and enterprise development, enabling small businesses to thrive and integrate into mainstream value chains.
- Conclude Contracts with Suppliers and Enterprises Early, ensuring effective planning and implementation of development initiatives from the start of the financial year.

Socio-Economic Development (SED)

By investing in socio-economic development programs, the SABS aims to generate measurable, positive impacts within communities:

- Spend 1% of NPAT on socio-economic development initiatives, targeting critical areas such as education, healthcare, and community upliftment.
- Sign Contracts with Beneficiaries at the Start of the Financial Year to ensure prompt and transparent allocation of SED funds.

Path to Level 4 by FY2025/26

Through the diligent implementation of these FY2025/26 initiatives, the SABS will strengthen its B-BBEE performance, with the objective of moving from its current Level 6 to Level 4 by the end of FY2025/26. This momentum, in turn, sets the stage for the organization to realize its ultimate aspiration of becoming a Level 1 Contributor by FY2027/28.

As the SABS continues to champion South Africa's national standards, these transformation efforts will remain central to its mission—fostering an inclusive, empowered economy built on sustainable development and equitable opportunities for all.

10. The 7th Administration Priorities – Blue Sky Interventions

The South Africa's economy has been trapped in prolonged low growth for over a decade due to a number of factors, including inefficient logistics, reduced government spending and weak investment in innovation. Furthermore, high transport costs and infrastructure challenges have increased reliance on imports, leading to job losses and weakened domestic industries. These conditions have made it very difficult over the years to deal with issues of inequality; and in the process, the levels of poverty increased.

The 7th administration is fully focused on reversing the slow growth path and recognises **the dtic,** together with its entities, as a key department to lead the economic growth and development of the country.

The economy requires a "Blue Sky" thinking to overcome its prolonged slow growth, as continuing the same path cannot be expected to yield different results. Like many businesses, SABS has struggled with limited growth for several years and must incorporate blue sky strategies to escape this persistent challenge.

Blue Sky Interventions	SABS alignment and outcomes	Performance Indicators	Champions
Red Tape Reduction	• Reduction in turnaround time across key processes/ provision of services • Digitised standardisation processes to improve service delivery	Average year-on-year reduction in turnaround time in Testing, LCV and Certification services	-
		% Progress against the implementation of the approved Annual Infrastructure Plan	
		% Progress against the approved Annual Digital Transformation Implementation Plan	
		Number of new public sector clients and organs of state serviced (including industrial parks and SEZ) **Note**: including roll out of management systems to reduce red tape in municipalities	Minister: COGTA
Exports for Global Markets	• Harmonisation of high impact standards aligned to AfCFTA, BRICS and other priority markets	Develop the ARSO Eco Mark scheme and conduct training to target market **Note:** The harmonisation at ARSO for high impact markets is continuous. Key action is to sign-off modalities for the adoption of the Africa EcoMark	-
Illicit Trade (Counterfeit Products)	• Increased enforcement of SABS Mark transgressions • Increase adoption of the SABS Mark through closer alignment to manufacturers	% of reported Mark Scheme transgression cases closed (for each year under review	-
		% year-on-year growth in the number of valid SABS Mark permits	

Strategic Markets: Deepening market access for domestic producers	• Greater standardisation support to MSME's • Improved access and diversification of SABS Technical Committees to include broader participation • Promote innovation by rolling out the innovation management system	# of MSMEs and black industrialists serviced	
		Number of Representation of previously disadvantaged groups in Technical Committees	
		# of stakeholders trained in management and governance systems and standards	
Local Government Enablers	• Roll-out of management systems and other interventions to prioritised municipalities • MSME capacity building in support of LED efforts • Adoption and rollout of relevant standards (sustainability, water & food quality, disaster management, anti-corruption, etc)	Number of new public sector clients and organs of state serviced (including industrial parks and SEZ) **Note:** including roll out of management systems to reduce red tape in municipalities	Minister: COGTA
		# of MSMEs serviced	
		# of stakeholders trained in management and governance systems and standards	
Market concentration and economic exclusion	• Improved access and diversification of SABS Technical Committees to include small players, women and youth • Improvement in the SABS BBBEE scorecard	# of new women appointed into Technical Committees	-
		BBBEE Level achieved	
Transport and Logistics	• Increase local content verification capacity in line with greater demand	• Average 20% reduction in turnaround time to complete Local Content Verification audits	-

	in Local Content Verification	**Note:** Indirectly, in the process of factoring a reduction in turnaround time overall for LCV, we would need to factor in any new demand. In other words, even with greater demand, the turnaround must improve.	
Industrial Parks and SEZ impact	• Standardisation services extended to MSMEs in SEZs	• # of MSMEs in industrial parks and SEZs serviced	
Critical Mineral Value Chains	• Alignment of the standards workplan to the beneficiation of critical minerals into products	• Percentage of standards published from the approved list* of reimagined and priority sectors	-

