

# ANNUAL PERFORMANCE PLAN 2025 / 2026



## Table Of Contents

<b>1. FOREWORD BY THE MINISTER .....</b>	<b>5</b>
<b>2. ACCOUNTING AUTHORITY STATEMENT.....</b>	<b>7</b>
<b>3. OVERVIEW BY THE CEO .....</b>	<b>9</b>
<b>4. OFFICIAL SIGN-OFF .....</b>	<b>12</b>
<b>5. ABBREVIATIONS AND ACRONYMS .....</b>	<b>13</b>
<b>PART A.....</b>	<b>14</b>
<b>SANAS MANDATE .....</b>	<b>14</b>
<b>6. LEGISLATIVE AND POLICY FRAMEWORK.....</b>	<b>15</b>
6.1 Legislative mandate.....	15
6.2 Policy mandate .....	16
<b>7. INSTITUTIONAL POLICIES AND STRATEGIES .....</b>	<b>17</b>
<b>8. RELEVANT COURT RULINGS .....</b>	<b>18</b>
<b>PART B .....</b>	<b>19</b>
<b>STRATEGIC FOCUS .....</b>	<b>19</b>
<b>9. SITUATION ANALYSIS .....</b>	<b>20</b>
9.1 Internal Environmental Analysis .....	20
9.2 SYMMETRIX Performance Assessment .....	20
9.3 Climate and Culture Survey .....	21
9.4 External Environmental Analysis .....	22
9.5 Contribution to the focus areas of the dtic.....	24
<b>PART C.....</b>	<b>29</b>
<b>PERFORMANCE MEASUREMENT .....</b>	<b>29</b>
<b>10. PERFORMANCE MEASUREMENTS.....</b>	<b>30</b>
10.1 Introduction.....	30
<b>11. PROGRAMME 1: ADMINISTRATION .....</b>	<b>37</b>
11.1 Purpose .....	37
11.2 Description of the Programme .....	37
11.3 Policy Development.....	37
11.4 Financial Management .....	37
11.5 Legal Services.....	38
11.6 Company Secretary.....	38

11.7	Risk Management .....	38
11.8	International and Regional Developments .....	39
12.	PROGRAMME 2: CORPORATE SERVICES .....	45
12.1	Purpose .....	45
12.2	Programme Description .....	45
12.3	Information and Communication Technology (ICT).....	45
12.4	Quality Management.....	46
12.5	Human Resources Management .....	46
13.	PROGRAMME 3: STRATEGY AND DEVELOPMENT .....	50
13.1	Purpose .....	50
13.2	Programme Description .....	50
13.3	Knowledge Transfer.....	50
13.4	New Programme Development .....	51
14.	PROGRAMME 4: ACCREDITATION PROVISION .....	56
14.1	Purpose .....	56
14.2	Programme Description .....	56
14.3	Calibration Laboratories, Proficiency Testing Scheme Providers and Reference Material Producers .....	56
14.4	Testing Laboratories .....	57
14.5	Pharmaceutical Laboratories .....	58
14.6	Inspection Bodies .....	58
14.7	Verification and Repair Bodies.....	58
14.8	Certification Bodies .....	59
14.9	Medical Laboratories .....	59
14.10	Veterinary Laboratory Industry .....	59
14.11	Forensic Laboratories .....	60
14.12	B-BBEE Rating Agencies .....	60
14.13	GLP Monitoring Authority .....	60
14.14	Blood Transfusion .....	60
15.	EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM- TERM PERIOD	66
15.1	Programme 1: Administration.....	66
15.2	Programme 2: Corporate Services .....	66
15.3	Programme 3: Strategy and Development .....	67
15.4	Programme 4: Accreditation.....	68

<b>16. PROGRAMME RESOURCE CONSIDERATIONS.....</b>	<b>69</b>
<b>16.1 Explanation of the contribution of resources towards achievement of outputs .....</b>	<b>71</b>
<b>17. KEY RISKS.....</b>	<b>72</b>
<b>PART D.....</b>	<b>76</b>
<b>TECHNICAL INDICATORS DESCRIPTION .....</b>	<b>76</b>
<b>1. PROGRAMME: ADMINISTRATION.....</b>	<b>77</b>
<b>2. PROGRAMME: CORPORATE SERVICES .....</b>	<b>80</b>
<b>3. PROGRAMME: STRATEGY AND DEVELOPMENT .....</b>	<b>82</b>
<b>4. PROGRAMME: ACCREDITATION .....</b>	<b>85</b>

## Lis to of Tables and Figures

Table 1 Current SANAS Accreditation Programmes Supporting Specific Sectors.....	28
Table 2 Outcomes, Outputs and Annual Targets for Administration Programme.....	41
Table 3 Indicators, Annual and Quarterly Targets .....	43
Table 4 Outcomes, Outputs and Annual Targets for the Corporate Services Programme .....	47
Table 5 Indicators, Annual and Quarterly Targets .....	48
Table 6 Outcomes, Outputs and Annual Targets for the Strategy and Development Programme .....	52
Table 7 Indicators, Annual and Quarterly Targets .....	54
Table 8 Outcomes, Outputs and Annual Targets for the Accreditation Programme:62	
Table 9 Indicators, Annual and Quarterly Targets .....	64
Table 10 Budget allocation for programmes and subprogrammes as per the ENE ...	69
Table 11 Medium-Term Budget Estimates.....	70
Figure 1 MTDP Priorities .....	17
Figure 2 Traditional Sectors Supported by SANAS Accreditation .....	27
<a href="#">Figure 3 SANAS Strategic Framework.....</a>	<a href="#">26</a>



## 1. FOREWORD BY THE MINISTER



This 2025/26 Annual Performance Plan (APP) of the South African National Accreditation System (SANAS), which is the first APP of the 7<sup>th</sup> Administration, reflects the continued efforts of the dtic Group to align our activities to optimally contribute to the priorities outlined in the Medium Terms 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.

The APP contains a set of targets aimed at realising the vision of the SANAS governing legislation and utilising these regulations to meet their purpose of empowering a larger number of South Africans to contribute towards our shared prosperity. In the year ahead, the SANAS will play a critical role in creating a fair and prosperous South African economy. While companies face a challenging global economic environment, the work of the SANAS will help create the conditions for sustained economic growth and development supported by the creation of jobs.

The 2025/26 APP is hereby submitted in accordance with the Revised Framework on Strategic and Annual Performance Plans.



---

**Mr Parks Tau, MP**

**Minister of Trade, Industry and Competition:**

## 2. ACCOUNTING AUTHORITY STATEMENT



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.

As the sole accreditation body for accreditation of Conformity Assessment and Monitoring of Good Laboratory Practices, SANAS has developed this 2025/26 Annual Performance Plan to support South Africa's public policy objectives and enhance the country's economic performance.

Given that this 2025/26 APP unpacks the 2025-2030 Strategic Plan, it contributes toward the achievement of the priorities of the 7<sup>th</sup> Administration 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.

It is my pleasure to present this 2025/26 Annual Performance Plan, which identifies specific annual targets to contribute to the broader Outcomes as outlined in the 2025-2030 Strategic Plan, 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**.

SANAS commits to ensuring achievement of the set targets within this 2025/26 APP so as to make an impactful contribution to national priorities.



---

**Ms Lindi Tlou**

**Interim Chairperson: SANAS Board of Directors**



### 3. OVERVIEW BY THE CEO



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 the enterprises competing in a fast-paced global economy. In crafting its 2025/26 Annual Performance Plan, which unpacks the 2025-2030 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 as outlined in the 2025/26 APP. 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 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 mutual recognition arrangements. Such 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. 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 plans 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 10 Small, Medium and Micro Enterprises (SMMEs) per year 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 2025/26 APP and is looking forward to working together with relevant stakeholders to ensure optimal delivery of the targets committed to in the plan.



---

**Mr Farhad Osman**

**Acting Chief Executive Officer of SANAS**

## 4. OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance 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 – 2027/28.

Ms Busi Radebe  
Executive Corporate Services

Signature: *Ms Radebe*

Mr Mpho Phaloane  
Executive Accreditation

Signature: *[Signature]*

Mr Jonas Shai  
Chief Financial Officer

Signature: *[Signature]*

Mr Farhad Osman  
Executive Strategy and Development

Signature: *[Signature]*

Mr Farhad Osman  
Acting Chief Executive Officer

Signature: *[Signature]*

Ms Lindi Tlou  
Interim Chairperson: SANAS Board of Directors

Signature: *[Signature]*

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

Signature: *[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
EGAC	THE EGYPTIAN ACCREDITATION COUNCIL
EMS	ENVIRONMENTAL MANAGEMENT SYSTEM
ENAO	THE ETHIOPIAN NATIONAL ACCREDITATION OFFICE
EnMS	ENERGY MANAGEMENT SYSTEMS
EPC	ENERGY PERFORMANCE CERTIFICATE
ERRP	ECONOMIC RECONSTRUCTION AND RECOVERY PLAN
GCP	GOOD CLINICAL PRACTICE
GLP	GOOD LABORATORY PRACTICE
IAF	INTERNATIONAL ACCREDITATION FORUM
ICT	INFORMATION AND COMMUNICATION TECHNOLOGY
IEC	INTERNATIONAL ELECTROTECHNICAL COMMISSION
ILAC	INTERNATIONAL LABORATORY ACCREDITATION COOPERATION
IPPS	INDUSTRIAL POLICY PRIORITY SECTORS
ISMS	INFORMATION SECURITY MANAGEMENT SYSTEMS
ISO	INTERNATIONAL ORGANIZATION FOR STANDARDISATION
KENAS	KENYAN ACCREDITATION SERVICE
MTDP	MEDIUM-TERM DEVELOPMENT PLAN
MRA	MUTUAL RECOGNITION ARRANGEMENT
NDP	NATIONAL DEVELOPMENT PLAN
PAQI	PAN AFRICAN QUALITY INFRASTRUCTURE
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
TBT	TECHNICAL BARRIERS TO TRADE
the dtic	THE DEPARTMENT OF TRADE INDUSTRY AND COMPETITION



# PART A

# SANAS MANDATE





## 6. LEGISLATIVE AND POLICY FRAMEWORK

### 6.1 Legislative mandate

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

Table 1: Legislative Mandate

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

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, (No. 19 of 2006);
- b) The Public Finance Management 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 (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 (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.

## **6.2 Policy mandate**

Although SANAS' key focus is on its legislative mandate, it ensures that, through alignment with the relevant output targets of the DTIC group, 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.

