

2025- 2030 STRATEGIC PLAN



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1. EXECUTIVE AUTHORITY STATEMENT



The Public Finance Management Act requires that every public entity prepares a Strategic Plan setting out the overall strategy for the 5-year period in alignment with the Medium-term Development Plan (MTDP). The Annual Performance Plan (APP) unpacks the overall strategy the identification of annual targets aligned to available resources.

The South African National Accreditation System (SANAS) has prepared its Strategic Plan 2025 – 2030, which I now submit to Parliament, as required by the legislation.

This is the first Strategic Plan prepared in the 7th Administration by SANAS, which as directed by the Department, is aligned to the priorities as outlined in the Medium-term Development Plan (MTDP) with specific reference to contributions to the 3 Strategic priorities namely: (1) Inclusive growth and job creation, (2) Reduce poverty and tackle the high cost of living and (3) A capable, ethical and developmental state. Through its mandate, SANAS commits to contribute to the identified priorities.

A handwritten signature in black ink, appearing to read 'P. Tau', written over a horizontal line.

Mr Parks Tau, MP

Minister of Trade, Industry and Competition

2. ACCOUNTING AUTHORITY STATEMENT



As the sole accreditation body for accreditation of Conformity Assessment and Monitoring of Good Laboratory Practices, SANAS aligns its 2025-2030 Strategic Plan to support South Africa's public policy objectives and enhance the country's economic performance.

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

This is the first Strategic Plan aligned to the Medium-Term Development Plan (MTDP) which outlines the priorities of the 7th Administration. Therefore, the Strategic Plan ensures alignment and contribution to Medium-term Development Plan (MTDP) with specific reference to the 3 Strategic priorities namely: (1) Inclusive growth and job creation, (2) Reduce poverty and tackle the high cost of living and (3) A capable, ethical and developmental state.

It is my pleasure to present this five-year Strategic Plan, which covers the period 2025/26 to 2029/30. The plan outlines SANAS' 5-year Impact Statement of **"Increased Trade Competitiveness, Improved Health, Safety and the Environment"** while articulating 5 key Outcomes namely: (1) **Competitiveness of South Africa's enterprises**, (2) **Government**

achieving policy objectives (Regional integration health, safety & environment), (3) Organisational Sustainability, and (4) Contribution to government's developmental and transformational agenda.



Ms Lindi Tlou

Interim Chairperson: SANAS Board of Directors

3. OVERVIEW BY THE CHIE EXECUTIVE OFFICER



Through the development and implementation of its 2025-2030 Strategic Plan, SANAS continues its contribution to economic development by providing an internationally recognised accreditation service that supports the government's policy objectives related to regional integration, health, safety and the environment.

SANAS continues to deliver on its mandate to provide an internationally recognised and effective accreditation and monitoring system for the country, aimed at supporting the needs of enterprises competing in a fast-paced global economy. In crafting its Strategic Plan, SANAS took into consideration its contribution to the National Development Plan (NDP), the Economic Reconstruction and Recovery Plan (ERRP), priorities of the dtic, as well as the strategic priorities of the Medium-Term Development Plan (MTDP), amongst others.

It gives me great pleasure to provide an overview of SANAS' priorities for the upcoming medium term as outlined in this 5-year Strategic Plan. With regards to the outcome related to Competitiveness of South Africa's enterprises, SANAS will focus on increasing the number of scopes and sub-scopes recognised under regional and international Mutual Recognition Arrangements (MRAs) which signifies SANAS's commitment to maintaining global standards and ensuring that South African Conformity Assessment Bodies (CABs) can operate internationally by obtaining accreditation in scopes and sub-scopes recognised under regional and international MRAs. Such recognition promotes regional integration through cross-border

trade, while also ensuring that products and services meet international requirements. Furthermore, over the medium term, SANAS plans to accredit an additional 450 CABS which will contribute to improving the competitiveness of South Africa's enterprises as accreditation improves business competitiveness by ensuring compliance with international standards, enhancing quality, increasing market access, and building trust among consumers and stakeholders.

With regards to the outcome related to Government achieving policy objectives (regional integration health, safety & environment), SANAS plans to increase the number of Regulators supported per Accreditation Programme. In the regulatory space, accreditation serves as a trusted framework for ensuring that products, services, and systems comply with required standards. It promotes public safety, boosts consumer confidence, facilitates trade, and enables regulators to efficiently enforce laws and regulations, since accreditation creates an independent and transparent system that regulators can rely on to ensure quality and safety in the marketplace.

The outcome related to organisational sustainability is crucial to the long-term growth and sustainability of SANAS as an entity. In this regard, over the medium term, SANAS plan to maintain a maximum vacancy rate of 5% which will contribute to organizational sustainability by ensuring operational stability, improving employee morale, enhancing productivity, and enabling long-term strategic focus. SANAS also plans to maintain an 80:20 percentage ratio of SANAS income generation versus the grant received from government. By maintaining the proportion of self-funding, SANAS demonstrates fiscal responsibility and reduces its reliance on government grants which enhances its capacity to invest in new initiatives and technologies independently, driving further innovation and growth.

SANAS has also committed to a new outcome as it relates to its contribution to the developmental and transformational agenda of government. In this regard, SANAS commits to 20 direct job placements by providing work experience through its internship programme. This initiative highlights SANAS's role in socio-economic development by creating employment opportunities as internships help develop skills, reduce unemployment, and foster a skilled workforce, which contributes to the nation's economic growth and development. SANAS also commits to supporting 50 Small Medium and Micro Enterprises (SMMEs) through implementing SMME development initiatives which is aligned with South Africa's broader socio-economic transformation goals. Supporting SMMEs through various interventions,

including capacity building, enterprise development, supplier development, amongst others, ensures equitable growth and inclusivity of SMMEs into the mainstream economy.

SANAS is committed to the implementation of its 2025-2030 Strategic Plan and is looking forward to working together with relevant stakeholders to ensure optimal delivery on its mandate.



Mr Farhad Osman


Acting Chief Executive Officer of SANAS

4. OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of SANAS under the guidance of SANAS' Board of Directors;
- Takes into account all the relevant policies, legislation and other mandates for which SANAS is responsible;
- Accurately reflects the Impact, Outcomes and Outputs which SANAS will endeavour to achieve over the period 2025/26 - 2029/30.