Part C: Measuring our performance

1. Institutional performance information, Impact statements and Measuring our outcomes

MTSF Priority	Inclusive Growth and Job Creation					
Impact Statement	**Outcome**	**Outcome indicator**	**Output Indicator**	**Baseline**	**Five-year target**	**Blue-Sky Indicator**
Driving organisational sustainability underpinned by innovation, support for domestic and international trade, improved organisational competitiveness through operational efficiencies whilst delivering value to all stakeholders	Increased use of Standards in the economy	Increase in the number of standards that are developed	Total number of standards published	404 number of standards published	2090 number of standards published	
		Development of standards that are aligned to the re-imagined priority sectors in the MTDP	Publish % of standards aligned to the re-imagined priority sectors	Published 80% of standards aligned to the re-imagined priority sectors	Publish average of 90% of standards aligned to the re-imagined priority sectors	Y
		Increase in the promotion and distribution of standards through a strategic communication, advocacy and communication plan.	Number of case studies conducted and promoted	Conducted and promoted 20 case studies	Conduct and promote 300 case studies	
	Improvement in the standards development process	Reduction in the time it takes to develop a standard	Average number of days to publish standards	318 average number of days to publish standards	200 average number of days to publish standards	
Driving organisational sustainability underpinned by innovation, support for domestic and international trade, improved organisational competitiveness	Increased delivery of certification, testing and advisory services that is aligned to industrial policy, public and market needs	Increase delivery of solutions to SOEs, local, provincial and national entities	Number of new public sector clients and organs of state serviced (including industrial parks and SEZ)	-	135 number of new public sector clients and organs of state serviced (including industrial parks and SEZ)	Y
		Increase in standardisation services offered to	Number of MSMEs and black industrialists serviced	179 number of MSMEs and black industrialists serviced	2030 number of MSMEs and black industrialists serviced	Y

MTSF Priority	Inclusive Growth and Job Creation					
Impact Statement	**Outcome**	**Outcome indicator**	**Output Indicator**	**Baseline**	**Five-year target**	**Blue-Sky Indicator**
through operational efficiencies whilst delivering value to all stakeholders		Black Industrialists and MSMEs				
	Improvement in capability, capacity and laboratory infrastructure to conduct more testing and conformity assessments	Increase in the development of new testing capabilities(offerings) to conduct product testing on current and future products in high growth sectors	Number of new test methods developed and approved to support MTDP priorities	14 new test methods developed and approved to support MTDP priorities	35 new test methods developed and approved to support MTDP priorities	
		Growth in the portfolio of accredited (schemes) developed	Maintain 100% of Accreditations for Laboratory and Product and System Certification	Maintained 100% of Accreditations for Laboratory and Product and System Certification	Maintain 100% of Accreditations for Laboratory and Product and System Certification	
			Number of new Certification Schemes developed and approved	1 new Certification Scheme developed and approved	15 new Certification Scheme developed and approved	