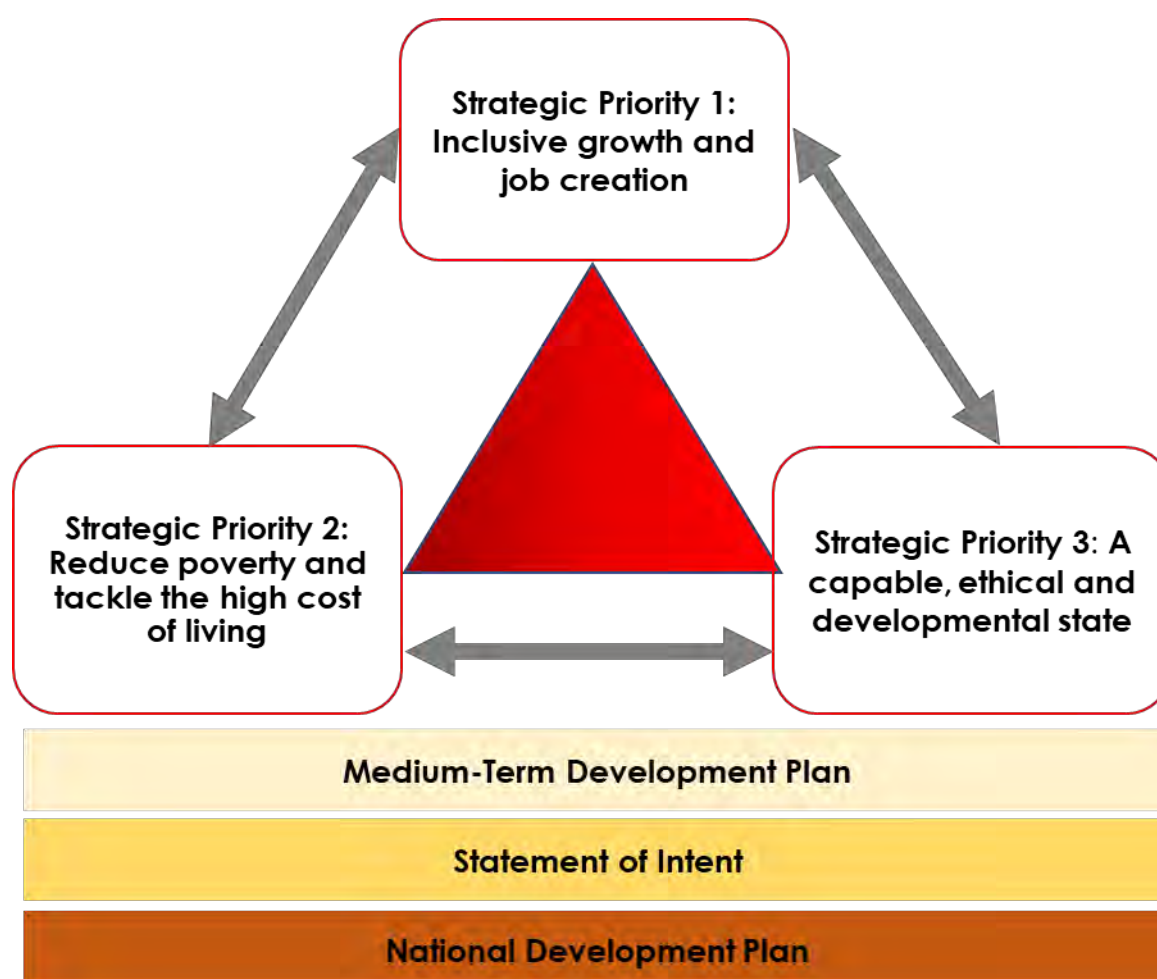


Figure 1 MTDP Priorities

## 7. INSTITUTIONAL POLICIES AND STRATEGIES

The acceptance of conformity assessment results has grown into one of the significant technical barriers to trade globally, as economic growth is closely linked to trade. 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 which came into effect in 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 (CAB's), also referred to as accredited organisations, industry sectors and the economy, by facilitating the national, regional, and international acceptance of test, inspection, and certification results. 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.

## **8. RELEVANT COURT RULINGS**

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



# PART B

## STRATEGIC FOCUS



## 9. SITUATION ANALYSIS

### 9.1 Internal Environmental Analysis

The internal environmental analysis will consider two surveys: SYMMETRIX Performance Assessment and Culture Surveys.

### 9.2 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 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, 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.

In light of these results, SANAS has considered several recommendations to bolster its internal framework. Optimising Governance and Leadership will significantly enhance decision-making processes. Implementing Employee Recognition and Reward programmes will boost morale and productivity, improving engagement scores. Enhanced Internal Communication and Collaboration will bridge existing gaps, ensure consistent information dissemination, and foster a collaborative culture.



Streamlining decision-making and authority will also mitigate bottlenecks and empower employees. Furthermore, prioritising employee development and career progression will build a skilled workforce, foster loyalty, and reduce turnover. 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.

### **9.3 Climate and Culture Survey**

The internal analysis of SANAS, as assessed by the recent Culture and Climate 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 reasonable 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.

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 relatively positive, with significant strengths in remote/hybrid working flexibility and clear corporate strategies.

To enhance communications within the organisation, SANAS will establish more regular and transparent communication channels. This would bridge the current gap reflected 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 will 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 will be made to maintain their flexibility, thus ensuring work-life balance. Leadership visibility will be strengthened 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, will enhance leadership effectiveness at all levels. Inclusive change management initiatives will be prioritised to foster a more cohesive and collaborative work environment.

Finally, a comprehensive review of salaries and benefits is warranted to ensure that compensation structures are competitive and aligned with industry standards. This will further contribute to employee retention and satisfaction.

## **9.4 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' credibility locally and internationally. Strong diplomatic ties also enhance SANAS' acceptance in global markets, fostering international cooperation and mutual recognition arrangements.

**Economic Factors:** The fluctuating global economy has a significant impact on SANAS. Economic growth in South Africa can boost demand for accredited services, while 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:** Increased consumer awareness about quality and safety standards heightens the demand for accredited products and services. However, SANAS faces challenges due to a shortage in skilled conformity assessment professionals. Addressing historical inequalities and promoting inclusivity within the accreditation system remains pivotal. 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 to meet 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. SANAS can enhance its role as a pivotal accreditation body, driving quality, safety, and sustainability in South Africa and beyond by strategically navigating these factors.

## **9.5 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 1650. 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.





Figure 2 Traditional Sectors Supported by SANAS Accreditation

Table 1 Current SANAS Accreditation Programmes Supporting Specific Sectors

TESTING LABORATORIES	CERTIFICATION BODIES
<ul style="list-style-type: none"> <li>• Chemical and microbiological testing;</li> <li>• Residue testing;</li> <li>• Toxicity testing;</li> <li>• Water testing;</li> <li>• Materials testing;</li> <li>• Software testing; and</li> <li>• Automotive testing.</li> </ul>	<ul style="list-style-type: none"> <li>• Management systems: e.g. Environmental Management System (EMS);</li> <li>• Hazard Analysis and Critical Control Points (HACCP);</li> <li>• Food Safety Systems Certification (FSSC);</li> <li>• Forest Certification; and</li> <li>• Global Gap.</li> </ul>
CALIBRATION LABORATORIES	INSPECTION BODIES
<ul style="list-style-type: none"> <li>• Dimensional; Pressure;</li> <li>• Temperature; Force;</li> <li>• Flow; Mass and volume;</li> <li>• Humidity;</li> <li>• Acoustics and vibration;</li> <li>• Time and Frequency;</li> <li>• Gas metrology; and</li> <li>• Chemical viscosity.</li> </ul>	<ul style="list-style-type: none"> <li>• Textile, clothing and footwear;</li> <li>• Energy efficiency verification;</li> <li>• Energy Performance Certificates for Buildings</li> <li>• Non-destructive inspection of metals</li> <li>• Fish and food;</li> <li>• Steel structures;</li> <li>• Automotive;</li> <li>• Occupational hygiene; and</li> <li>• Chemical and Mechanical.</li> </ul>

# PART C

## PERFORMANCE MEASUREMENT



## 10. PERFORMANCE MEASUREMENTS

### 10.1 Introduction

The 2025/26 Annual Performance Plan is shaped by the SANAS 2025-2030 Strategic Plan. It plays a pivotal role to achieve the Impact Statement, Outcomes, and five-year targets set forth in the Strategic Plan. SANAS is engaged in various initiatives through key programmes including:

- **Administration Services:** This encompasses policy development, financial management, along with legal and administrative support.
- **Corporate Services:** the focus is on human resource management, quality management, regional and international development, information security, information and communication technology, communication and marketing, as well as administrative coordination and facilities management.
- **Strategy and Development Services:** This involves developing organisational strategies, researching and creating new accreditation programmes, and facilitating knowledge transfer.
- **Accreditation Services:** These include conducting accreditation assessments and ensuring good laboratory practice monitoring.

The priority of SANAS accreditation programmes is outlined in a manner reflecting their significance to the South African economy. Figure 3 below showcases the SANAS Strategic Framework. Table 2 subsequently outlines the SANAS Outcomes as depicted in the SANAS Strategic Framework. The table illustrates the connection between the SANAS Outcomes and the MTDP as well as the current baseline for the Five-year Targets.