Ms Busi Radebe
Executive Corporate Services

Signature: 

Mr Mpho Phaloane
Executive Accreditation

Signature: 

Mr Jonas Shai
Chief Financial Officer

Signature: 

Mr Farhad Osman
Executive Strategy and Development

Signature: 


Mr Farhad Osman
Acting Chief Executive Officer

Signature: 

Ms Lindi Tlou
Interim Chairperson: SANAS Board of Directors

Signature: 

Approved by:
Mr Parks Tau (MP)
Minister of Trade, Industry and Competition

Signature: 

5. ABBREVIATIONS AND ACRONYMS

AB	ACCREDITATION BODY
AFRAC	THE AFRICAN ACCREDITATION COOPERATION
AfCFTA	AFRICAN CONTINENTAL FREE TRADE AREA
APP	ANNUAL PERFORMANCE PLAN
B-BBEE	BROAD-BASED BLACK ECONOMIC EMPOWERMENT
CAB	CONFORMITY ASSESSMENT BODY
CEO	CHIEF EXECUTIVE OFFICER
ERRP	ECONOMIC RECONSTRUCTION AND RECOVERY PLAN
IAF	INTERNATIONAL ACCREDITATION FORUM
IEC	INTERNATIONAL ELECTROTECHNICAL COMMISSION
ILAC	INTERNATIONAL LABORATORY ACCREDITATION COOPERATION
ISO	INTERNATIONAL ORGANIZATION FOR STANDARDIZATION
MRA	MUTUAL RECOGNITION ARRANGEMENT
NDP	NATIONAL DEVELOPMENT PLAN
PFMA	PUBLIC FINANCE MANAGEMENT ACT, 1999
SADC	THE SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
SADCA	THE SOUTHERN AFRICAN DEVELOPMENT COMMUNITY COOPERATION IN ACCREDITATION
SADCAS	THE SOUTHERN AFRICAN DEVELOPMENT COMMUNITY ACCREDITATION SERVICES
SANAS	SOUTH AFRICAN NATIONAL ACCREDITATION SYSTEM
SMME	SMALL, MEDIUM AND MICRO ENTERPRISES
the dtic	THE DEPARTMENT OF TRADE, INDUSTRY AND COMPETITION

PART A

SANAS MANDATE



6. CONSTITUTIONAL MANDATE

SANAS 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 Constitution places an obligation on SANAS to ensure that it is governed by the democratic values and principles enshrined in the Constitution, including the following:

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

7. LEGISLATIVE AND POLICY FRAMEWORK

7.1 Legislative mandate

SANAS is classified as a Schedule 3A public entity in terms of the Public Finance Management Act (PFMA). The organisation is established under the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006). SANAS reports to the Minister of Trade Industry and Competition, who is the Executive Authority. The Act recognises

SANAS as the sole body in the Republic, responsible for conducting accreditations in respect of conformity assessment, calibration and good laboratory practice. The Act seeks to promote the importance of ensuring that the accreditation system of the Republic supports the needs of the enterprises competing in a fast-paced global economy and the importance of supporting public policy objectives in terms of health, safety and broad-based black economic empowerment compliance issues. Thus, it promotes accreditation as a means to facilitate international trade and enhance the economic performance and transformation of the Republic.

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

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

- a) Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, (Act No. 19 of 2006);
- b) The Public Finance Management Act, (Act 1 of 1999);
- c) National Treasury's Regulations and Instruction Notes;
- d) Preferential Procurement Policy Framework Act, 2000 (PPPFA);
- e) Public Service Act, 1994 (Act 103 of 1980) as amended;
- f) The Broad-Based Black Economic Empowerment Amendment (B-BBEE)

- Act (53 of 2003) as amended by the B-BBEE Act (46 of 2013);
- g) The Basic Conditions of Employment Act, (Act 75 of 1997); and
 - h) International Organization for Standardisation (ISO) / International Electrotechnical Commission (IEC) 17011:2017: General requirements for accreditation bodies accrediting conformity assessment bodies.

7.2 Policy mandate

Although SANAS' key focus is on its legislative mandate, it ensures, through alignment with the relevant output targets of the dtic group, that it also aligns with the government's key priorities as espoused in the National Development Plan 2030 (NDP) and the Medium-Term Development Plan (MTDP). The Medium-term Development Plan for 2024-2029 outlines three government priorities for the five-year term, anchored by three pillars, namely, National Development Plan, Statement of Intent and Medium-Term Development Plan.