MTSF Priority	Build a capable, ethical and developmental state					
Impact Statement	**Outcome**	**Outcome indicator**	**Output Indicator**	**Baseline**	**Five year-target**	**Blue-Sky Indicator**
Driving organisational sustainability underpinned by innovation, support for domestic and international trade, improved organisational competitiveness through operational efficiencies whilst delivering standardisation value to all stakeholders	A sustainable SABS with a more secure future	Growth in Revenue of the SABS Group	Year-on-Year growth in revenue of the SABS Group	6.1% Year-on-Year growth in revenue of the SABS Group	7.5% Year-on-Year growth in revenue of the SABS Group	
		Improvement in the Operating margin of the SABS Group	Operating Margin of the SABS Group	6.0% Operating Margin of the SABS Group	6.7% Operating Margin of the SABS Group	
Driving organisational sustainability underpinned by innovation, support for domestic and international trade, improved organisational competitiveness through operational efficiencies whilst delivering standardisation value to all stakeholders	A more capable, innovative workforce, positioning SABS to better address industry challenges and to drive organisational excellence.	An enhanced Employee Value Proposition that attracts and retains talent	Vacancy rate of critical positions	-	Vacancy rate of critical positions	
			Employee retention rate (%)	-	Employee retention rate (%) = 95%	
			% Progress against the approved annual Employee Engagement Action Plan	-	80 % of progress against the approved annual Employee Engagement Action Plan	
		Skilled and competent employees to drive organisational competitiveness	% employees with completed competency assessments	-	95% of employees with completed competency assessments	
Driving organisational sustainability underpinned by innovation, support	Automated and integrated business processes that support innovation	A digitally advanced organisation to drive efficiencies and effectiveness	% Progress against the approved Annual Digital Transformation Implementation Plan	-	Completed by 2027/28	Y

MTSF Priority	Build a capable, ethical and developmental state					
Impact Statement	**Outcome**	**Outcome indicator**	**Output Indicator**	**Baseline**	**Five year-target**	**Blue-Sky Indicator**
for domestic and international trade, improved organisational competitiveness through operational efficiencies whilst delivering standardisation value to all stakeholders		Execution of the Infrastructure upgrade plan to improve service delivery	% Progress against the implementation of the approved Annual Infrastructure Plan	-	Completed by 2027/28	Y

2. Explanation of planned performance over the five-year planned period

Critical Issue	Enablers	Outcomes contribution
Operationalise the organisational structure	• Operationalise the SABS structure • Map and optimise detailed processes • Develop and implement Human Capital plan • Implement the outcomes of the skills audit • Fill critical vacant positions • Implement the culture change programme • Introduce and implement an organisation-wide change management framework • Mature the performance management system	• An enabling organisational culture • Competent and engaged workforce • Optimised operational processes • fit-for-purpose remuneration and Reward philosophy and Framework.
Improve customer engagement process	• Implement the CRM system • Conduct training and capacitation • Conduct interventions to increase customer retention • Implement recommendations from the Customer Experience project	• A customer centric SABS • Customer satisfaction targets achieved
Information & Communication Technology	• Conduct risk assessment on operational software and systems • Review ICT strategy to ensure alignment with SABS strategy • Implementation of a new ERP system • Renew critical system licences and conduct updates • Implement the Enterprise Customer Portal • Enhance finance and resource planning • Rollout and integrate key operational systems • Execution of all strategic projects in line with the digital strategy	• Integrate all operational systems • Introduce new technologies for process improvements • Complete the implementation of the Enterprise Resourcing Plan programme - Complete the implementation of key business systems, including: Certification Information Management System (CIMS), Laboratory Information management System (LIMS), Digital Learning Management System, enhanced digital tools for standards development as well as improved e-commerce functionalities.
Facilities	• Develop medium and long-term facilities management strategy • Implement energy efficient solutions • Develop medium to long term property strategy • Conduct mission critical maintenance on the facilities as well as laboratory equipment	• Infrastructure planning and maintenance that is aligned to laboratory requirements • Save on energy consumption • Fund and monitor maintenance programme
Research and Innovation capability	• Development of a research & innovation capacity and capability	• A research & innovation function and an ecosystem made up of academic and other research partners to guide partnership activities and offerings
Communication and Advocacy Plan	• Develop and roll out a strategic communication and advocacy plan aligned to industrial policy and market needs	• An extensive promotion of standards and quality to enhance the public understanding of the value of standards

Critical Issue	Enablers	Outcomes contribution
Turnaround Time across the organisation	• Determine the key processes in the organisation (across all units) that will be subject to turnaround time measurement • Establish baseline turnaround time across the organisation • Deliver an average of 20% improvement on measured processes	• Improve a 20% improvement on the previous year's baseline
New areas of Standardisation	• Establish technical committees in new areas of standardisation i.e., Artificial Intelligence, Big data, Internet of things, Cybersecurity • Alignment of programme of work with ISO and IEC.	• Implement tools to develop SMART standards • Expand the access of standards to customers through improved digital platforms

Table 1: Strategic project delivery

3. Output Targets - the dtic 7th Administration Priorities and Blue-Sky Interventions

The following “Blue-Sky” intervention targets set out areas of focus that the SABS will report to on a quarterly basis to the Executive Authority and the SABS will strive towards achieving them. The SABS’s contribution and definition towards the indicators may not directly impact or strictly align to the scope, description or numerical output as defined by the dtic. Further, some of the KPIs are stretch targets and their achievement may be impaired by several factors, some of which include financial constraints, resource and capacity limitations.

