

2026 / 2027

ANNUAL PERFORMANCE PLAN



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1. FOREWORD BY THE MINISTER



The 2026/27 Annual Performance Plan (APP) of the South African National Accreditation System (SANAS) relatively aligns with the priorities of the Medium-Term Development Plan (MTDP), with a specific focus on contributing to the following three strategic priorities: (1) inclusive economic growth and job creation; (2) reducing poverty and addressing the high cost of living; and (3) building a capable, ethical, and developmental state.

The 2026/27 APP, informed by the 2025–2030 Strategic Plan, takes into account SANAS's contribution to the National Development Plan (NDP), the Growth and Inclusion (GAIN) Strategy, the priorities of the Department of Trade, Industry and Competition (the dtic), and the strategic priorities of the MTDP. Therefore, it therefore provides a coherent framework for aligning SANAS's mandate, programmes, and performance targets with national policy objectives.

Through the implementation of the 2026/27 APP, SANAS will continue to play a critical role in South Africa's socio-economic development by providing an internationally recognised, credible, and effective accreditation system that underpins the quality, safety, and competitiveness of goods and services.

The 2026/27 Annual Performance Plan of SANAS is hereby submitted in accordance with the Revised Framework for Strategic Plans and Annual Performance Plans.

A handwritten signature in black ink, appearing to read 'P. Tau', written in a cursive style.

Mr Parks Tau, MP

Minister of Trade, Industry and Competition

2. Foreword by Deputy Minister Abrahams



The 2026/27 Annual Performance Plan of the South African National Accreditation System (SANAS) underscores the vital role that accreditation plays in building a competitive, rules-based economy. At its core, accreditation is about trust. Trust in the quality of goods and services, trust in regulatory systems, and trust that South African businesses can compete on a level playing field both locally and internationally.

Economic growth is enabled by certainty, transparency and credible institutions. SANAS contributes directly to this by providing internationally recognised accreditation services that support trade, protect consumers and uphold health, safety, and environmental standards. Without a trusted accreditation system, markets become distorted, compliance weakens, and opportunities for growth are lost.

SANAS's mandate is therefore both strategic and practical. In a fast-paced and increasingly competitive global economy, South African enterprises need reliable systems that enable them to demonstrate quality and compliance with international standards. This is particularly important for unlocking export markets, attracting investment, and ensuring that local businesses are not unfairly excluded due to misalignment with global requirements.

The alignment of SANAS's strategic priorities with decarbonisation, diversification, and digitalisation reflects an understanding of the structural changes shaping the global economy. However, these priorities must be pursued with a clear focus on delivery and measurable

outcomes. Supporting a transition to a greener economy, expanding into new sectors, and modernising systems through digitalisation must translate into real opportunities for complaint businesses and tangible economic benefits for South Africans.

Over the medium term, SANAS's focus on improving competitiveness, supporting government policy objectives, ensuring organisational sustainability, and contributing to broader economic participation is both necessary and appropriate.

Importantly, SANAS has a role to play in reducing barriers to entry and supporting broader participation in the economy. Accreditation should not become an obstacle for small businesses, but rather a tool that enables them to access markets, demonstrate quality, and grow sustainably. Ensuring that MSMEs can navigate and benefit from accreditation systems is key to building a more inclusive economy.

At a time of economic constraint and rising cost of living pressures, South Africa cannot afford inefficiency or institutional weakness. Accreditation, when properly implemented, lowers transaction costs, facilitates trade, and strengthens regulatory certainty. Key ingredients for sustained economic growth.

This Annual Performance Plan sets out an ambitious path. The focus now must be on execution: delivering efficient, credible, and internationally recognised accreditation services that support businesses, protect consumers, and strengthen confidence in our economy. With accountability and performance at its core, SANAS can continue to play a pivotal role in enabling growth, expanding opportunity, and building a more competitive South Africa.

I look forward to working closely with SANAS to ensure that it fulfils its critical mandate with professionalism, integrity, and measurable impact.



Ms Alexandra Abrahams
Deputy Minister of Trade, Industry and Competition

3. ACCOUNTING AUTHORITY STATEMENT



It gives me great pleasure to present the 2026/27 Annual Performance Plan (APP) of the South African National Accreditation System (SANAS). This APP marks an important milestone as the first developed under the leadership of the newly appointed Board of Directors, which assumed office in July 2025.

The 2026/27 APP is informed by the strategic priorities set out in the draft Medium-Term Development Plan (MTDP) 2024–2029. It outlines SANAS's contribution to economic development through internationally recognised accreditation services that support government policy objectives, particularly in regional integration, health, safety, and environmental protection.

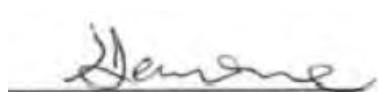
The targets set out in the 2026/27 APP align with the MTDP priorities, with a specific focus on advancing the following strategic imperatives: (1) inclusive growth and job creation; (2) reducing poverty and addressing the high cost of living; and (3) a capable, ethical, and developmental state.

Furthermore, the 2026/27 Annual Performance Plan sets clear annual targets that contribute to the broader outcomes articulated 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**.