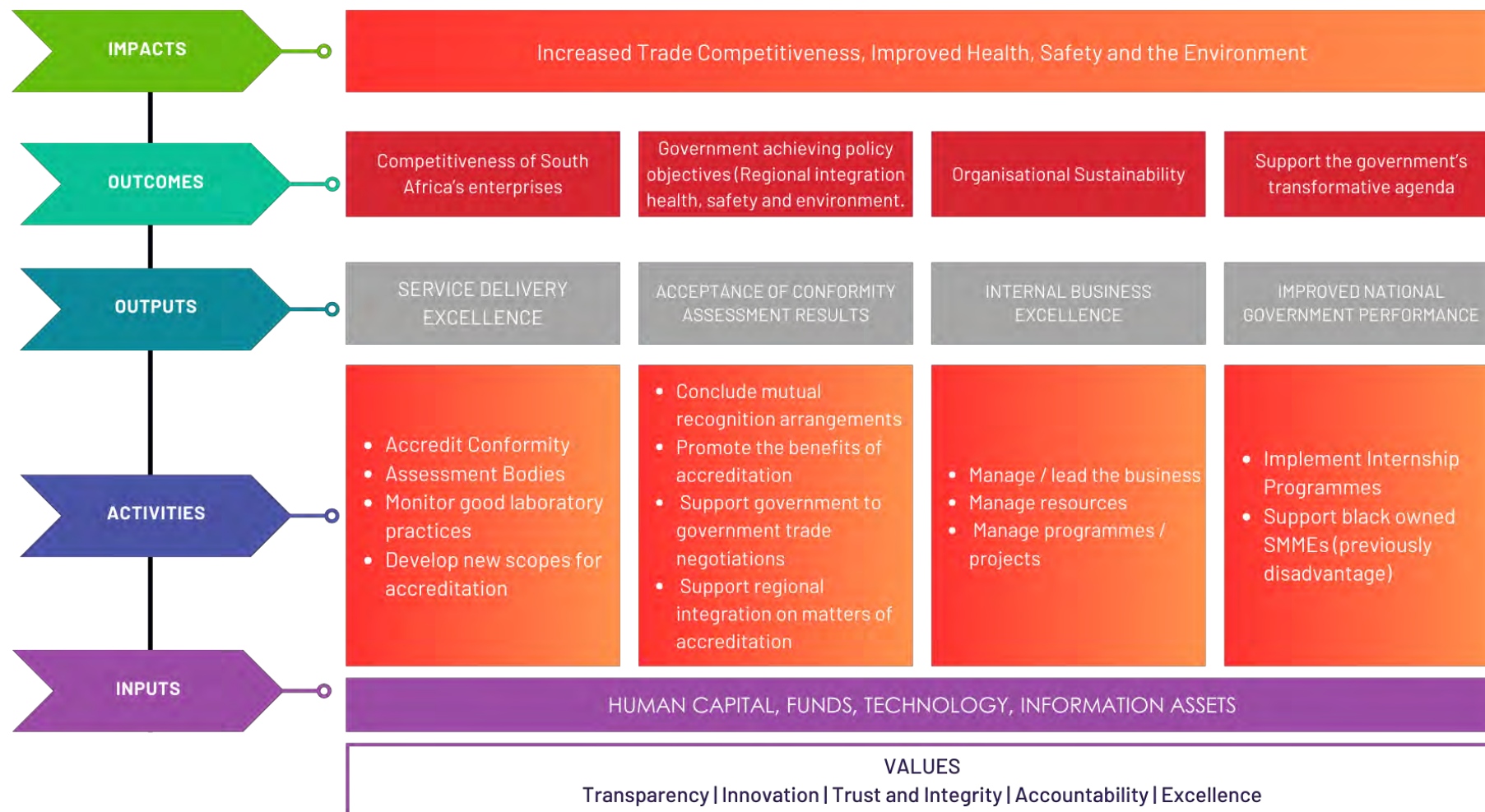


Figure 3 SANAS Strategic Framework

Table 2 Current SANAS Accreditation Programmes Supporting Specific Sectors

OUTCOME	OUTCOME INDICATOR	BASELINE 2024/25	FIVE YEAR TARGET	RATIONALE FOR CHOICE OF OUTCOME INDICATORS AND ALIGNMENT WITH THE BLUE-SKY STRATEGY.
<b>Competitiveness of South Africa's enterprises</b>	Number of accreditation scopes recognised under regional and international mutual recognition arrangements	9 x Scopes	10 x Scopes	<p>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 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 &amp; 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>
	Number of accreditation sub-scopes recognised under regional and international mutual recognition arrangements	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.
				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 importing countries, thus increasing market access for South Africa's enterprises, as outlined in the Blue-Sky Strategy.
	Number of additional Conformance Assessment Bodies (CABs) accredited	150*	450 additional CABs	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.  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.

OUTCOME	OUTCOME INDICATOR	BASELINE 2024/25	FIVE YEAR TARGET	RATIONALE FOR CHOICE OF OUTCOME INDICATORS AND ALIGNMENT WITH THE BLUE-SKY STRATEGY.
				With regards to increasing market access for South Africa's enterprises, as outlined in the Blue-Sky Strategy, 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.
<b>Government achieving policy objectives (Regional integration health, safety &amp; environment)</b>	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.
<b>Organisational Sustainability</b>	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.
<b>Contribution to government's developmental and transformational agenda</b>	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 supplier development, amongst others, ensures equitable growth and inclusivity of SMMEs into the mainstream economy.  Furthermore, this indicator aligns to the Blue-Sky Strategy as it relates to the identified Outcome of reducing market

OUTCOME	OUTCOME INDICATOR	BASELINE 2024/25	FIVE YEAR TARGET	RATIONALE FOR CHOICE OF OUTCOME INDICATORS AND ALIGNMENT WITH THE BLUE-SKY STRATEGY.
				concentration by ensuring that economic opportunities are accessible to a broader range of businesses, particularly focusing on the empowerment of historically disadvantaged groups

*\* 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)*

## **11. PROGRAMME 1: ADMINISTRATION**

### **11.1 Purpose**

The aim of this programme is to facilitate sustained effective leadership, robust financial management, and comprehensive legal and administrative support. It ensures that the organisational strategy and structure are continuously refined to adhere to relevant legislation and align with global best practices.

### **11.2 Description of the Programme**

This programme encompasses various sub-programmes which include the development of policies, management of finances, provision of legal services, and the duties of the company secretary.

### **11.3 Policy Development**

The Board of Directors at SANAS, serving as the accounting authority, has the task to set strategic direction for SANAS. This is done in accordance with the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act of 2006 (Act No. 19 of 2006), along with adherence to the Shareholder's Compact established with the Minister of Trade, Industry and Competition as the Executive Authority. Operational management falls on a daily basis under SANAS's Chief Executive Officer (CEO), who ensures implementation and oversight aligned with the organisation's Strategic Plan and Annual Performance Plan. The CEO provides assurance to SANAS' Board concerning effective operational governance.

### **11.4 Financial Management**

Financial Management will maintain its emphasis to adhere to all applicable financial standards and regulations, with a particular focus on the Public

Finance Management Act (PFMA) and Treasury Guidelines. Additionally, it will supervise the supply chain management operations. This sub-programme will enhance its managerial financial accounting systems, offer guidance to the CEO regarding financial risks and risk management, and fulfil the responsibilities of the Chief Financial Officer (CFO).

### **11.5 Legal Services**

The Company Secretary offers legal services to SANAS as needed, addressing contractual, litigious, operational, and managerial legal issues. By taking a proactive stance, the Secretary ensures that the legal consequences of proposed actions are considered to reduce future risks. SANAS has embraced a strategy aligned with the principles of the King Code and the Report on Governance for South Africa (King IV), aiming to settle disputes amicably and prevent extended legal battles. This strategy has been notably effective in addressing potential legal conflicts.

### **11.6 Company Secretary**

The Company Secretary, acting as a guardian of corporate governance, plays a crucial role in aiding the Board of Directors to uphold effective corporate governance standards. By delivering refresher training, the Company Secretary supports the Board members in clearly understanding their roles and responsibilities. This role also includes ongoing guidance on relevant legislation, regulations, and policies that impact SANAS. Furthermore, the Company Secretary delivers secretarial services to the Board and its sub-committees.

### **11.7 Risk Management**

The Risk Management Division at the South African National Accreditation System (SANAS) is a pivotal component responsible for the identification, evaluation and mitigation of potential risks that could impact the



organisation's operations and achieving of strategic objectives. This Unit's task is to foster a risk-aware culture, ensuring that SANAS's accreditation processes are safeguarded against uncertainties and threats. It implements comprehensive risk management frameworks and protocols that enable the proactive identification of risks, followed by the development of appropriate strategies to either minimize or eliminate these risks. The division collaborates closely with various departments to ensure alignment with regulatory requirements and best practices, thereby safeguarding SANAS's reputation and ensuring the integrity of its accreditation process (ISO 31000:2018 Risk Management Guidelines). By doing so, it supports the organisation to achieve its goal of delivering credible accreditation services that enhance the country's global competence.

### **11.8 International and Regional Developments**

International and regional developments are centred on fulfilling SANAS's responsibilities in strengthening and broadening regional and international relations. Additionally, it supports South Africa's aim of effective regional integration by providing a leadership role in the development of accreditation within the Southern African Development Community (SADC) and across Africa. SANAS remains committed to offer an internationally recognized accreditation infrastructure and actively engage with the Southern African Development Community Cooperation in Accreditation (SADCA) by assuming regional coordinator and secretariat functions.

The acceptance of the AFRAC MRA by the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF) facilitates regional and global commerce by fostering trust and acknowledgment of outcomes produced by conformity assessment bodies accredited by its member accreditation organizations. These include SANAS (South Africa), SADCAS (SADC Economies), Egyptian Accreditation Council

(EGAC) (Egypt), Ethiopian National Accreditation Office (ENAO) (Ethiopia), MAURITAS (Mauritius), and Kenyan Accreditation Service (KENAS) (Kenya). This reduces or potentially eliminates technical barriers to trade (TBTs) such as the need for re-testing, re-inspection, or re-certification when products or services enter new markets. The global acceptance of the AFRAC MRA represents a significant milestone towards Africa's full integration into the international trading system by enhancing access to both regional and global markets, thus spurring economic growth on the continent.

Accreditation builds trust in the competence and integrity of conformity assessment activities, thereby dismantling technical barriers to trade on local, regional, and international levels. This provides South African companies with a competitive advantage. The competitiveness of South Africa's goods and services is heavily reliant on the quality assured by Conformity Assessment Bodies (CABs) such as laboratories, certification, and inspection entities. It is crucial to acknowledge that non-acceptance of conformity assessments can result in rejection, leading to costly retesting, re-inspection, or re-certification of exported goods and services, ultimately hindering competitiveness in the global marketplace. Enhanced competitiveness contributes to transformation and job creation in South Africa, fostering economic growth.

Furthermore, aligning with Africa's ambitions as outlined in Agenda 2063, this international recognition supports inclusive growth and sustainable development by positioning Africa as a significant global influencer and partner in conformity assessment and accreditation. SANAS, as the Secretariat of AFRAC and SADCA, will continue its leadership to ensure Africa's active participation in IAF and ILAC activities.