Blue-Sky Intervention/Outcomes	SABS Alignment	Outcomes Indicator	Baseline	Five year-target
Red Tape Reduction	• Reduction in turnaround time across key processes/ provision of services • Digitised standardisation processes to improve service delivery	Average year-on-year reduction in turnaround time in Testing, LCV and Certification services	-	20% average year-on-year reduction in turnaround time in Testing, LCV and Certification services
		% Progress against the implementation of the approved Annual Infrastructure Plan	50%	Completed by 2027/28
		% Progress against the approved annual ICT Digital Transformation plan	28%	Completed by 2027/28
		Number of new public sector clients and organs of state serviced (including industrial parks and SEZ) Note: *this includes roll out of management systems to reduce red tape in municipalities*	-	135 new public sector clients and organs of state serviced (including industrial parks and SEZ)
Exports for Global Markets	• Harmonisation of high impact standards aligned to AfCFTA, BRICS and other priority markets	Number of MSME’s trained in the ARSO Eco Mark scheme	220	205 MSME’s trained in the ARSO Eco Mark scheme
Illicit Trade (Counterfeit Products)	• Increase adoption of the SABS Mark through closer alignment to manufacturers • Increased enforcement of SABS Mark transgressions	% of reported Mark Scheme transgression cases closed (for each year under review)	-	90% of reported Mark Scheme transgression cases closed (for each year under review)
		% year-on-year growth in the number of valid SABS Mark permits	-	12% year-on-year growth in the number of valid SABS Mark permits
Strategic Markets: Deepening market access for domestic producers	• Greater standardisation support to MSME’s • Improved access and diversification of SABS	Number of MSMEs and black industrialists serviced	220	2030 of MSMEs and black industrialists serviced
		Number of new women appointed into Technical Committees	-	240 new women appointed into Technical Committees

Blue-Sky Intervention/Outcomes	SABS Alignment	Outcomes Indicator	Baseline	Five year-target
	Technical Committees to include broader participation • Promote innovation by rolling out the innovation management system	Number of stakeholders trained in management and governance systems and standards	-	18 900 stakeholders trained in management and governance systems and standards
Local Government (LED Enablers)	• Roll-out of management systems and other interventions to prioritised municipalities • MSME capacity building in support of LED efforts • Adoption and rollout of relevant standards (sustainability, water & food quality, disaster management, anti-corruption, etc)	Number of new public sector clients and organs of state serviced (including industrial parks and SEZ) *Note: this includes roll out of management systems to reduce red tape in municipalities*	-	135 new public sector clients and organs of state serviced (including industrial parks and SEZ)
		Number of MSMEs serviced	-	2030 of MSMEs serviced
		Number of stakeholders trained in management and governance systems and standards		18 900 stakeholders trained in management and governance systems and standards
Market concentration and economic exclusion	• Improved access and diversification of SABS Technical Committees to include small players, women and youth	Number of new women appointed into Technical Committees	-	240 new women appointed into Technical Committees
		BBBEE Level achieved	-	B-BBEE Level 1
Transport and Logistics	• Increase local content verification capacity in line with greater demand	Average year-on-year reduction in turnaround time in Testing, LCV and Certification services	-	20% average year-on-year reduction in turnaround time in Testing, LCV and Certification services
Industrial Parks and SEZ impact	• Standardisation services extended to MSMEs in SEZs	Number of MSMEs in industrial parks and SEZs serviced	-	400 of MSMEs and black industrialists serviced
Critical Mineral Value Chains	• Alignment of the standards workplan to the beneficiation of critical minerals into products	% of standards published from the list of reimagined and priority sectors	-	80% of standards published from the list of reimagined and priority sectors

4. Key risk and mitigation

Strategic risks affect the company's long-term positioning, performance, and achievement of strategic objectives. The following strategic risk themes have been identified by the SABS management, and if not managed effectively, may hinder the attainment of the Strategic Plan targets.