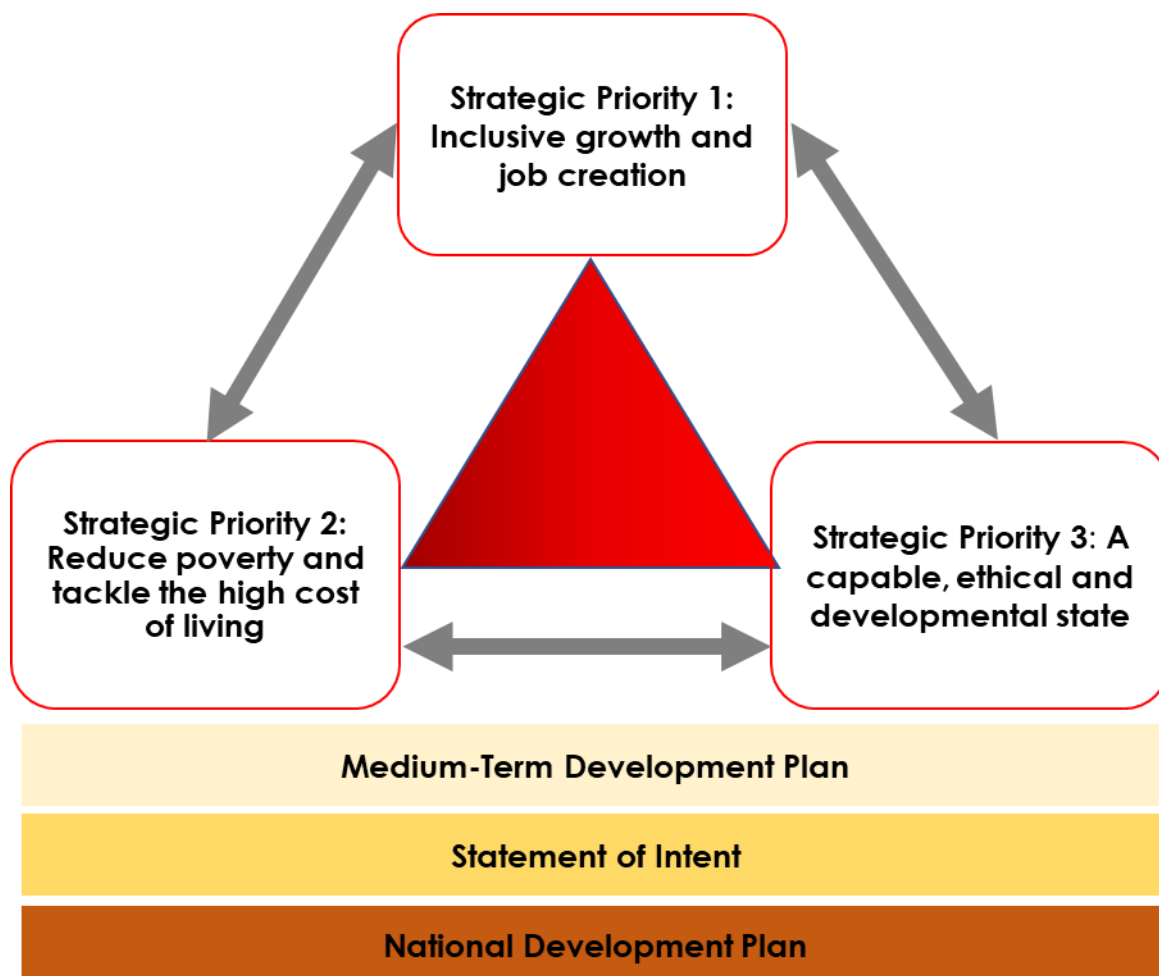


Figure 1 MTDP Priorities

8. INSTITUTIONAL POLICIES AND STRATEGIES

The acceptance of conformity assessment results has grown into one of the most significant contributors to global trade, as economic growth is closely linked to trade. It has, therefore, become imperative to focus on expanding the acceptance of conformity assessment results to yield a more significant part of Africa's inter-regional trade. The African Continental Free Trade Agreement (AfCFTA) which came into effect from the beginning of 2021 requires SANAS to play an active role within the work of the African Accreditation Cooperation (AFRAC) and the Southern African Development Community Cooperation in Accreditation (SADCA) on all matters related to

the acceptance of conformity assessment results, pursuant to the reduction/elimination of Technical Barriers to Trade within the continent.

SANAS provides an accreditation service that impacts directly on Conformity Assessment Bodies (CABs), by facilitating the national, regional, and international acceptance of test, inspection, and certification results produced by accredited CABs. Through the execution of SANAS' mandate, the risk of rejection of South Africa's goods and services is significantly mitigated.

Furthermore, SANAS accreditation supports South Africa's development objectives, as well as its regulators responsible for the protection of the health, safety, environmental, economic, and socio-economic welfare of the citizens. SANAS' goals are, therefore, aligned with those of the dtic, at both strategic and implementation levels, directly in some instances, and indirectly in others.

9. RELEVANT COURT RULINGS

There are currently no court rulings that have significant ongoing impacts on SANAS' operations and service delivery. However, should any situation arise, that may lead to such a possibility, the SANAS team stands ready to respond accordingly.

PART B

STRATEGIC FOCUS



10. VISION

Ensuring Excellence and Trust through Accreditation

As SANAS, our vision is to empower assessment bodies to achieve excellence while ensuring trust and confidence through a rigorous customer-centric accreditation process.

11. MISSION

To provide an internationally recognised national accreditation system in support of public policy objectives

Our Mission confirms the provision of an accreditation system that is internationally recognised so as to support the delivery of public policy objectives related to trade, health, safety and the environment.

12. VALUES

During the review of the Strategic Plan, SANAS thoroughly revised its core values, aligning them more closely with the government's objectives and SANAS' future aspirations. The revision amplified these values to better reflect the organisation's commitment to quality and public service excellence. The revised core values are as follows:

12.1 TRUST:

Building and maintaining trust with stakeholders through ethical behaviour and integrity remains a cornerstone of SANAS's values, supporting the government's vision of honesty and reliability in public service.

12.2 EXCELLENCE:

SANAS seeks excellence by cultivating a dedicated workforce committed to personal and organisational growth, embodying the government's pursuit of excellence in the public sector.

12.3 ACCOUNTABILITY:

SANAS reinforces its commitment to accountability by ensuring that every employee is dedicated to upholding standards and taking responsibility for their actions, which mirrors the government's emphasis on accountability. Furthermore, SANAS commits to ensure that its business practices and operations align with relevant sustainability and ethical issues while also taking into consideration Environmental, Social and Governance factors.

12.4 INNOVATION

Through fostering a culture of innovation, SANAS aims to achieve outstanding results and continuously improve processes, aligning with national objectives for a competitive and progressive future.

12.5 TRANSPARENCY:

SANAS emphasises its commitment to clear and open communication, ensuring that actions and decisions are transparent, reflecting the government's focus on responsible governance.

These amplified values will guide SANAS's internal processes and contribute to the broader governmental aspirations of trust, excellence, accountability, innovation and transparency. They reflect SANAS's alignment with national goals and its dedication to support the country's growth and development.

13. INTERNAL AND EXTERNAL STAKEHOLDERS

The South African National Accreditation System (SANAS), a crucial entity within the Department of Trade, Industry, and Competition (the dtic), is influenced by various internal and external stakeholders. Internal stakeholders include employees, management, and board members who are responsible

for overseeing the service delivery and strategic direction of the organisation. These stakeholders play a pivotal role to ensure compliance with national and international standards and drive the organisation towards achieving its mission to promote economic prosperity through accreditation services.

Externally, SANAS interacts with various local, regional, and global stakeholders. Domestically, this includes government bodies, industry associations, and private sector clients who rely on SANAS for accreditation that assures competence and boosts market confidence. Additionally, SANAS maintains strong connections with other accreditation bodies across the Southern African Development Community (SADC) region, such as the Southern African Development Community Accreditation Service (SADCAS). These regional partnerships foster mutual recognition of accreditation schemes, facilitating trade and economic integration.

On a broader scale, SANAS also engages with continental stakeholders like the African Accreditation Cooperation (AFRAC), which promotes coordination among African accreditation bodies to enhance intra-African trade and global market access. Globally, SANAS is an active member of international accreditation forums such as the International Accreditation Forum (IAF) and the International Laboratory Accreditation Cooperation (ILAC). These global affiliations ensure that SANAS's accredited bodies are recognised worldwide, thus promoting international trade and economic development. Involvement in these global forums helps SANAS stay abreast of international trends, best practices, and innovations in the field of accreditation, ensuring it maintains high standards of service delivery.

Stakeholder	Role and / Description
<i>Board of Directors:</i>	The SANAS Board of Directors is responsible for governance and strategic oversight.
<i>Executive Management</i>	The executive team, including the Chief Executive Officer (CEO) and senior managers, is crucial for the day-to-day operations and the implementation of strategic objectives.
<i>Employees</i>	SANAS's employees are integral to its success. Their roles range from administrative support to technical experts conducting assessments and audits.
<i>Accreditation Assessors</i>	These are specialized experts who conduct accreditations and assessments.
<i>Clients</i>	These include various industries and organisations seeking accreditation services.
<i>Government and dtic</i>	As an entity of the dtic, SANAS plays a vital role in supporting government policies related to quality assurance and standards.
<i>International Accreditation Bodies</i>	SANAS complies with international standards and collaborates with global accreditation bodies to maintain its credibility and recognition.
<i>Regulators and Industry Bodies</i>	These organisations depend on SANAS to provide accreditation that underpins regulatory and industry standards.
<i>Consumers</i>	Indirectly, consumers benefit from the work of SANAS because accredited organisations and products meet high standards of quality and safety.
<i>Educational and Research Institutions</i>	These institutions collaborate with SANAS for research, development, and training purposes.