Table 3 Outcomes, Outputs and Annual Targets for Administration Programme

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Competitiveness of South Africa's enterprises</b>	Reduced barriers to entry by maintaining low costs of accreditation	Percentage increase in accreditation fees (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	New Indicator	New Indicator	New Indicator	Accreditation fees increased by 1 percent below CPI for the 2025/26 FY	Accreditation fees increased by 1 percent below CPI for the 2026/27 FY	Accreditation fees increased by 1 percent below CPI for the 2027/28 FY	Accreditation fees increased by 1 percent below CPI for the 2028/29 FY -
<b>Organisational sustainability</b>	Reduced reliance on government funding	Percentage ratio of SANAS income versus government grant	73:27 SANAS income vs government grant	75:25 SANAS income vs government grant	80:20 SANAS income vs government grant	80:20 SANAS income vs government grant	80:20 SANAS income vs government grant	80:20 SANAS income vs government grant	80:20 SANAS income vs government grant
<b>Organisational sustainability</b>	Increased payment efficiency	Average number of days to process eligible payments	2% of payments were processed after 20 days but within the legislated 30 days	Percentage of payments processed after 19 days were greater than 5%	More than 5% of eligible payments were processed after 19 days and there were payments made after 30 days.	All eligible payments are processed within an average of 19 days  9 payments made after 30 days	All eligible payments are processed within an average of 19 days	All eligible payments are processed within an average of 19 days	All eligible payments are processed within an average of 19 days
<b>Contribution to government's developmental and transformational agenda</b>	Growth and sustainability of SMMEs	Number of SMMEs capacitated (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	New Indicator	New Indicator	New Indicator	Engagement undertaken with SEDA on possible interventions for the growth and	10 SMMEs capacitated	10 SMMEs capacitated	10 SMMEs capacitated

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
						sustainability of SMMEs			
<b>Government achieving policy objectives (Regional integration health, safety and the environment)</b>	Acceptance of conformity assessment results	Percentage implementation of AFRAC Secretariat's Annual Performance Plan	90% of the AFRAC Secretariat's annual performance plan was implemented	100% of the AFRAC Secretariat's annual performance plan was implemented	100% (cumulative) of the AFRAC Secretariat's annual performance plan was implemented	At least 90% of the AFRAC Secretariat's Annual Performance Plan implemented	At least 90% of the AFRAC Secretariat's Annual Performance Plan implemented	At least 90% of the AFRAC Secretariat's Annual Performance Plan implemented	At least 90% of the AFRAC Secretariat's Annual Performance Plan implemented
		Percentage implementation of SADCA Secretariat's Annual Performance Plan	90% of the SADCA Secretariat's Annual Performance Plan was implemented	90% of the SADCA Secretariat's Annual Performance Plan was implemented	90% (cumulative) of the SADCA Secretariat's Annual Performance Plan was implemented	At least 90% of the SADCA Secretariat's Annual Performance Plan implemented	90% of the SADCA Secretariat's Annual Performance Plan implemented.	At least 90% of the SADCA Secretariat's Annual Performance Plan implemented	At least 90% of the SADCA Secretariat's Annual Performance Plan implemented

Table 4 Indicators, Annual and Quarterly Targets

OUTPUT INDICATOR	ANNUAL TARGET- 2025/26	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<b>Percentage increase in accreditation fees</b> (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	Accreditation fees increased by 1% below CPI for the 2026/27 FY	No target for this quarter	No target for this quarter	No target for this quarter	Accreditation fee for 2026/27 FY, with an increase of at least 1% below CPI, approved by the Board
<b>Percentage ratio of SANAS income versus government grants</b>	80:20 SANAS income vs government grant	No target for this quarter	No target for this quarter	No target for this quarter	80:20 SANAS income vs government grant
<b>Average number of days to process eligible payments</b>	All eligible payments processed within an average of 19 days	All eligible payments processed within an average of 19 days	All eligible payments processed within an average of 19 days	All eligible payments processed within an average of 19 days	All eligible payments processed within an average of 19 days
<b>Number of SMMEs capacitated</b> (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	10 SMMEs capacitated	2 SMMEs capacitated	2 additional SMMEs capacitated	3 additional SMMEs capacitated	3 additional SMMEs capacitated
<b>Percentage implementation of AFRAC Secretariat's Annual Performance Plan</b>	At least 90% of the AFRAC Secretariat's Annual Performance Plan implemented	60% of the AFRAC Secretariat's Annual Performance Plan implemented	70% (cumulative) of the AFRAC Secretariat's Annual Performance Plan implemented	80% (cumulative) of the AFRAC Secretariat's Annual Performance Plan implemented	90% (cumulative) of the AFRAC Secretariat's Annual Performance Plan implemented



OUTPUT INDICATOR	ANNUAL TARGET- 2025/26	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<b>Percentage implementation of SADCA Secretariat's Annual Performance Plan</b>	At least 90% of the SADCA Secretariat's Annual Performance Plan implemented	40% of the SADCA Secretariat's Annual Performance Plan implemented	50% (cumulative) of the SADCA Secretariat's Annual Performance Plan implemented	70% (cumulative) of the SADCA Secretariat's Annual Performance Plan implemented	90% (cumulative) of the SADCA Secretariat's Annual Performance Plan implemented

### Explanation of planned performance over the medium-term period

Under the Administration Programme, SANAS focuses on the Outcome of Organisational sustainability through maintaining the ratio of revenue generated by SANAS. This is done to reduce the dependency on the government fiscus while ensuring that payments of creditors is processed within an average of 19 days. In terms of its contribution to the Outcome of Government achieving policy objectives (Regional integration, health, safety and environment), SANAS will continue in its role as the Secretariat of both SADCA and AFRAC. In this regard, the Administration Programme will implement the Secretariat's Annual Performance Plans for both the SADCA and AFRAC. Regarding the Competitiveness of South Africa's enterprises, the programme will focus on increasing accreditation fees by 1% below CPI for each of the financial years over the MTEF. The programme will also contribute to government's developmental and transformational agenda through the support of 30 SMMEs over the medium term, so as to promote the growth and sustainability of SMMEs.

## **12. PROGRAMME 2: CORPORATE SERVICES**

### **12.1 Purpose**

The aim of this programme is to efficiently manage and deliver corporate services that are critical in empowering and driving the success of the organisation. By ensuring seamless support and innovative solutions, the programme serves as a fundamental backbone, enabling the entity to achieve its objectives and fulfil its mission.

### **12.2 Programme Description**

This programme encompasses various sub-programmes such as Information and Communication Technology (ICT), Quality Management, ICT Security, Human Resources (HR) Management, Facilities Management, Administrative Coordination, as well as Marketing and Communications.

### **12.3 Information and Communication Technology (ICT)**

The ICT department's task is to enable SANAS's operations by aligning its goals with the organisation's strategic objectives. This is achieved through the identification of suitable technologies and by designing, developing, implementing, and maintaining the ICT infrastructure. The sub-programme's role encompasses the provision of a reliable ICT infrastructure, continuously refining and automating support services, and delivering business value while adhering to legislation and best practices.

During the next three years, the ICT programme will emphasise enhancing and automating customer-facing business processes, primarily through the execution of the Digital Transformation Strategy. This initiative aims to help SANAS achieve service excellence with faster response times, ensuring ongoing customer satisfaction and retention. A crucial aspect of developing

the ICT infrastructure involves the strengthening of the security of information assets. As cyber-attacks increase and working from home becomes more common, SANAS plans to invest in advanced ICT systems to protect information assets. Moreover, it is essential to provide continuous awareness and training for employees to help them remain vigilant and recognise the tactics used by cyber-attackers and phishers.

#### **12.4 Quality Management**

Quality Management plays a pivotal role to ensure that SANAS consistently meets international standards for operating and maintaining a globally acknowledged accreditation infrastructure. This, in turn, helps to preserve SANAS's international recognition. Over the upcoming three-year span, the primary objectives include broadening SANAS's scopes within the AFRAC Arrangement and enhancing the SANAS Management system. As a signatory member of the ILAC, IAF, AFRAC, and SADCA MRAs, SANAS remains committed to fulfil its responsibilities by engaging peer evaluators to assist in the assessments of other regional bodies and accreditation organizations.

#### **12.5 Human Resources Management**

Human Resource Management (HRM) ensures that SANAS has the necessary human resources to fulfil its mandate. HRM is dedicated to reinforce its strategic importance to SANAS, aiming to ensure that its functions are integrally aligned with the organisation's goals. Over the next three years, HRM will enhance workplace climate, optimise talent, and cultivate human intellectual capital. A strong emphasis will be placed on learning, developing skills, and preserving and transferring knowledge. Continuous upskilling of SANAS employees will be prioritised to make sure they remain capable of supporting the organisation's mission. Additionally, HR will work on strengthening the organisational culture and implementing initiatives that boost employee engagement.

Table 5 Outcomes, Outputs and Annual Targets for the Corporate Services Programme

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Organisation sustainability</b>	Increased awareness of SANAS	Number of stakeholder engagements undertaken	90% of the planned activities within the approved Annual Stakeholder Engagement Plan were rolled-out	100% of the planned activities within the approved Annual Stakeholder Engagement Plan were rolled-out	100% of the planned activities within the approved Annual Stakeholder Engagement Plan were rolled-out	Roll out of 100% of the planned activities within the approved Annual Stakeholder Engagement Plan	12 stakeholder engagements undertaken	12 stakeholder engagements undertaken	12 stakeholder engagements undertaken
<b>Organisation sustainability</b>	Optimally staffed SANAS	Percentage of vacancy rate of the total funded positions	Average vacancy rate was less than 1%	Average vacancy rate was less than 3,6%	Average vacancy rate was less than 2,9%	Vacancy rate of less than 5%	Maximum of 5% vacancy rate of the total funded positions	Maximum of 5% vacancy rate of the total funded positions	Maximum of 5% vacancy rate of the total funded positions
<b>Contribution to government's developmental and transformational agenda</b>	Increased job opportunities	Number of direct job placements through the provision of work experience (Internship programme) (Aligned to the Blue-Sky Strategy - refer	New indicator	New indicator	New indicator	New indicator	4 direct job placements	4 direct job placements	4 direct job placements

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		to TID for additional information)							

Table 6 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET- 2025/26	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<b>Number of stakeholder engagements undertaken</b>	12 stakeholder engagements undertaken	3 stakeholder engagements undertaken	3 additional stakeholder engagements undertaken	3 additional stakeholder engagements undertaken	3 additional stakeholder engagements undertaken
<b>Percentage of vacancy rate of the total funded positions</b>	Maximum of 5% vacancy rate of the total funded positions	Maximum of 5% vacancy rate	Maximum of 5% vacancy rate	Maximum of 5% vacancy rate	Maximum of 5% vacancy rate



OUTPUT INDICATORS	ANNUAL TARGET- 2025/26	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<b>Number of direct job placements through provision of work experience (Internship programme)</b> (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	4 direct job placements	No target for this quarter	No target for this quarter	Internship recruitment process commenced	4 candidates placed in respective business units

### Explanation of planned performance over the medium-term period

SANAS, under the Corporate Services Programme will focus on the Outcome of Organisational sustainability in line with the purpose of the programme. The focus will be on undertaking 36 stakeholder engagements over the medium term which is essential to create awareness of the value of accreditation and the SANAS brand through relevant platforms while also ensuring that SANAS is well-capacitated from a human resource perspective by maintaining the SANAS vacancy rate to a maximum of 5% of the total funded positions. The Programme will also contribute to government's developmental and transformational agenda through the implementation of its internship programme which targets 12 interns over the medium term.