Outcome	Key Risk	Mitigation Plans
Increased use of Standards in the economy	• Non-existence of marketing strategy & stakeholder engagement • Inadequate marketing plan and stakeholder engagement plan	• Development of marketing strategy • Review of the marketing plan • Review the budget allocation /prioritization of the budget
Outcome	**Risk Contributors**	**Action Plans**
Increased use of Standards in the economy	• Impartiality (conflict of interest) • Ineffective technical committees • Non-existence/inadequate policy and procedures • Misalignment of the competency required within the technical committees • Lack of resources for standard development • Misalignment to prescribed best practice • Failure to comply with set policies and procedures	The implementation of the national norm for the development of SANS • Established technical committees operating within the approved framework of the approved national norm • Approved business plans. • Marketing plan and stakeholder engagement plan in place • Approved budget in place • Standard writer, committee administrators and editors in place
Outcome	**Risk Contributors**	**Action Plans**
Improvement in capability, capacity and laboratory infrastructure to conduct more testing and conformity assessments	• Non-compliance to policy and procedures on quality management • Lack /inadequate resource capacity and capability (human capital) • Budget constraints	• Reviewing and prioritizing business needs (conduct a deep dive in operations divisions workshop) and identify key Action items
Improvement in capability, capacity and laboratory infrastructure to conduct more testing and conformity assessments	• Lack of surveillance • Lack of enforcement	• Build surveillance capacity (Physical and digital) • SABS to build enforcement capacity to protect the mark • Develop a Structured approach to manage IPStrategic Partnerships with other regulators • - Approval of IP Framework
Outcome	**Risk Contributors**	**Action Plans**

Automated and integrated business processes that support innovation	• Ineffective project management framework • Non-monitoring of the performance of contractors Lack/Inadequate resource capacity in the SCM & PMO	• Change management & training • Approval of Project Management Framework • Including the interrogation specification in the PMO framework
A sustainable SABS with a more secure future	• Ineffective credit management • Collusion with suppliers • Composite increase in labour cost and escalating fixed overhead costs. • Lack of generation and implementation of real estate strategy for unoccupied buildings	• Change certification billing business model (shadow ledger project) • Negotiate collateral from high-risk credit customers going forward to strengthen onboarding credit assessment

Part D: Technical Indicators Description

Indicator title	Total number of standards published	Publish % of standards aligned to the re-imagined priority sectors
Definition	Publish 2090 Standards by 2029/30 financial period and accessible on SABS Webstore	Publish and make accessible on SABS Webstore 90% of standards aligned to the re-imagined priority sectors within the 2029/30 financial period
Purpose / importance	To ensure that a minimum of 2090 standards are published over 5 years	To publish South African standards that will support the reimagined industrial sectors
Source of data	SABSTAN Report on approval of Publications SABS Webstore Report	SABSTAN Report on approval of publications SABS Webstore Report
Method of calculation/ assessment	Count the number of standards published by the Standards Division for the period excluding the publications in the reimagined list	Count the number of South African Standards supporting reimagined industrial priority sectors published as per signed off board approved priority list; and calculate the percentage
Means of verification	Count the total number of Standards published during period excluding the publications from the imagined priority list	Calculate the percentage of Standards published for the 2029/30 period (approved by board)
Assumptions	No Limitations	Proposed list of reimagined priority sectors will be reviewed and approved by SABS Board. It was not possible to publish this list as an annexure on the basis of SABSTAN availability issues related to the cyber attack.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact areas: N/A	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact areas: N/A
Calculation type	Cumulative year-to-date	Ratio based on year-to-date numbers
New indicator	No	No
Reporting cycle	Quarterly to Exco, Board and to **the dtic**	Quarterly to Exco, Board and to **the dtic**
Target	2090 in 2029/30	90% in 2029/30
Desired performance	Higher performance than targeted performance is desirable	Higher performance than targeted performance is desirable
Indicator responsibility	Chief Operating Officer	Chief Operating Officer