14. SITUATION ANALYSIS

14.1 Internal Environmental Analysis

The internal environmental analysis was informed by two separate yet complementary assessments: SYMMETRIX Performance Assessment and the Climate and Culture Surveys.

14.1.1 SYMMETRIX Performance Assessment

SANAS has undergone an internal analysis based on the SYMMETRIX Performance Assessment results, which comprehensively evaluated both the hard and soft dimensions of the organisation. The performance metrics for hard dimensions reflect a substantial foundation, with Structure scoring 60,7%, Process 63,6%, ICT 63,7%, Information 65,0%, Financial Resources and Other Assets at 65,2%, and Strategy achieving the highest at 70,2%, leading to an average of 64,7%. These scores demonstrate that SANAS has a robust strategic plan and makes effective use of resources, but there remains room for optimisation in the structural and procedural facets.

The soft dimensions, essential for fostering a supportive and dynamic organisational culture, have fared better, averaging 67,6%. Specifically, Leadership is noted at 60,7%, indicating a need for stronger governance and motivational practices. Culture scores 65,8%, Communication 67,5%, Employee Engagement 68,8%, Values 69,9%, and Stakeholder Relations highest at 72,6%. This suggests that while SANAS has cultivated a positive internal environment and effective stakeholder interactions, there are still opportunities to enhance communication flows and employee engagement to further align with organisational values and mission.

In the light of these results, SANAS is considering several recommendations to bolster its internal operations. An emphasis on Governance and Leadership could significantly enhance decision-making processes and authoritative clarity. The implementation of Employee Recognition and Reward programmes could boost morale and productivity, improving engagement scores. Enhanced Internal Communication and Collaboration can bridge existing gaps, ensure consistent information dissemination, and foster a collaborative culture. Streamlined Decision-making and Authority could also mitigate bottlenecks and empower employees. Furthermore, prioritising Employee Development and Career Progression will build a skilled workforce, foster loyalty, and reduce turnover. Improvements in the Work Environment and Conditions can lead to higher job satisfaction and performance levels. Lastly, continued investment in technology and process improvement will facilitate the better management of both hard dimensions and SANAS's overall operational efficiency.

SANAS's structural and strategic frameworks show foundational strength. The nuanced enhancements in leadership, employee engagement, communication, and technological processes will be pivotal in driving the organisation towards higher performance and sustained success.

14.1.2 Climate and Culture Survey

The internal analysis of SANAS, as assessed by the recent Climate and Culture Survey, reveals diverse performance levels across several dimensions. The dimension of Leadership & Management, which evaluates attitudes, trustworthiness, and management style, received an average score of 3,5. This indicates a moderate level of satisfaction among employees regarding their

leaders. Communication and Inclusive Management, however, received a lower score of 3,1, suggesting room for improvement in internal communications and inclusion practices. Career Development and Growth Opportunities also scored a 3,5, pointing to satisfactory, yet improvable, development pathways within the organisation.

Remarkably, Remote/Hybrid Working and Productivity stood out with a high score of 4,6, demonstrating employee appreciation for flexible working arrangements and their effectiveness in maintaining productivity. The dimension of Purpose, Strategy, and Policies garnered a score of 4,1, indicating that employees find the organisation's strategic directions and policy frameworks relatively clear and motivating. Rewards and Recognition achieved an average score of 3,1, revealing a potential gap in how well employees feel acknowledged for their contributions. Lastly, Employee Support and Wellness received a favourable score of 3,8, reflecting a positive perception of the support structures in place for employee well-being.

Based on these findings, SANAS's overall organisational culture and climate can be described as moderately positive, with significant strengths in remote/hybrid working flexibility and clear corporate strategies. The Employee Net Promoter Score (E-NPS), factoring in these dimensions, suggest moderate employee loyalty, with areas needing targeted interventions to boost further satisfaction and engagement.

To enhance communications within the organisation, it is recommended that SANAS establish more regular and transparent communication channels. This would bridge the current gap seen in the Communication and Inclusive Management score. Improved recognition programmes are essential to

elevate the Rewards and Recognition dimension, ensuring that employees feel valued and appreciated. Effective performance management should be supported through continuous feedback mechanisms, creating a culture of ongoing development and improvement.

Given employees' overwhelming approval of remote/hybrid working arrangements, continued efforts should be made to maintain their flexibility. Leadership visibility can be enhanced through regular engagements and transparent dialogues, to ensure leaders are approachable and accessible. The empowerment of line managers through focused training and opportunities for promotion can enhance leadership effectiveness at all levels. Inclusive change management initiatives should be prioritised to foster a more cohesive and collaborative work environment.

Finally, a comprehensive review of salaries and benefits is warranted to ensure compensation structures are competitive and align with industry standards, further contributing to employee retention and satisfaction.

14.2 External Environmental Analysis

External analysis of the global trends affecting the South African National Accreditation System (SANAS) was conducted using the PESTLE methodology, which encompasses Political, Economic, Social, Technological, Legal, and Environmental factors.

Political Factors: SANAS operates in a highly dynamic political environment shaped by government support, international relations, and political shifts. The formation of the Government of National Unity post-2024, has led to an increased focus on inclusivity and collaboration across sectors. Government

support for accreditation activities is crucial, as it boosts SANAS' local and international credibility. Strong diplomatic ties also enhance SANAS' acceptance in global markets, fostering international cooperation and mutual recognition arrangements.

Economic Factors: The fluctuating global economy significantly impacts SANAS. Economic growth in South Africa can boost demand for accredited services, but currency fluctuations may affect operational costs and international trade. Government and private investments in infrastructure projects create substantial opportunities for SANAS to provide accreditation services, ensuring quality and safety in construction and other sectors. This economic backdrop necessitates a robust financial strategy to mitigate risks and capitalise on growth opportunities.

Social Factors: Increasing consumer awareness about quality and safety standards heightens the demand for accredited products and services. However, SANAS faces challenges due to the shortage of skilled conformity assessment professionals. It remains pivotal to address historical inequalities and promote inclusivity within the accreditation system. These social dynamics require SANAS to invest in training programmes and community outreach to build a more skilled and diverse workforce.

Technological Factors: The rapid adoption of digital technologies, including online platforms, and advancements in testing and measurement technologies, compels SANAS to stay up to date with the latest developments. Cybersecurity is another critical area that SANAS must prioritise to protect sensitive data and maintain trust in digital accreditation processes. Embracing these technological advancements can enhance efficiency and service delivery.