## **13. PROGRAMME 3: STRATEGY AND DEVELOPMENT**

### **13.1 Purpose**

Programme 3 is designed to offer strong guidance and leadership for the creation of new accreditation programmes across various sectors, while also facilitating knowledge transfer to the SANAS assessor pool, accreditation clients, and the broader industry. The initiatives are intended to advance the government's objectives for sub-regional, regional, and international aims related to Industrial Policy Priority Sectors (IPPS) projects. Additionally, it seeks to provide strategic input on SANAS's goal of enhancing regional integration by shaping a leading role in the development of accreditation within the SADC region and throughout the African continent.

### **13.2 Programme Description**

This programme encompasses multiple sub-programmes focused on knowledge transfer and the development of new initiatives.

### **13.3 Knowledge Transfer**

Over the years, the Knowledge Transfer division has established a strong reputation nationally, regionally, and internationally as a leading provider of training in the accreditation field. In response to evolving challenges in the provision of conventional contact training services, Knowledge Transfer has developed, and continues to implement, a hybrid service provision approach through contact and virtual live platforms.

The hybrid approach is anchored by the Knowledge Transfer Integrated Service Model, which includes key elements such as client experience-centric course design, course content curation, knowledge-sharing and

collaboration, and experience delivery. This approach, coupled with the integrated service model, allows for the advantageous use of technology to access both current and previously untapped national and international markets. This sub-programme will maintain its innovative leadership by offering accreditation-related training courses that anticipate and respond to clients' needs, support newly developing accreditation fields, and contribute towards the diversification of the SANAS Assessor pool.

### **13.4 New Programme Development**

The focus of New Programme Development will remain on crafting new accreditation programmes aligned with the imperatives highlighted in the NDP, ERRP, MTDP, and the specific needs of the South African industry. This initiative will promote the integration of accreditation into the execution of public policy, particularly regarding health, safety, and environmental standards. Additionally, the programme will assist in government-to-government trade negotiations related to conformity assessment procedures and their outcomes. We will also continue to advocate for the use of accreditation among regulators concerning technical regulations. Within AFRAC, New Programme Development will also support the priorities of the African Continental Free Trade Area (AfCFTA) through the implementation of Pan African Quality Infrastructure (PAQI) initiatives.

Table 7 Outcomes, Outputs and Annual Targets for the Strategy and Development Programme

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Government achieving policy objectives (Regional Integration health, safety and environment)</b>	Acceptance of conformity assessment results	Number of new accreditation programmes	Technical Requirements were developed and Technical Assessors were sourced.	80% of the Business Incubators and Accelerator project was implemented as planned.	Multiple workshops held in collaboration with Seda focused on the promotion and roll-out of the Business Incubators and Accelerators Programme.	1 new Accreditation Programme initiated in collaboration with SAHPRA (Technical dossier evaluation)	Draft Technical Requirements developed	1 new Accreditation Programme rolled out (Technical document evaluation)	1 new Accreditation Programme implemented (Technical document evaluation)
			Engaged the Asset Management Industry Association and rolled-out the Asset Management Programme	Through engagements with the Asset Management Industry Association, the Asset Management System Accreditation Scheme was promoted via the SAAMA platform	Following stakeholder engagements and research the Feasibility Study Report on the Biobank Programme was developed	Biobank Programme developed	Technical Assessors trained for the Biobank Programme	1 new Accreditation Programme rolled out (Biobank Programme)	1 new Accreditation Programme implemented (Biobank Programme)

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Government achieving policy objectives (Regional Integration health, safety and environment)</b>	Acceptance of conformity assessment results	Number of relevant initiatives of the PAQI structures, participated in (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	New indicator	New indicator	SANAS participated in all 4 relevant initiatives of the PAQI structures, as planned.	Participation in 4 relevant initiatives of the PAQI structures	Participation in 4 relevant initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area	Participation in 4 relevant initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area	Participation in 4 relevant initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area
<b>Government achieving policy objectives (Regional Integration health, safety and environment)</b>	Increase in SANAS main scopes	Number of accreditation scopes increased (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	New indicator	New indicator	New indicator	New indicator	1 main scope	0	0
	Increase in SANAS sub-scopes	Number of accreditation sub-scopes increased (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	New indicator	New indicator	New indicator	New indicator	1 sub-scope	0	1 sub scope



Table 8 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET- 2025/26	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<b>Number of new accreditation programmes</b>	Draft Technical Requirements developed	Draft feasibility study developed	Feasibility study finalised	Terms of Reference for the Working Group developed	Draft Technical Requirements developed
	Technical Assessors trained for the Biobank Programme	First draft Technical Requirements developed	Second draft Technical Requirements developed	Final draft Technical Requirements developed	Technical Assessors sourced
<b>Number of relevant initiatives of the PAQI structures, participated in</b> (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	Participation in 4 relevant initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area	Participation in AFRAC meeting	Participation in AFRAC meeting	Participation in PAQI meeting	Participation in PAQI meeting
<b>Number of accreditation scopes increased</b> (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	1 main scope	No target for this quarter	No target for this quarter	No target for this quarter	Approval for 1 main scope obtained

OUTPUT INDICATORS	ANNUAL TARGET- 2025/26	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<b>Number of accreditation sub-scopes increased</b> (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	1 sub-scope	No target for this quarter	No target for this quarter	No target for this quarter	Approval for 1 sub-scope obtained

### Explanation of planned performance over the medium-term period

SANAS, under the Strategy and Development Programme will focus on the Outcome of Government achieving policy objectives (Regional integration health, safety and environment) through the development and roll-out of new Accreditation Programmes, with a specific focus on the Biobank Programme. The Programme will also ensure participation in 12 initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area while also increasing one main scope and two sub-scopes over the medium term.

## **14. PROGRAMME 4: ACCREDITATION PROVISION**

### **14.1 Purpose**

Programme 4 aims to deliver, oversee, and sustain accreditation services for both new and existing clients in the voluntary and regulatory sectors.

### **14.2 Programme Description**

This programme represents the main focus of SANAS, as outlined in the Accreditation for Conformity Assessment, Calibration and Good Laboratory Act of 2006 (Act 19 of 2006). SANAS accredits Conformity Assessment Bodies based on both international and local standards. Furthermore, SANAS is recognised as the National Authority for Good Laboratory Practice Compliant facilities, adhering to the principles established by the Organisation for Economic Cooperation and Development (OECD). Accredited organizations cater to the local market, national regulators, and extend their services to regional and global markets.

The scope of the programme includes general testing laboratories, medical laboratories, blood transfusion centres, veterinary laboratories, facilities compliant with Good Clinical Practice (GCP) and Good Laboratory Practice (GLP), pharmaceutical laboratories, forensic laboratories, certification bodies, as well as those involved in mechanical and physical testing, calibration, repair, and verification. Additionally, it covers Broad-Based Black Economic Empowerment Rating Agencies.

### **14.3 Calibration Laboratories, Proficiency Testing Scheme Providers and Reference Material Producers**

In accordance with South Africa's Measurement Units and Measurement Standards Act (Act No. 18 of 2006), metrological traceability is crucial. SANAS-accredited laboratories play a vital role in the metrological process whenever physical measurements are needed in fields such as manufacturing and exports, safety or

scientific purposes, law enforcement, or to maintain the global competitiveness of South African manufacturers.

Providers of Proficiency Testing Schemes offer a valuable service that enables testing laboratories to assess their performance against a higher order reference or in comparison with their peers. Proficiency testing is a key factor to verify the competence of laboratories or inspection bodies where applicable. Reference Material Producers bridge the gap where metrological traceability cannot be directly linked to the SI System of units. Certified Reference Materials are often essential for laboratories carrying out chemical, mineral, biological, and medical testing. Additionally, Certified Reference Materials are utilised to ensure traceability for legal matters, such as determining blood alcohol levels and for evidential breathalysers.

#### **14.4 Testing Laboratories**

Testing laboratories are essential components in the landscape of South African manufacturing, exports, and Independent Power Producers (IPPs). They provide indispensable support by offering unbiased, objective evidence that a product or service meets specific customer requirements or predefined specifications. Through rigorous testing and analysis, these laboratories ensure that products comply with international and domestic standards, which is crucial for gaining access to global markets. This conformity not only bolsters confidence among consumers and stakeholders but also enhances the overall competitiveness of South African products on the international stage.

By ensuring that companies adhere to the required benchmarks, testing laboratories facilitate technological advancements and foster innovation, thus contributing significantly to the country's economic growth and development. These laboratories are integral in certifying quality and safety, which helps protect consumer interests and maintains the reputation of South African industries. As vital players in the quality assurance process, they ultimately contribute to the sustainability and credibility of the manufacturing and production sectors within the country.

### **14.5 Pharmaceutical Laboratories**

The primary objective of pharmaceutical laboratories is to support the South African pharmaceutical industry by offering chemical and microbiological testing services. As the largest in Africa, the South African pharmaceutical sector accounts for roughly 33% of all pharmaceutical sales on the continent. Beyond providing industry support, these laboratories are crucial in combatting the various diseases that persist in the nation. They are instrumental in the testing of vaccines for diseases such as measles, polio, and yellow fever, which are vital in the country's ongoing efforts to combat illnesses.