Indicator title	Number of case studies conducted and promoted	Average number of days to publish standards
Definition	These relate specifically to success stories through testimonials on the impact of having utilised SABS products and/ or services	The average of the number of days it takes to develop each South African Standards (new and revised) from the project approval date to the publication of the standard.
Purpose / importance	To raise awareness of the SABS mandate and service offering and its contribution to the value proposition experience by the customer	To monitor improvement in turnaround time to meet stakeholder expectations.
Source of data	Case studies reports (measurable when the case study is completed)	SABStan Standards must be accessible on the SABS Webstore Report
Method of calculation/ assessment	Count the number of case studies conducted year to date	The number of days it takes to develop each published South African National Standard are summed and then divided by the total number of the standards published. All standards published during the 2029/30 performance year are included in the count.
Means of verification	Case study report	Project approval date must be verifiable, Project approval date must be verifiable and the standards must be accessible on the SBS Webstore
Assumptions	No limitations	No limitation
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact areas: N/A	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact areas: N/A
Calculation type	Cumulative year-to-date	Cumulative and averaged (year to date)
New indicator	No	Yes
Reporting cycle	Quarterly to Exco, Board and to **the dtic**	Quarterly to Exco, Board and to **the dtic**
Target	300 case studies in 2029/30	200 days in 2029/30
Desired performance	Higher performance than targeted performance is desirable	Lower performance than targeted performance is desirable
Indicator responsibility	Chief Operating Officer	Chief Operating Officer

Indicator title	Number of new public sector clients and organs of state serviced (including industrial parks and SEZ)	Number of MSMEs and black industrialists serviced
Definition	Total count of state-owned enterprises (SOEs) and government entities at various levels (local,district, provincial, and national) that have engaged with or received services from the SABS for the first time within the 2029/30 performance year	Support a total of 2030 Micro, Small, and Medium Enterprises (MSMEs) and black industrialists annually through various initiatives, programs, and interventions aimed at enhancing their business sustainability, growth, and market access
Purpose / importance	This indicator measures the SABS' success in broadening its reach and fostering new partnerships with government stakeholders, aligning with its mission to promote quality standards and services across all levels of governance.	This indicator measures the organization's contribution to promoting economic inclusion, job creation, and entrepreneurship development, particularly among MSMEs and black industrialists, as part of national development priorities.
Source of data	Records of service agreements or contracts with SOEs and government entities. Customer Engagement database	Records of serviced MSMEs and black industrialists from program databases. This will also include conferences attended by SABS with regards to Black Industrialists and stakeholder feedback reports
Method of calculation/ assessment	Count the total number of first-time engagements with SOEs and government entities within the reporting period. Engagement is defined as service rendered, or agreement signed for the first time	Count of MSMEs and black industrialists serviced through financial, technical, or market access interventions during the reporting period.
Means of verification	Signed contracts, agreements, or service-level documents	List of serviced MSMEs and black industrialists
Assumptions	Accurate and comprehensive recording of all engagements.	None
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact areas: N/A	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact areas: N/A
Calculation type	Cumulative, year-to-date	Cumulative, year-to-date
New indicator	Yes	Yes
Reporting cycle	Quarterly to Exco, Board and to **the dtic**	Quarterly to Exco, Board and to **the dtic**
	135 in 2029/30	2030 in 2029/30
Desired performance	Higher performance than targeted performance is desirable	Higher performance than targeted performance is desirable
Indicator responsibility	Chief Operating Officer	Chief Operating Officer

Indicator title	Number of new test capabilities (test methods) developed to support MTDP	% Progress against the implementation of the approved annual Infrastructure Plan
Definition	Number of new test methods that are developed to support the re-industrialisation priorities of the MTDP	Implement 85% of projects and initiatives in the approved 2027/28 Infrastructure Plan
Purpose / importance	Increase in the development of new testing capabilities(offerings) to conduct product testing on current and future products in high growth sectors	The purpose of implementing 50% of an approved infrastructure plan is to significantly enhance the SABS' capabilities, operations, and preparedness for future challenges while aligning with strategic objectives and ensuring a better foundation for sustained growth
Source of data	Write-up of a test method and its reference number Signed off at least one test result using the test method	Completion Certificate- Facilities projects Commissioning Certificate – LSD projects Progress report on the Implementation Infrastructure plan(Key project milestone reports and project status report)
Method of calculation/ assessment	Count the number of test methods delivered	Number of infrastructure projects completed against the infrastructure plan expressed as a percentage
Means of verification	Laboratory test report	Approved Milestones as per the project plan
Assumptions	Proposed list of test methods to be developed will be reviewed and approved by SABS Board before the start of the performance year.	No
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact areas: N/A	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact areas: N/A
Calculation type	Cumulative over 5 years	Cumulative, year-to-date.
New indicator	Yes	No
Reporting cycle	Quarterly to Exco, Board and to **the dtic**	Quarterly to Exco, Board and to **the dtic**
	17 in 2029/30	85% of the approved annual Infrastructure Plan
Desired performance	Higher performance than targeted performance is desirable	Higher performance than targeted performance is desirable
Indicator responsibility	Chief Operating Officer	Chief Operating Officer