Legal Factors: SANAS' operations are governed by the Accreditation for Conformity Assessment, Calibration, and Good Laboratory Practice Act (Act No. 19 of 2006), which provides a robust legal framework. Compliance with international standards and guidelines is mandatory for SANAS to maintain global recognition and credibility. Regulatory changes must be monitored and integrated to ensure continued legal alignment and operational efficiency.

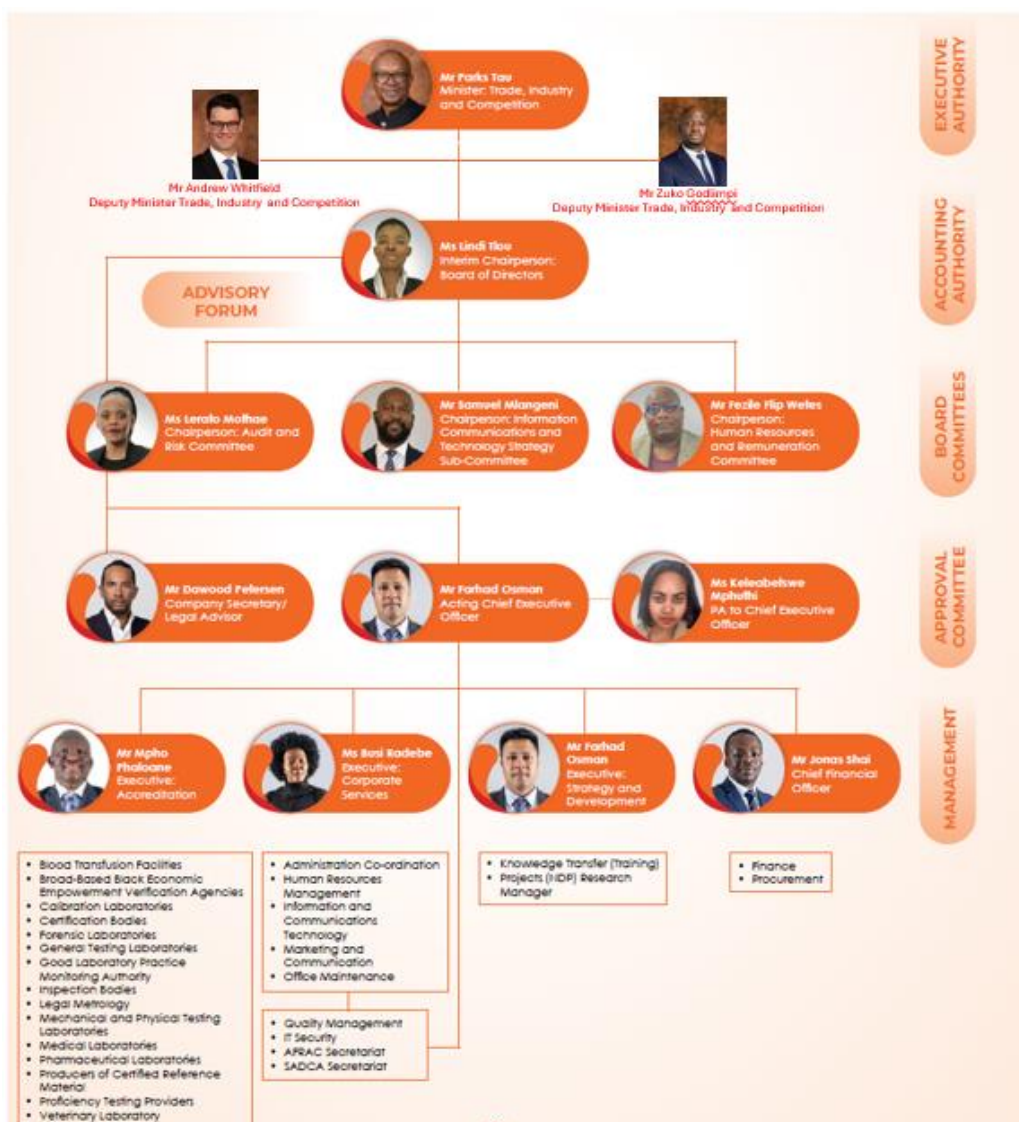
Environmental Factors: Climate change, resource scarcity, and environmental regulations are becoming increasingly significant. SANAS must incorporate sustainability principles in its assessment criteria and support accredited entities meeting environmental standards. Adherence to stringent environmental regulations ensures compliance and promotes responsible practices that contribute to global efforts in combating climate change.

SANAS operates in a complex environment influenced by political dynamics, economic conditions, social imperatives, technological advancements, legal frameworks, and environmental concerns. By strategically navigating these factors, SANAS can enhance its role as a pivotal accreditation body, driving quality, safety, and sustainability in South Africa and beyond.

15. SANAS GOVERNANCE AND ORGANISATIONAL STRUCTURES

SANAS' structure reflects the collective accountability and responsibilities for good governance. At the apex of the structure is the Minister of Trade, Industry and Competition as the Executive Authority. The Minister's oversight role includes the appointment of the Board of Directors.

15.1 GOVERNANCE STRUCTURE



15.2 BOARD OF DIRECTORS



PART C

PERFORMANCE MEASUREMENT



16. INSTITUTIONAL PERFORMANCE INFORMATION

Over the next five years, SANAS aims to implement several key interventions to enhance its influence and efficacy. SANAS strives to drive significant progress and maintain high standards within South African enterprises by focusing on critical areas such as facilitating market competitiveness, supporting governmental policies, ensuring operational sustainability, and promoting a transformative and developmental agenda.

16.1 Impact Statement

Increased Trade Competitiveness, Improved Health, Safety and the Environment

16.2 Measuring Outcomes

OUTCOME	OUTCOME INDICATOR	BASELINE 2024/25	FIVE YEAR TARGET	RATIONALE FOR CHOICE OF OUTCOME INDICATORS AND ALIGNMENT WITH THE BLUE- SKY STRATEGY.
Competitiveness of South Africa's enterprises	Number of accreditation scopes recognised under regional and international mutual recognition arrangements	9 x Scopes	10 x Scopes	These indicators signify SANAS's commitment to maintain global standards and ensure that South African Conformity Assessment Bodies (CABs) can operate internationally by obtaining accreditation in scopes and sub-scopes recognised under regional and international mutual recognition arrangements. Such
	Number of accreditation sub-scopes recognised under regional and international mutual	9 x Sub-scopes	11 x Sub-scopes	