### **14.6 Inspection Bodies**

Primarily functioning within the regulatory sector, inspection bodies play a crucial role in assuring regulators, industry professionals, and the public of their proficiency. This includes overseeing the adherence to workplace occupational hygiene standards as stipulated by the Occupational Health and Safety Act. They are also responsible for the assessment of diagnostic imaging devices, like medical and dental X-ray machines, in compliance with the Hazardous Substances Act, as well as examining products to ensure they meet mandatory standards set by the National Regulator for Compulsory Specifications Act. Additionally, these inspection bodies contribute to the green industry efforts by conducting measurements and verifications for energy efficiency and providing Energy Performance Certificates for Buildings (EPCs). Furthermore, those responsible for evaluating gas cylinders under the Pressure Equipment Regulations are tasked to guarantee their safety for use in residences, eateries, and industrial settings.

### **14.7 Verification and Repair Bodies**

The primary objective of the Verification and Repair bodies is to safeguard consumers against unjust trading practices. These entities are responsible for conducting verifications and performing repair tasks on instruments that measure volume, mass, and length. They operate according to the stipulations outlined in the Legal Metrology

Act and other pertinent technical regulations to guarantee outcomes that are both consistent and dependable.

#### **14.8 Certification Bodies**

SANAS provides accreditation to certification bodies in adherence to ISO/IEC 17021, encompassing the requirements for entities that audit and certify management systems. This accreditation supports certification across various domains, bolstering supply chain confidence for businesses in the manufacturing industry. Certifications available include ISO 9001 for Quality Management Systems (QMS), ISO 14001 for Environmental Management Systems (EMS), ISO 50001 for Energy Management Systems (EnMS), and OHSAS 18001/ISO 45001 for Occupational Health and Safety Management Systems. Additionally, ISO 27001 pertains to Information Security Management Systems (ISMS), ISO 13485 to Medical Devices, and ISO 3834 to Fusion Welding of Metallic Materials. Other accreditation schemes cover ISO/IEC 17065 for Product Certification, ISO/IEC 17024 for Personnel Certification, and ISO 14065 for Greenhouse Gas verification and validation.

#### **14.9 Medical Laboratories**

The trustworthiness of Medical Pathology Laboratories is crucial for patient health and safety, as individuals depend on the tests conducted by these facilities. Given that medical practitioners rely on laboratory results to make diagnoses, it is essential that these results are both precise and dependable.

#### **14.10 Veterinary Laboratory Industry**

Ensuring that South Africa possesses a robust and capable Veterinary Laboratory Industry is crucial for the accurate diagnosis of diseases, such as Bovine Spongiform Encephalopathy (BSE), commonly known as mad cow disease. Additionally, it plays a vital role in assessing the safety of meat and other animal products.



#### **14.11 Forensic Laboratories**

Forensic laboratories play an essential role in our criminal justice system. They deliver valuable insights by scientifically analysing physical evidence, which supports both the investigation and prosecution of crimes.

#### **14.12 B-BBEE Rating Agencies**

SANAS grants accreditation to Broad-Based Black Economic Empowerment (B-BBEE) Rating Agencies, contributing to the national goal set by the government to promote economic transformation and improve the financial involvement of black individuals in South Africa's economy. B-BBEE legislation emphasizes Direct Empowerment, Human Resource Development, and the indirect Empowerment of Black People, including Black Women and Black Designated Groups. The Black Designated Groups encompass individuals with disabilities and Black Youth.

#### **14.13 GLP Monitoring Authority**

SANAS serves as the designated GLP Monitoring Authority, tasked primarily with inspecting testing facilities and performing study audits to assess their adherence to the OECD's GLP principles. These guidelines were crafted to ensure the quality and validity of test data, which is crucial for assessing the safety of chemicals and chemical products. The integrity of such test data underpins the mutual acceptance of data across nations. By implementing these principles, barriers to trade can be minimised, while it enhances the protection of human health and the environment.

#### **14.14 Blood Transfusion**

The main objective of a Blood Transfusion Facility is to ensure the safe transfusion of blood units. Accreditation is crucial to guarantee that the staff engaged in the various processes such as donor registration, blood collection, testing, processing, and storage are proficient, and that the facility complies with national and/or international standards.

ACCREDITATION FIELDS	ACCREDITATION STANDARD USED
Laboratories (calibration and testing)	ISO/IEC 17025
Medical laboratories and Blood Transfusion facilities	ISO 15189
Verification and repair bodies	SANS 10378 and LM-P-045-09-19 and NRCS requirements
Proficiency testing providers	ISO/IEC 17043
Reference Materials Producers (RMP)	ISO 17034
Management system certification	ISO/IEC 17021
Product certification systems	ISO/IEC 17065
Certification of persons	ISO/IEC 17024
Greenhouse gas Validation & verification	ISO/IEC 14065 and IAF mandatory documents, where applicable. ISO/IEC 14064-3; ISO/IEC 14066
Inspection bodies	ISO/IEC 17020 and relevant national standards
Good Clinical Practice (GCP)	VICH Principles of GCP
Good Laboratory Practice (GLP)	According to the OECD's Principles of GLP for facilities that conduct non-clinical environmental health and safety studies
Broad-Based Black Economic Empowerment (B-BBEE) verification	SANAS R47 and competence to the B-BBEE Codes of Good Practice.

Table 9 Outcomes, Outputs and Annual Targets for the Accreditation Programme:

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	AUDITED PERFORMANCE		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Competitiveness of South Africa's enterprises</b>	Growth in the number of CABs	Number of additional Conformity Assessment Bodies (CABs) accredited (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	1 960 (Cumulative)	2 059 (Cumulative)	Additional 150 CABs were accredited	116 additional CABs accredited	90 additional CABs accredited	90 additional CABs accredited	90 additional CABs accredited
<b>Competitiveness of South Africa's enterprises</b>	Reduced turn-around times	Average number of working days to issue certificates and scopes of accreditation after completion of the approvals process (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	13,5 working days on average to issue certificates and scope of accreditation after completion of approvals process	Certificates and scopes of accreditation were issued within 13 working days on average, after completion of approvals process	Certificates and scopes of accreditation were issued within 13 working days on average, after completion of approvals process.	Certificates and scopes of accreditation were issued within 13 working days on average, after completion of approvals process.	Certificates and scopes of accreditation issued within 13 working days on average after the completion of the approvals process	Certificates and scopes of accreditation issued within 13 working days on average after the completion of the approvals process	Certificates and scopes of accreditation issued within 13 working days on average after the completion of the approvals process

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	AUDITED PERFORMANCE		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Government achieving policy objectives (Regional Integration health, safety and environment)</b>	Acceptance of conformity assessment results	Number of engagements undertaken with Regulators relying on SANAS accreditation for their conformity assessment needs	New indicator	New indicator	SANAS engaged with relevant stakeholders on accreditation requirements, in the planned accreditation fields within the regulatory domain.	Four engagements with relevant Regulators	Maintain accreditation services offered to Regulators by undertaking at least four engagements with relevant Regulators	Maintain accreditation services offered to Regulators by undertaking at least four engagements with relevant Regulators	Maintain and/or increase accreditation services offered to Regulators by undertaking at least four engagements with relevant Regulators
<b>Contribution to government's developmental and transformational agenda</b>	Reduction in fronting practices	Number of investigations or unscheduled visits conducted (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	New indicator	New indicator	New indicator	New indicator	3 investigations or unscheduled visits conducted to address challenges related to "fronting practices"	3 investigations or unscheduled visits conducted to address challenges related to "fronting practices"	3 investigations or unscheduled visits conducted to address challenges related to "fronting practices"

Table 10 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET- 2025/26	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<b>Number of additional Conformity Assessment Bodies (CABs) accredited</b> (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	90 additional CABs accredited	20 CABs accredited	20 additional CABs accredited	25 additional CABs accredited	25 additional CABs accredited
<b>Average number of working days to issue certificates and scopes of accreditation after completion of approvals process.</b> (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	Certificates and scopes of accreditation issued within 13 working days on average, after completion of approvals process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process
<b>Number of engagements undertaken with Regulators relying on SANAS accreditation for their conformity assessment needs</b>	Maintain accreditation services offered to Regulators by undertaking at least four engagements with relevant regulators	1 engagement undertaken with relevant regulator focused on accreditation services	1 engagement undertaken with relevant regulator focused on accreditation services	1 engagement undertaken with relevant regulator focused on accreditation services	1 engagement undertaken with relevant regulator focused on accreditation services
<b>Number of investigations or unscheduled visits conducted</b> (Aligned to the Blue-Sky Strategy - refer to TID for additional information)	3 investigations or unscheduled visits conducted to address challenges related to “fronting practices”	None	1 investigation or unscheduled visit conducted	1 investigation or unscheduled visits conducted	1 investigation or unscheduled visit conducted

**Explanation of planned performance over the medium-term period**

SANAS, under the Accreditation Programme will focus on the Outcome related to Competitiveness of South Africa's enterprises by increasing the number of accredited Conformance Assessment Bodies (CABs) by an additional 270 CABs over the medium term. SANAS will also focus on issuing certificates and scopes of accreditation within an average of 13 working days. The Programme will also contribute to Government achieving its policy objectives (Regional Integration health, safety and environment) by maintaining accreditation services offered to Regulators. Programme 4 will also ensure contribution to government's developmental and transformational agenda by undertaking nine investigations or unscheduled visits over the medium term to address challenges related to "fronting practices" in the B-BBEE space.



## **15. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM- TERM PERIOD**

### **15.1 Programme 1: Administration**

This programme aims to provide proficient leadership, effective financial management, robust legal, regional, and international collaborations, and comprehensive administrative support. Its focus is to enhance the organisational strategy and structure, aligning them with relevant legal frameworks and international best practices.

The aim of operational and financial sustainability is to ensure that SANAS can fulfil its mission without compromising its independence, while guaranteeing its long-term viability. SANAS primarily relies on revenue from service provision and governmental allocations. In recent years there has been a notable reduction in government contributions to SANAS, prompting this programme to further augment SANAS's revenue streams while maintaining its low reliance on governmental funding.

Regarding regional integration, the programme builds on the efforts related to SADC, the tripartite free trade area, and the African continental free trade area by offering leadership and support as the Secretariats for AFRAC and SADCA.

### **15.2 Programme 2: Corporate Services**

The maintenance of strong relationships with stakeholders is vital for the enduring success of SANAS. These connections significantly influence our capacity to advance both economic and public policy goals in the country. Thus, engagements with stakeholders will be a central priority for corporate services in the upcoming medium term. To achieve these objectives, corporate services will undertake planned stakeholder engagements. The established quarterly target aligns with the budget allocated for stakeholder engagement activities throughout this period.