Indicator title	Maintain 100% of Accreditations for Laboratory; and Product and System Certification	Number of new Certification Schemes developed
Definition	Maintaining all accreditation for Laboratory and Certification services involves consistently upholding the standards, protocols, and requirements set by accrediting bodies to ensure the continued validity and recognition of the laboratory's capabilities and certification services	Development of a new scheme for assessing and verifying specific criteria or standards related to a product, service, or process
Purpose / importance	To ensure that the operating divisions maintain their accreditation status thereby enhancing its provision of quality assurance services	Diversify SABS portfolio of services and expanding revenue through the development of new certification schemes aligned to new industries
Source of data	Accreditation status reports from relevant Accreditation bodies	Project Status Reports or project closeout report or signed scheme approval sheet
Method of calculation/ assessment	Total number of Accreditations minus the number of Accreditations lost (involuntarily) during the year	Scheme documentation signed off during the 2025/26 performance year
Means of verification	Report of Accreditations lost (involuntarily) during the year	Signed off scheme development documentation; signed off in the 2025/2026 performance year
Assumptions	No limitations	No limitations
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact areas: N/A	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact areas: N/A
Calculation type	Cumulative year-to-date	Cumulative year-to-date
New indicator	No	No
Reporting cycle	Quarterly to Exco, Board and to **the dtic**	Quarterly to Exco, Board and to **the dtic**
Target	Maintain accreditations in 2029/30	12 in 2029/30
Desired performance	Higher performance than targeted performance is desirable	Higher performance than targeted performance is desirable
Indicator responsibility	Chief Operating Officer	Chief Operating Officer

Title Indicator	7.5% year-on-year growth in revenue of the SABS Group	6.7% operating margin of the SABS Group
Definition	A measure of the SABS' group revenue from prior financial year to current financial year	Profitability ratio that reflects the SABS group's operating profit ratio to revenue generated
Purpose / importance	Improve the financial sustainability of the SABS through increased revenue generation which will thus lead to improved profitability, cash generation and re-investment.	Improve the financial sustainability of the SABS through stable profit attainment which will ensure that the entity conducts its business that enables financial sustainability
Source of data	Quarterly Management Accounts Reports prepared in accordance with the SABS Financial Management Policies	Quarterly Management Accounts Reports prepared in accordance with the SABS Financial Management Policies
Method of calculation / assessment	Calculated by measuring annual growth in revenue (Current year revenue less Prior year revenue) / Prior year revenue	Calculated as: Profit from operation after depreciation and government grant in respect of assets / revenue) expressed as a percentage of Revenue
Means of verification	Quarterly Management Accounts Reports prepared in accordance with the SABS Financial Management Policies	Calculated based on quarterly management accounts prepared in accordance with the SABS Financial Management Policies
Assumptions	No Limitations	No limitations
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact areas: N/A	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact areas: N/A
Calculation type	Cumulative year-to date	Cumulative year- to-date
New indicator	Yes	Yes
Reporting cycle	Quarterly to Exco, Board and to **the dtic**	Quarterly to Exco, Board and to **the dtic**
Target	7.5% in 2029/30	6.7%% in 2029/30
Desired performance	Lower net loss/higher profit is desirable	Higher performance than targeted performance is desirable
Indicator responsibility	Chief Financial Officer	Chief Financial Officer