OUTCOME	OUTCOME INDICATOR	BASELINE 2024/25	FIVE YEAR TARGET	RATIONALE FOR CHOICE OF OUTCOME INDICATORS AND ALIGNMENT WITH THE BLUE- SKY STRATEGY.
	recognition arrangements			<p>recognition promotes regional integration through cross-border trade, while also ensuring that products and services related to health, safety and the environment, meet international requirements.</p> <p>SANAS commits to ensuring that the increase of scopes and sub-scopes are within high growth & labour absorbent sectors as identified in the Blue-Sky Strategy. Therefore, such scopes and sub-scopes will target sectors such as energy, decarbonisation and digitalisation through focusing on scopes and sub-scopes related to validation and verification, greenhouse gases and information management systems, amongst others.</p> <p>Furthermore, SANAS is signatory to all existing ILAC Mutual Recognition Arrangements and IAF Multi-lateral Recognition Arrangements, which promotes the acceptance of accredited test and calibration data among its signatories, aiming to reduce or eliminate the need for retesting in</p>

OUTCOME	OUTCOME INDICATOR	BASELINE 2024/25	FIVE YEAR TARGET	RATIONALE FOR CHOICE OF OUTCOME INDICATORS AND ALIGNMENT WITH THE BLUE- SKY STRATEGY.
	Number of additional Conformance Assessment Bodies (CABs) accredited	150*	450 additional CABs	<p>importing countries, thus increasing market access for South Africa's enterprises, as outlined in the Blue-Sky Strategy.</p> <p>Through increasing the number of CABs, SANAS improves the competitiveness of South Africa's enterprises as accreditation improves business competitiveness by ensuring compliance with international standards, enhancing quality, increasing market access, and building trust among consumers and stakeholders.</p> <p>The CABs accredited by SANAS service multiple sectors across different industries including high growth & labour absorbent sectors, such as Agriculture and Agro processing, Automotive, Chemicals & pharmaceuticals, energy, etc. SANAS will further prioritise accrediting CABs within such identified Sectors.</p> <p>With regards to increasing market access for South Africa's enterprises, as outlined in the Blue-Sky Strategy, SANAS, through accreditation across</p>

OUTCOME	OUTCOME INDICATOR	BASELINE 2024/25	FIVE YEAR TARGET	RATIONALE FOR CHOICE OF OUTCOME INDICATORS AND ALIGNMENT WITH THE BLUE- SKY STRATEGY.
				numerous sectors, reduces technical barriers to trade thus increasing the capacity of South Africa's enterprises to export which contributes to the growth potential for local businesses, including SMMEs.
Government achieving policy objectives (Regional integration health, safety & environment)	Number of Regulators per Accreditation Programme (Maintain relationship with Regulators)	21	22	In the regulatory space, accreditation serves as a trusted framework to ensure that products, services, and systems comply with required standards. It promotes public safety, boosts consumer confidence, facilitates trade, and enables regulators to efficiently enforce laws and regulations, since accreditation creates an independent and transparent system that regulators can rely on to ensure quality and safety in the marketplace.
Organisational Sustainability	Maximum vacancy rate (%)	2,9%**	5%	Maintaining a low vacancy rate contributes to organisational sustainability by ensuring operational stability, improving employee morale, enhancing productivity, and enabling a long-term strategic focus.

OUTCOME	OUTCOME INDICATOR	BASELINE 2024/25	FIVE YEAR TARGET	RATIONALE FOR CHOICE OF OUTCOME INDICATORS AND ALIGNMENT WITH THE BLUE- SKY STRATEGY.
	Percentage ratio of SANAS income generation versus government grant	80:20	80:20	By increasing or maintaining the proportion of self-funding, SANAS demonstrates fiscal responsibility and reduces its reliance on government grants. This enhances its capacity to invest in new initiatives and technologies independently, driving further innovation and growth.
Contribution to government's developmental and transformational agenda	Number of direct job placements through provision of work experience (Internship programme)	New Indicator	20	This indicator highlights SANAS's role in socio-economic development by creating employment opportunities. Internships help develop skills, reduce unemployment, and foster a skilled workforce, which contributes to the nation's economic growth and development. Furthermore, this indicator aligns to the Blue-Sky Strategy as it relates to the identified outcome of increasing skills and work experience for the economy.
	Number of SMMEs capacitated	New Indicator	50	SMME development initiatives align with South Africa's broader socio-economic transformation goals. Capacitating SMMEs through various interventions, including capacity building, enterprise development, and

OUTCOME	OUTCOME INDICATOR	BASELINE 2024/25	FIVE YEAR TARGET	RATIONALE FOR CHOICE OF OUTCOME INDICATORS AND ALIGNMENT WITH THE BLUE- SKY STRATEGY.
				<p>supplier development, amongst others, ensures equitable growth and inclusivity of SMMEs into the mainstream economy.</p> <p>Furthermore, this indicator aligns to the Blue-Sky Strategy as it relates to the identified Outcome of reducing market concentration by ensuring that economic opportunities are accessible to a broader range of businesses, particularly focusing on the empowerment of historically disadvantaged groups</p>

** 150 additional CABs were accredited in the 2023/24 FY (figures for 2024/25 FY are not yet available)*

*** 2, 9% is the current average vacancy rate as confirmed in the 2023/24 FY (average vacancy rate for 2024/25 is not yet available)*

17. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

17.1.1 To facilitate the competitiveness of South African enterprises competing in the global economy

Through the provision of internationally recognised accreditation services, SANAS will enable local businesses to meet global standards. This improves the acceptance of their products and services in international markets. Such

accreditation assures that products and services comply with global benchmarks, which is pivotal for South African enterprises seeking to expand their market reach and enhance their competitiveness.

17.1.2 To support the government in achieving its policy objectives and MTDP & NDP targets

Alignment with national strategies such as the Medium-Term Development Plan (MTDP) and the National Development Plan 2030 (NDP) is crucial. SANAS will work closely with the dtic to ensure accreditation services align with national priorities. This cooperation will be instrumental in achieving economic growth, enhancing quality standards, and ensuring public safety across various sectors.

17.1.3 To ensure operational and financial sustainability of SANAS (Organisational Sustainability)

Ensuring the organisation's longevity is fundamental to its ability to carry out its mission. SANAS will put in place robust financial management practices, seek to diversify its revenue streams, and continuously look for ways to improve operational efficiencies through its people and processes. This strategic focus will ensure SANAS' ability to effectively support its stakeholders and contribute to the economic development over the long term.

17.1.4 To support the government's transformative and developmental agenda

SANAS will support the government's transformative and developmental agenda by contributing to the creation of sustainable jobs, facilitating capacity development related to SMMEs, promoting enterprise development, and advancing Supplier and Enterprise Development (SED). This agenda is pivotal to address South Africa's socio-economic challenges. By empowering SMMEs and fostering a culture of innovation and entrepreneurship, SANAS will

help create a more inclusive economy. Additionally, targeted skills development programmes will ensure the workforce is adequately prepared to meet evolving industry demands.