To ensure the organisation functions at its best, SANAS will make certain that its organisational structure is fully staffed. Moreover, it will maintain a vacancy rate that does not exceed 5% throughout the financial year. In addition, SANAS will, over the medium term, ensure the placement of 12 interns and provide them with relevant work experience.

### **15.3 Programme 3: Strategy and Development**

Aligned with SANAS' mandate to foster economic development and achieve public policy objectives, the Strategy and Development programme emphasises support for the National Development Plan 2030. This initiative will further contribute to government outcomes by facilitating the creation of new accreditation programmes which are aligned with public policy objectives, the National Development Plan (NDP), and Medium-Term Development Plan (MTDP) priorities. The global acceptance of our goods and services relies heavily on the acknowledgment of conformity assessment procedures and outcomes. It is, thus, crucial for our trade agreements to stipulate the recognition of these conformity assessment results. The research and development department will offer essential technical guidance to trade negotiators, when necessary.

By maintaining global standards and ensuring that South African Conformity Assessment Bodies (CABs) can operate internationally, SANAS will increase its accreditation scopes and sub-scopes recognised under regional and international mutual recognition arrangements. Such 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.

Furthermore, SANAS is committed to ensure that accreditation plays a significant role in the African Continental Free Trade Area (AfCFTA) under the framework of the African Cooperation in Accreditation (AFRAC), which constitutes one of the four pillars of the Pan African Quality Infrastructure (PAQI). In this regard, SANAS is committed to participate in relevant PAQI initiatives and structures.

#### **15.4 Programme 4: Accreditation**

The accreditation Programme stands at the heart of SANAS' operations. It is pivotal to the fulfilment of its mandate to facilitate international trade and bolster economic performance and transformation. The primary objective is to retain SANAS' global recognition while expanding the number of accredited organisations, in alignment with industry and government compliance requirements. SANAS plans to accredit an additional 270 CABs over the medium term.

Efforts are also concentrated on improving the efficiency of service delivery by maintaining the turnaround time of 13 working days on average, for issuing certificates and scopes of accreditation following the completion of the approval process. SANAS also plans to maintain accreditation services offered to Regulators by undertaking at least twelve engagements with relevant Regulators over the medium term. To address “fronting practices”, SANAS plans to undertake at least nine investigations or unscheduled visits of identified B-BEE verification agencies.

.

## 16. PROGRAMME RESOURCE CONSIDERATIONS

Table 2 Budget allocation for programmes and subprogrammes as per the ENE

ADMINISTRATION							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Total Expenditure	41 641	40 764	43 016	50 349	53 118	56 308	59 686
CORPORATE SERVICES							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Total Expenditure	10 502	14 756	17 153	86 298	14 405	15 125	16 033
STRATEGY AND DEVELOPMENT							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Total Expenditure	1 006	2 278	2 648	9 384	9 900	10 395	11 019
ACCREDITATION PROVISION							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Total Expenditure	49 455	66 296	69 698	69 533	66 832	70 706	74 999

Table 3 Medium-Term Budget Estimates

DETAILS	APPROVED BUDGET	MEDIUM-TERM ESTIMATE		
R thousand	2024/25	2025/26	2026/27	2027/28
Sales by market establishment	97 152	99 639	105 607	111 943
Other non-tax revenue	14 873	14 750	16 044	17 514
Transfers received	32 118	29 866	30 883	32 280
Total revenue	144 143	144 255	152 534	161 737
Expenses				
Compensation of employees	75 263	79 026	83 514	88 525
Goods and services	132 934	57 623	61 368	65 101
Depreciation	6 489	6 684	7 018	7 439
Transfers and subsidies	878	922	634	672
Total expenses	215 564	144 255	152 534	161 737
Surplus/(Deficit)	(71 421)	-	-	-

## **16.1 Explanation of the contribution of resources towards achievement of outputs**

The entity anticipates an average increase of approximately 3.9%. Projected expenditure is anticipated to decrease by 9.1%. This is primarily due to the retention of surplus for the 2023/24 financial year being included in the budget of 2024/25 financial year. The projected income for the 2025/26 financial year is R144,255 million. This figure is expected to rise to R161 737 million by the 2027/28 financial year, primarily driven by an increase in accredited CABs.

Employee compensation is projected to consistently account for an average of 55% of the total budget throughout this period. The budget allocated for compensation is set to grow by an average of 5.6% from R79,026 million in 2025/26 to R88,525 million in 2027/28.

The expenditure on accreditation services is anticipated to make up about 46% of the entity's total budget. The Accreditation Provision Programme accredits various entities, including calibration, testing and verification laboratories, certification and inspection bodies and rating agencies. This initiative is crucial in fostering industrial development, safeguarding health and the environment, and enhancing safety standards, bolstering economic growth. By aligning local standards with international norms, the entity also enhances the competitiveness of South African exports.



## 17. KEY RISKS

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
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		

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
			Implementation of actions plans flowing from Climate/Culture survey		
			Implementation of the leadership development programme.		
	4.	Insufficient technical expertise required to assess specific accreditation scopes.	Sourcing, training and qualification of assessors.	20	12
			Actively engage CABs where there are perceived conflicts of interest with specific assessors		
			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	20	12
			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		

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
			Reviews of overall IT security, (e-mail, virus, network protection and VPN. Penetration testing and vulnerability assessment)		
<b>Government achieving policy objectives (health, safety and environment) Contribution to government's developmental and transformation agenda.</b>	6.	Inability to meet the increased government priorities related to the developmental agenda.	Development of a regulatory universe document	16	9
			Compliance with relevant planning frameworks		
<b>Organisational sustainability</b>	7.	Lack of impartiality in SANAS accreditation processes.	Internal auditing processes by the Quality Department in place.	20	9
			Monitoring of the performance of AC members.		
			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.		
			Declarations of all interests and pressures by Board members and committee members on annual basis.		
			Independent complaint and appeals process will be put in place, audited and monitored		
			Policies and procedures will be reviewed/revised annually		
			Review of the resource plan.		

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
			Assessment procedures and guides including assessor decisions and assessor monitoring programmes audited annually		
	8.	Inability to continue SANAS business in the event of business disruptions	Review and testing of Business Continuity Plan and Disaster Risk Management Plan.	16	9

# PART D

## TECHNICAL INDICATORS DESCRIPTION





## 1. PROGRAMME: ADMINISTRATION

Indicator Title	Percentage increase in accreditation fees
<b>Definition</b>	<p>The indicator measures the percentage increase in accreditation fees to maintain low costs of accreditation</p> <p><b>Alignment to the Blue-Sky Strategy:</b> In order to contribute to reducing market concentration by ensuring that economic opportunities are accessible to a broader range of businesses, particularly focusing on the empowerment of SMMEs, SANAS has committed to increasing its accreditation fees by 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.</p>
<b>Source of data</b>	Financial reports
<b>Method of Calculation / Assessment</b>	Percentage increase of accreditation fees against CPI as outlined in the 2025/26 budget which will be calculated based on the CPI rate at the time of drafting the budget.
<b>Means of Verification</b>	Analysis of financial reports
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>•Positive market response to SANAS' offerings</li> <li>•Economic environment conducive to support increase in fees of below CPI</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Annual
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	Target met or exceeded
<b>Indicator Responsibility</b>	Chief Financial Officer

Indicator Title	Percentage ratio of SANAS income versus government grants
<b>Definition</b>	This indicator measures the ratio of revenue generated by SANAS against the income received from the government grant to maintain low dependency on the government grant through increased revenue generation
<b>Source of data</b>	Financial reports
<b>Method of Calculation / Assessment</b>	Ratio of self-generated income vs government grants
<b>Means of Verification</b>	Analysis of financial reports
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>•Positive market response to SANAS' offerings</li> <li>•New programmes rolled out as planned</li> <li>•Economic environment conducive to support increase in fees</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable

<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Target met or exceeded
<b>Indicator Responsibility</b>	Chief Financial Officer

<b>Indicator Title</b>	<b>Average number of days to process eligible invoices</b>
<b>Definition</b>	This indicator measures the average number of days taken to process eligible invoices from receipt. An average of 19 days is measured from the date SANAS receives the eligible invoice for processing. The indicator refers to the payment of eligible invoices only and not to the payment of claims which are paid through the payroll. The reporting of any payments over 30 days will be reported to National Treasury and not form part of the APP progress reporting.
<b>Source of data</b>	Records of creditor payments
<b>Method of Calculation / Assessment</b>	The calculation is based on the average number of days taken to process eligible payments during the relevant reporting period.
<b>Means of Verification</b>	Analysis of payment data
<b>Assumptions</b>	All invoices are fully compliant ready (eligible) for payment and without disputes.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Annual target met or exceeded
<b>Indicator Responsibility</b>	Chief Financial Officer

<b>Indicator Title</b>	<b>Number of SMMEs capacitated</b>
<b>Definition</b>	<p>The indicator measures the number of SMMEs that SANAS capacitates through various interventions, including capacity building, enterprise development, supplier development.</p> <p><b>Alignment to the Blue-Sky Strategy:</b> In order to contribute to reducing market concentration by ensuring that economic opportunities are accessible to a broader range of businesses, particularly focusing on the empowerment of SMMEs, SANAS has committed to implement initiatives to capacitate SMMEs so as to ensure inclusive economic participation.</p>
<b>Source of data</b>	Quarterly progress reports on the support provided to SMME through relevant initiatives
<b>Method of Calculation / Assessment</b>	Simple count: number of SMMEs supported



Means of Verification	Analysis of performance information related to supported SMMEs
Assumptions	<ul style="list-style-type: none"> <li>Cooperation from identified partners/stakeholders</li> <li>Readiness of SMMEs</li> </ul>
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage implementation of AFRAC Secretariat's Annual Performance Plan
<b>Definition</b>	SANAS fulfils the role of the Secretariate of the African Regional Accreditation Corporation (AFRAC) and in so doing develops an Annual Performance Plan which indicates the secretariate activities, per quarter, for the financial year. The indicator measures the percentage implementation of the activities committed to in the AFRAC Secretariat's Annual Performance Plan which outlines the support provided by the AFRAC Secretariat on regional integration matters related to accreditation on the continent and globally.
<b>Source of data</b>	Quarterly progress reports on the implementation of the AFRAC Secretariat's APP
<b>Method of Calculation / Assessment</b>	Simple count of the activities successfully completed.
<b>Means of Verification</b>	The cumulative percentage of activities of the AFRAC Secretariat's Annual Performance Plan successfully completed
<b>Assumptions</b>	Activities on the AFRAC Annual Performance Plan, under the responsibility of the Secretariat, are not influenced by external factors or reliant on external interventions.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Target met or exceeded
<b>Indicator Responsibility</b>	AFRAC Secretariat (Quality Manager)