Title Indicator	% Vacancy rate of priority positions	Employee retention rate (%)
Definition	This indicator measures the % of priority positions that are vacant	This indicator measures the number of employees that are retained
Purpose / importance	To create a sustainable pool of employees who can positively impact on operational capabilities and increase impact. Minimising vacant priority positions also improves employee value proposition and improves morale.	Retention rate will measure the success of the Human Capital interventions. The objective is to maintain a healthy retention of employees to facilitate succession while injecting the workforce with new talent pool.
Source of data	Employee database	Employee database
Method of calculation / assessment	Determine vacancy rate on a quarterly basis. Employee vacancy rate = (Number of Vacant Priority Positions / Total Number of Priority Positions) × 100	(Headcount at the end of the financial year / Headcount at the beginning of the financial year) x 100
Means of verification	Headcount Report (Numerator) 2025/26 Approved Total Number of Priority Position (Denominator)	List employees at the start of the year List of employees at the end of the year For exits - resignation letters
Assumptions	List of priority positions must be approved and signed off by the executive committee before the start of the performance year	List of employees (baseline) must be signed off by internal audit
Disaggregation of beneficiaries (where applicable)	No	No
Spatial transformation (where applicable)	No	No
Calculation type	Cumulative, year-to-date	Cumulative, year-to-date
New indicator	Yes	Yes
Reporting cycle	Monthly to Exco, Quarterly to Board and to **the dtic**	Monthly to Exco, Quarterly to Board and to **the dtic**
Target	<=10% in 2029/30	=>95% 2029/30
Desired performance	Lower performance than targeted performance is desirable	Higher performance than targeted performance is desirable
Indicator responsibility	Chief Corporate Services Officer	Chief Corporate Services Officer

Title Indicator	% Employees with completed competency assessments	% Progress against the approved annual Employee Engagement Improvement Action Plan
Definition	This indicator measures percentage of the total number of permanent employees whose competencies are assessed	A measure of overall employee satisfaction with their work environment, leadership, compensation, growth opportunities, and organizational culture, as determined through the biannual Employee Engagement Survey.
Purpose / importance	To enhance workforce performance by ensuring employees possess the necessary skills to meet organisational objectives as well as increase productivity, higher job satisfaction, and better service delivery.	To assess and monitor employee morale, identify areas for improvement, and implement initiatives to foster a positive workplace culture that enhances retention, productivity, and organizational success.
Source of data	Signed off competency assessment reports	Board-approved Action Plan with activities to address Employee Engagement. Signed-off close-out reports.
Method of calculation / assessment	(Number of employees assessed/Total number of permanent employees) ×100	Activities completed/Total number of activities Ration of completed activities to total activities approved
Means of verification	Employees have signed against the competency reports.	Activity close-out reports reviewed at the Board
Assumptions	Required competencies against which employees are assessed are in place	None
Disaggregation of beneficiaries (where applicable)	No	No
Spatial transformation (where applicable)	No	No
Calculation type	Cumulative, year-to-date	Cumulative, year-to-date
New indicator	Yes	Yes
Reporting cycle	Monthly to Exco, Quarterly to Board and to the dtic	Monthly to Exco, Quarterly to Board and to the dtic
Target	80% of employees assessed in 2029/30	Achievement of 80% of the Action Plan in 2029/30
Desired performance	Higher performance than targeted performance is desirable	Higher performance than targeted performance is desirable
Indicator responsibility	Chief Corporate Services Officer	Chief Corporate Services Officer

Indicator title	% Progress against the approved annual ICT Digital Transformation Plans
Definition	Delivery of 85% of prioritised strategic projects and changes as outlined in the approved Digital Transformation Plan
Purpose / importance	The SABS' ICT Digital Transformation plans aims to enhance operational efficiency, modernise technology, ensure adaptability, and mitigate risks and will focus on leveraging digital tools to optimise processes, improve customer experiences, align strategies, and lay the groundwork for the future
Source of data	Progress report on the ICT Digital Transformation plans (Key project milestone reports and project status report)
Method of calculation/ assessment	Number of milestones achieved against the ICT Digital Transformation plans expressed as a percentage
Means of verification	Approved Milestones as per the project plan
Assumptions	The Digital Infrastructure Transformation Plan for 2025/26 will be approved.
Disaggregation of beneficiaries (where applicable)	None
Spatial transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact areas: N/A
Calculation type	Cumulative, year-to-date.
New indicator	No
Reporting cycle	Monthly to Exco, Quarterly to Board and to **the dtic**
Target	Delivery of 85% of the 2027/2028 Plan of the Digital Transformation Programme
Desired performance	Higher performance than targeted performance is desirable
Indicator responsibility	Chief Corporate Service Officer