18. CONTRIBUTION TO THE FOCUS AREAS OF THE DTIC

SANAS has ensured that its strategic priorities take into consideration the priorities and direction from the Medium-Term Development Plan (MTDP) with specific reference to Inclusive growth and job creation, Reduce poverty and tackle the high cost of living and A capable, ethical and developmental state.

Furthermore, SANAS, in fulfilling its mandate, will contribute to the focus areas of the dtic as it relates to **Decarbonisation, Diversification** and **Digitalisation**.

In terms of Decarbonisation, SANAS commits to undertake accreditation in related sectors including accreditation of Verification Certification Bodies in support of the National Greenhouse Gas Emission Reporting regulation which ensures the accuracy, transparency, and credibility of reported emissions data as well as of Certification Accreditation programmes: ISO 14001 for Environmental Management Systems (EMS), ISO 50001 for Energy Management Systems (EnMS);

In terms of Diversification SANAS offers accreditation services across diverse industrial sectors, including Agro-processing, Cannabis & Hemp, textiles, chemicals etc. Such accreditation enhances customer trust, facilitates market access, demonstrates commitment to safety and quality standards, and ultimately provides a competitive edge by proving the reliability of test results.

Furthermore, the SANAS Internship Programme also contributes to the focus area of Diversification.

With regards to the focus area of Digitalisation, over and above the implementation of the Digital Transformation Strategy within SANAS, focus will also be on undertaking accreditation in technology driven sectors such as pharmaceuticals, electrotechnology etc. This includes the Certification Accreditation Programme: ISO 27001 on Information Security Management Systems (ISMS) which ensures that results produced are accurate, reliable, and can be trusted thus enhancing customer confidence.

Blue-Sky Strategy:

SANAS participated in the development of the Blue-Sky Strategy which was largely focused on addressing South Africa's economic challenges. SANAS identified key initiatives that contribute to the Blue-Sky Strategy, in line with its core mandate of providing an internationally recognised national accreditation system in support of public policy objectives.

High Growth & labour absorbent sectors: In its Strategic Plan SANAS has committed to increase the number of accredited Conformance Assessment Bodies (CABs) by an additional 450 CABs over the next 5 years, thus bringing the total number of CABS to over 1 650. The CABs accredited by SANAS service multiple sectors across different industries including High Growth & labour absorbent sectors, such as Agriculture and Agro processing, Automotive, Chemicals & pharmaceuticals, energy, etc. SANAS will further prioritise accrediting CABs within such identified Sectors. Furthermore, SANAS commits to continuously develop new accreditation programmes as well as increase the scopes and sub-scopes offered in order to meet demands from regulators and industry across various sectors.

Unlocking economic constraints: To reduce red-tape and improve turn-around times, SANAS has targeted to issue Certificates of Accreditation and Schedules of Accreditation with 13 working days after the approval process.

With regards to increasing market access for South Africa's enterprises, SANAS, through accreditation across numerous sectors, reduces technical barriers to trade thus increasing the capacity of South Africa's enterprises to export which contributes to the growth potential for local businesses, including SMMEs.

SANAS is signatory to all existing ILAC Mutual Recognition Arrangements and IAF Multi-lateral Recognition Arrangements, which promotes the acceptance of accredited test and calibration data among its signatories, aiming to reduce or eliminate the need for retesting in importing countries.

SANAS has also committed to actively participate in the initiatives of the Pan African Quality Infrastructure Institution (PAQI) of which SANAS is a member. Through such participation, SANAS will focus on reducing the technical barriers to trade within the African Continental Free Trade Area.

Unlocking Strategic Markets for domestic products: SANAS offers accreditation with regards to BBBEE verification agencies and further commits to undertake investigations or unscheduled visits to address challenges related to “fronting practices”.

In order to address barriers to entry for SMMEs, SANAS has committed to increasing its accreditation fees by at least 1% below CPI, year on year. This initiative reduces the cost of accreditation which may be seen as a barrier to entry. More affordable accreditation fees allow for accreditation to be more accessible, specially to SMMEs. Furthermore, SANAS has committed to ensure that all eligible payments are processed within an average of 19 days, thus benefitting small businesses.

18.1 SANAS Strategy Monitoring Cycle

The SANAS Strategy Monitoring Cycle is meticulously structured, encompassing both monitoring and reporting mechanisms to ensure adherence to standards and continuous improvement. SANAS compiles performance reports on a quarterly basis. All reports are consolidated for quarterly reporting to the Board of Directors and the dtic, and, once a year, SANAS develops an annual report.

18.2 Monitoring

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

- Internal and external audits that ensure SANAS compliance with systems, processes, policies and procedures;
- Compliance with ISO/IEC 17011, as well as identifying business improvement processes;
- Regular programme audits that ensure compliance with applicable programme standards, ISO/IEC 17011 and management review processes that involve monitoring the implementation of strategic objectives;
- SANAS' policies and procedures; and
- Sample audits that maintain the technical integrity of the programme and ensure consistency and impartiality in the assessment process. They also ensure that clients are provided with a satisfactory technical service.

18.3 Reporting

Reporting is another pivotal element of the cycle. It ensures ensuring transparency and accountability. Management reports are compiled on a quarterly basis and presented to both the board and the Department of Trade, Industry and Competition (the dtic). These quarterly reports contain detailed

insights into the operational performance, compliance status, and any identified areas for improvement. Furthermore, an annual report is generated, encapsulating the comprehensive performance and strategic outcomes of SANAS over the year. This report serves as a critical document for stakeholders, providing a transparent overview of SANAS's achievements, challenges, and future directions.



Figure 2: SANAS Strategic Planning and Monitoring Cycle

19. KEY RISKS AND MITIGATIONS

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
Competitiveness of South Africa's enterprises	1.	Rejection of South Africa's goods and services	Active participation in the WTO/ TBT's and Free Trade Agreements (FTA's) by invitations.	10	6

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
Organisational sustainability	2.	Inability to maintain adequate revenue levels and expenditure within budgets.	Review and update financial policies and procedures, taking into account the current economic climate	15	6
			Realistic, stringent budgets and closer monitoring of budget		
			Development and periodic review / monitoring of a strategic sourcing plan to ensure optimal procurement of goods and services (Procurement plan)		
			Use of debt collectors to collect outstanding debts from customers.		
		Application for retention of surpluses to National Treasury			
Organisational sustainability	3.	Shortage and loss of critical and core skills (Employees)	Interventions implemented in line with the competency framework	16	9
			Monitoring and evaluation of identified talent pool by the Succession Planning Committee		
			Implementation of actions plans flowing from Climate/Culture survey		
			Implementation of the leadership development programme.		
Organisational sustainability	4.	Insufficient technical expertise required to assess	Sourcing, training and qualification of assessors.	20	12
			Actively engage CABs where there are perceived conflicts of interest with specific assessors		