Indicator Title	Percentage implementation of SADCA Secretariat's Annual Performance Plan
<b>Definition</b>	SANAS fulfils the role of the Secretariate of the Southern African Development Community Accreditation Service (SADCA) and in so doing develops an Annual Performance Plan which indicates the secretariate activities, per quarter, for the financial year. The indicator measures the percentage implementation of the activities committed to in the SADCA

	Secretariat's Annual Performance Plan which outlines the support provided by the SADCA Secretariat and Regional Coordinator on regional integration matters related to accreditation in SADC.
Source of data	Quarterly progress reports on the implementation of the SADCA Secretariat's APP
Method of Calculation / Assessment	Simple count of the activities successfully completed.
Means of Verification	The cumulative percentage of activities of the SADCA Secretariat's Annual Performance Plan successfully completed
Assumptions	Activities on the SADCA Annual Performance Plan, under the responsibility of the Secretariat, are not influenced by external factors or reliant on external interventions.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	SADCA Secretariat (Quality Manager)

## 2. PROGRAMME: CORPORATE SERVICES

Indicator Title	Number of Stakeholder engagements undertaken
<b>Definition</b>	The indicator measures the number of stakeholder engagements undertaken which are aimed at improving and maintaining stakeholder relations, as well as increasing accreditation awareness on the role of SANAS. Such stakeholder engagements are undertaken by the various divisions within SANAS over multiple platforms.
<b>Source of data</b>	Evidence of undertaking relevant stakeholder engagements per quarter
<b>Method of Calculation / Assessment</b>	Simple count: number of stakeholder engagements undertaken
<b>Means of Verification</b>	The number of Stakeholder Engagements undertaken per quarter supported by adequate evidence.
<b>Assumptions</b>	Cooperation from relevant SANAS stakeholders
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Target met or exceeded
<b>Indicator Responsibility</b>	Executive: Corporate Services

Indicator Title	Percentage of vacancy rate of the total funded positions
<b>Definition</b>	The indicator measures the maximum vacancy rate of the total funded positions within the SANAS organisational structure. A minimal vacancy rate will ensure organisational effectiveness and efficiency.
<b>Source of data</b>	HR staff movement list against funded positions
<b>Method of Calculation / Assessment</b>	Simple count: number of full-time employees including formally appointed acting individuals.
<b>Means of Verification</b>	Percentage of vacant funded positions as a percentage of the total number of positions. Average of the percentage of the four quarters of the financial year.
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Vacant position with someone officially appointed to act is considered as filled.</li> <li>• Rate of resignations does not exceed the projected rate of 5%.</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Target met or exceeded
<b>Indicator Responsibility</b>	Executive: Corporate Services and Human Resource Manager

Indicator Title	Number of direct job placements through provision of work experience (Internship programme)
<b>Definition</b>	<p>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 experience.</p> <p><b>Alignment to the Blue-Sky Strategy:</b> In order to address the outcome related to increasing skills and work experience for the economy, SANAS has committed to ensure direct job placements and the provision of practical work experience through its internship programme.</p>
<b>Source data</b>	Human Resource Reports
<b>Method of Calculation / Assessment</b>	Simple count: number of interns appointed within SANAS
<b>Means of Verification</b>	HR Reports confirming number of interns
<b>Assumptions</b>	Availability of suitably qualified interns for advertised positions
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Target met or exceeded
<b>Indicator Responsibility</b>	Executive: Corporate Services

### 3. PROGRAMME: STRATEGY AND DEVELOPMENT

Indicator Title	Number of new accreditation programmes
<b>Definition</b>	This indicator measures the number of new accreditation programmes that are developed and implemented with specific reference to the technical document evaluation and the Biobank programme.
<b>Source of data</b>	Progress information on development of new accreditation programmes
<b>Method of Calculation / Assessment</b>	Simple count of the number of accreditation programmes
<b>Means of Verification</b>	Analysis of Quarterly progress reports on the development and implementation of new Accreditation Programmes
<b>Assumptions</b>	Active engagement from relevant stakeholders as required.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Target met or exceeded
<b>Indicator Responsibility</b>	Executive: Strategy and Development

Indicator Title	Number of relevant initiatives of the PAQI structures, participated in
<b>Definition</b>	<p>This indicator measures the number of relevant initiatives of the PAQI structures in which SANAS participates in or undertakes. The focus of such participation is to contribute towards a reduction in the technical barriers to trade within the African Continental Free Trade Area.</p> <p><b>Alignment to the Blue-Sky Strategy:</b> In order to promote market access in strategic domestic &amp; global markets as well as to leverage off opportunities presented by the AfCFTA, 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.</p>
<b>Source of data</b>	Attendance confirmation of SANAS in relevant initiatives of the PAQI structures
<b>Method of Calculation / Assessment</b>	Simple count: number of PAQI initiatives that SANAS participated in or undertakes
<b>Means of Verification</b>	Analysis of relevant evidence of participation
<b>Assumptions</b>	Planned PAQI initiatives will take place as scheduled
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable

Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Strategy and Development

Indicator Title	Number of accreditation scopes increased
Definition	<p>This indicator measures the increase in the number of scopes under regional and international mutual recognition arrangements to ensure that SANAS meets the conformity assessment needs of enterprises.</p> <p><b>Alignment to the Blue-Sky Strategy:</b> In order to participate in high growth and labour absorbent sectors, SANAS commits to ensuring that the increase of scopes and sub-scopes are within such high growth &amp; labour absorbent sectors. 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>
Source of data	ILAC/IAF, AFRAC register of MRA signatories or certificates/confirmation obtained
Method of Calculation / Assessment	Simple count: number of accreditation sub-scopes increased under regional and international MRAs
Means of Verification	Analysis of ILAC/IAF, AFRAC register of MRA signatories or certificates obtained
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
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Strategy and Development

Indicator Title	Number of accreditation sub-scopes increased
Definition	<p>This indicator measures the increase in the number of sub-scopes under regional and international mutual recognition arrangements to ensure that SANAS meets the conformity assessment needs of enterprises.</p> <p><b>Alignment to the Blue-Sky Strategy:</b> In order to participate in high growth and labour absorbent sectors, SANAS commits to ensuring that the increase of scopes and sub-scopes are within such high growth &amp; labour absorbent sectors. Therefore, such scopes and sub-scopes will target sectors such as energy, decarbonisation and digitalisation through focusing on scopes and sub-</p>

	scopes related to validation and verification, greenhouse gases and information management systems, amongst others.
Source of 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
Means of Verification	Analysis of ILAC/IAF, AFRAC register of MRA signatories or certificates/confirmation obtained
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
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Strategy and Development

## 4. PROGRAMME: ACCREDITATION

Indicator Title	Number of additional Conformity Assessment Bodies (CABs) accredited
Definition	<p>This indicator measures the increase in the number of additional Conformity Assessment Bodies (CABs) accredited by SANAS</p> <p><b>Alignment to the Blue-Sky Strategy:</b> In order to participate in high growth and labour absorbent sectors, SANAS commits to ensuring that the CABs accredited by SANAS will service multiple sectors across different industries including high growth &amp; labour absorbent sectors, such as Agriculture and Agro processing, Automotive, Chemicals &amp; pharmaceuticals, energy, etc.</p>
Source of data	Accreditation Register confirming the of number of accredited CABs accross Accreditation Programme
Method of Calculation / Assessment	Simple count: number of new CABs accredited
Means of Verification	Analysis of statistics from Accreditation Register
Assumptions	Conducive economic environment
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Accreditation

Indicator Title	Average number of working days to issue certificates and scopes of accreditation after completion of approvals process.
Definition	<p>This indicator measures the average number of working days taken to issue certificates and scopes of accreditation after completion of approvals process, to improve turn-around times.</p> <p><b>Alignment to the Blue-Sky Strategy:</b> In order reduce red tape and speed up turnaround times, SANAS commits to issue certificates and scopes of accreditation, after completion of approvals process, within an average of just 13 working days which ensures that accredited CABs can immediately claim accreditation in their operations.</p>
Source of data	Certificates and scope of accreditation register indicating average statistics over a three-month period
Method of Calculation / Assessment	Simple count: number of average working days from final date of decision until the date of issuing the certificate and scope of accreditation



Means of Verification	Analysis of the number of working days taken on average, to issue the certificates and scope of accreditation after completion of the approvals process over a three-month period. The last month of each quarter is not included as it will be calculated in the following quarter.
Assumptions	Availability of signatories
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Accreditation

Indicator Title	Number of engagements undertaken with Regulators relying on SANAS accreditation for their conformity assessment needs
<b>Definition</b>	This indicator measures the number of engagements undertaken with relevant Regulators relying on SANAS accreditation for their conformity assessment needs, to provide required support to meet their accreditation requirements.
<b>Source of data</b>	Evidence of engagements with relevant Regulator per quarter.
<b>Method of Calculation / Assessment</b>	Simple count: number of engagements held per quarter
<b>Means of Verification</b>	Analysis of evidence confirming engagements held per quarter with relevant/identified Regulators
<b>Assumptions</b>	Cooperation from Regulators and relevant stakeholders
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Target met or exceeded
<b>Indicator Responsibility</b>	Executive Accreditation

Indicator Title	Number of investigations or unscheduled visits conducted
<b>Definition</b>	<p>This indicator measures the number of investigations or unscheduled visits conducted in order to address the issue of “fronting”</p> <p><b>Alignment to the Blue-Sky Strategy:</b> In order unlocking strategic markets for domestic products through strengthening the domestic economy and increasing local and global market competitiveness, SANAS will focus on strengthening remedies for non-compliance with the B-BBEE Act and Codes of Good Practice. In this regard, 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”.</p>

<b>Source of data</b>	Evidence of investigations or unscheduled visits conducted per quarter.
<b>Method of Calculation / Assessment</b>	Simple count: number of investigations or unscheduled visits conducted per quarter
<b>Means of Verification</b>	Analysis of evidence confirming investigations or unscheduled visits
<b>Assumptions</b>	Cooperation from relevant stakeholders including the BEE Commission and the dtic
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Target met or exceeded
<b>Indicator Responsibility</b>	Executive Accreditation