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
		specific accreditation scopes.	Monitoring of the 3-year validity period of certificates for assessors Reporting on assessor age analysis profile on an annual basis and competency replenishment		
	5.	Failure in ICT Governance and IT Security	Review and implementation of IT security policies, procedures and plans in place Monthly reviews of strategic SLAs with service providers in place for IT infrastructure and services maintenance Annual personnel development plans and continuous knowledge sharing amongst IT personnel Implementation of resolutions of governance structures Review of IT policies, procedures and plans as required by changes in the environment Reviews of overall IT security, (e-mail, virus, network protection and VPN. Penetration testing and vulnerability assessment)	20	12
Government achieving policy objectives (health, safety and environment)	6.	Inability to meet the increased government priorities related to the	Development of a regulatory universe document Compliance with relevant planning frameworks	16	9

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
Contribution to government's developmental and transformation agenda.		developmental agenda.			
	7.	Lack of impartiality in SANAS accreditation processes.	<p>Internal auditing processes by the Quality Department in place.</p> <p>Monitoring of the performance of AC members.</p> <p>Consistent monitoring of staff declarations on annual basis and monitored by the Board and Audit and Risk Committee, as well as audited by the independent auditors.</p> <p>Declarations of all interests and pressures by Board members and committee members on annual basis.</p> <p>Independent complaint and appeals process will be put in place, audited and monitored</p> <p>Policies and procedures will be reviewed/revised annually</p> <p>Review of the resource plan.</p> <p>Assessment procedures and guides including assessor decisions and assessor monitoring programmes audited annually</p>	20	9
Organisational sustainability	8.	Inability to continue SANAS business in the event of	Review and testing of Business Continuity Plan and Disaster Risk Management Plan.	16	9

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
		business disruptions		High	Medium

PART D

TECHNICAL INDICATORS DESCRIPTION



20. Competitiveness of South Africa's Enterprises

Indicator Title	Number of accreditation scopes recognised under regional and international mutual recognition arrangements
Definition	This indicator measures the increase in the number of scopes recognised under regional and international mutual recognition arrangements so as to ensure that SANAS meets the conformity assessment needs of enterprises.
Source Data	ILAC/IAF, AFRAC register of MRA signatories or certificates obtained
Method of Calculation / Assessment	Simple count: number of accreditation scopes increased under regional and international MRAs
Assumptions	International and/or regional body's readiness to timeously conduct peer evaluations
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Target met or exceeded
Indicator Responsibility	CEO / Executive: Accreditation

21. Competitiveness of South Africa's Enterprises

Indicator Title	Number of accreditation sub-scopes recognised under regional and international mutual recognition arrangements
Definition	This indicator measures the increase in the number of sub-scopes recognised under regional and international mutual recognition arrangements to ensure that SANAS meets the conformity assessment needs of enterprises.
Source Data	ILAC/IAF, AFRAC register of MRA signatories or certificates obtained
Method of Calculation / Assessment	Simple count: number of accreditation sub-scopes increased under regional and international MRAs
Assumptions	International and/or regional body's readiness to timeously conduct peer evaluations
Disaggregation of beneficiaries (where applicable)	Not applicable

Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Target met or exceeded
Indicator Responsibility	CEO / Executive: Accreditation

Indicator Title	Number of additional Conformity Assessment Bodies (CABs) accredited
Definition	This indicator measures the increase in the number of additional Conformity Assessment Bodies (CABs) accredited by SANAS
Source Data	Accreditation Register confirming the number of accredited CABs per Accreditation Programme
Method of Calculation / Assessment	Simple count: number of new CABs accredited
Assumptions	Conducive economic environment
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Quarterly
Desired Performance	Target met or exceeded
Indicator Responsibility	CEO / Executive: Accreditation

22. Government Achieving Policy Objectives (Regional Integration Health, Safety, and Environment)

Indicator Title	Number of Regulators per accreditation programme (Maintain relationship with regulators)
Definition	This indicator measures the number of regulators that SANAS services across each of its accreditation programmes, taking into consideration that a single regulator may be supported by multiple accreditation programmes
Source Data	<ul style="list-style-type: none"> • Accreditation records of programmes that support regulators • Agreements / MOUs
Method of Calculation / Assessment	Simple count: number of regulators that SANAS services within each of its accreditation programmes
Assumptions	Readiness of regulators

Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Target met or exceeded
Indicator Responsibility	CEO / Executive: Accreditation

23. Organisational Sustainability

Indicator Title	Maximum vacancy rate (%)
Definition	This indicator measures the vacancy rate within SANAS to ensure organisational effectiveness and efficiency in delivering its services through a minimal vacancy rate
Source Data	HR staff movement list against funded positions
Method of Calculation / Assessment	Percentage of vacant funded positions as a percentage of the total number of positions to be filled. Average of the percentage of the four quarters of the financial year.
Assumptions	<ul style="list-style-type: none"> • Vacant position with someone officially appointed to act will be considered filled. • Rate of resignations does not exceed the projected rate of 5%.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Target met or exceeded
Indicator Responsibility	CEO / Executive: Corporate Services

24. Organisational Sustainability

Indicator Title	Percentage ratio of SANAS income generation versus government grant
Definition	This indicator measures percentage ration of income that SANAS generates from its revenue streams against the grant received from the government fiscus.
Source data	Financial reports
Method of Calculation / Assessment	Ratio of self-generated income vs government grants
Assumptions	<ul style="list-style-type: none"> • Positive market response to SANAS' offerings • New programmes rolled out as planned

	<ul style="list-style-type: none"> Economic environment conducive to support increase in number of CABs
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Target met or exceeded
Indicator Responsibility	CEO / Chief Financial Officer

25. Contribution to government's developmental and transformational agenda

Indicator Title	Number of direct job placements through provision of work experience (Internship programme)
Definition	This indicator measures the number of interns that are directly placed in jobs within SANAS through its internship programme, so as to expose them to relevant work experiences.
Source data	Human Resource Reports
Method of Calculation / Assessment	Simple count; Number of interns appointed within SANAS
Assumptions	Availability of suitably qualified interns for advertised positions
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Target met or exceeded
Indicator Responsibility	CEO / Executive: Corporate Services

26. Contribution to government's developmental and transformational agenda

Indicator Title	Number of SMMEs capacitated
Definition	This indicator measures the number of SMMEs that SANAS capacitates through various interventions, including capacity building, enterprise development, supplier development, amongst others
Source data	Performance Reports
Method of Calculation / Assessment	Simple count; Number of SMMEs capacitated
Assumptions	Budget availability
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Target met or exceeded
Indicator Responsibility	CEO / Chief Financial Officer