I am confident that the effective implementation of the 2026/27 APP will enable SANAS to deliver fully on its mandate to provide an internationally recognised, credible, and effective

accreditation and monitoring system. This will support South African enterprises operating in an increasingly competitive global environment and contribute meaningfully to the priorities of the MTDP and the strategic focus areas of the Department of Trade, Industry and Competition (the DTIC).

Given its strong track record and performance, SANAS is well placed to implement the 2026/27 APP successfully. The Board of Directors looks forward to working closely with management and all stakeholders to ensure the optimal delivery of SANAS's mandate and strategic objectives.



Dr Tshenge Demana

Chairperson: SANAS Board of Directors

4. 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, supporting enterprises competing in a fast-paced global economy. In crafting its 2026/27 Annual Performance Plan, which unpacks the 2025-2030 Strategic Plan, SANAS took into account its contribution to the National Development Plan (NDP), the Growth and Inclusion Strategy, the DTIC's priorities, and the strategic priorities of the Medium-Term Development Plan (MTDP), among others.

It gives me great pleasure to provide an overview of SANAS' priorities as outlined in the 2026/27 APP. With regard to the outcome related to the competitiveness of South Africa's enterprises, SANAS will focus on reducing barriers to entry by maintaining low accreditation costs, enabling smaller emerging CABs (SMMEs) to access accreditation. In this regard, SANAS will increase accreditation fees by 1 per cent below CPI year on year over the medium term. 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. Additionally, SANAS plans to further reduce the average number of working days taken to issue certificates and scopes of accreditation after completion of the approvals process, from the current average of 13 days down to 9 days over of the medium term.

With regard to the outcome related to Government achieving policy objectives (regional integration in health, safety, and the environment), SANAS plans, over the medium term, to increase the number of scopes and sub-scopes recognised under regional and international

mutual recognition arrangements. This reflects 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 ensuring that products and services related to health, safety and the environment meet international requirements. SANAS also plans to increase the number of Regulators supported across its Accreditation Programmes. 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 SANAS's long-term growth and sustainability as an entity. In this regard, over the medium term, SANAS plans to maintain a maximum vacancy rate of 5%, which will contribute to organisational sustainability by ensuring operational stability, improving employee morale, enhancing productivity, and enabling long-term strategic focus. SANAS also plans to maintain an 80:20 ratio of SANAS income generation to the government grant. By maintaining this self-funding proportion, SANAS demonstrates fiscal responsibility, reduces its reliance on government grants, and thereby enhances its capacity to invest independently in new initiatives and technologies, driving further innovation and growth.

The fourth outcome that SANAS has committed to is its contribution to the government's developmental and transformational agenda. In this regard, SANAS commits to 20 job placements over the medium term through its internship programme, providing work experience. This initiative highlights SANAS's role in socio-economic development by creating employment opportunities. Internships help develop skills, reduce unemployment, and foster a skilled workforce, thereby contributing to the nation's economic growth and development. SANAS also commits to supporting 10 Small, Medium and Micro Enterprises (SMMEs) per year by implementing SMME development initiatives aligned with South Africa's broader socio-economic transformation goals. Supporting SMMEs through interventions such as capacity building, enterprise development, and supplier development ensures equitable growth and the inclusion of SMMEs in the mainstream economy.

SANAS is committed to implementing its 2026/27 APP and looks forward to working with relevant stakeholders, specifically the newly appointed Board of Directors, to ensure the optimal delivery of the targets set out in the plan.



Mr Farhad Osman
Acting Chief Executive Officer of SANAS

5. 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 2026/27 – 2028/29.

Ms Busi Radebe
Executive Corporate Services

Signature: *Fs 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]*

Dr Tshenge Demana
Chairperson: SANAS Board of Directors

Signature: *[Signature]*

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

Signature: *[Signature]*

6. 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 ORGANISATION 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
DTIC	DEPARTMENT OF TRADE, INDUSTRY AND COMPETITION

PART A

SANAS MANDATE



7. LEGISLATIVE AND POLICY FRAMEWORK

7.1 Legislative mandate

SANAS is classified as a Schedule 3A public entity under the Public Finance Management Act (PFMA). The organisation is established under the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006). SANAS reports to the Minister of Trade, Industry and Competition, who is the Executive Authority. The Act recognises SANAS as the sole body in the Republic responsible for conducting accreditations in conformity assessment, calibration, and good laboratory practice. The Act seeks to ensure that the Republic's accreditation system supports the needs of enterprises competing in a fast-paced global economy and aligns with 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:</p> <ul style="list-style-type: none"> • Accrediting or monitoring organisations falling within its scope of activity for Good Laboratory Practice (GLP) compliance purposes. • Promoting accreditation to facilitate international trade. • Enhancing South Africa's economic performance and transformation. • Promoting the competence and equivalence of accredited bodies; and • Promoting the competence and equivalence of GLP-Compliant facilities.

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

- Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act (No. 19 of 2006);
- The Public Finance Management Act (No. 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 (No. 46 of 2013);
- g) The Basic Conditions of Employment Act (No. 75 of 1997); and
- h) International Organisation for Standardisation (ISO)/International Electrotechnical Commission (IEC) 17011:2017: General requirements for accreditation bodies accrediting conformity assessment bodies.

7.2 Policy mandate

Although SANAS's key focus is 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 set out 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, Inclusive growth and job creation, Reduce poverty and tackle the high cost of living and A capable, ethical, and developmental State.

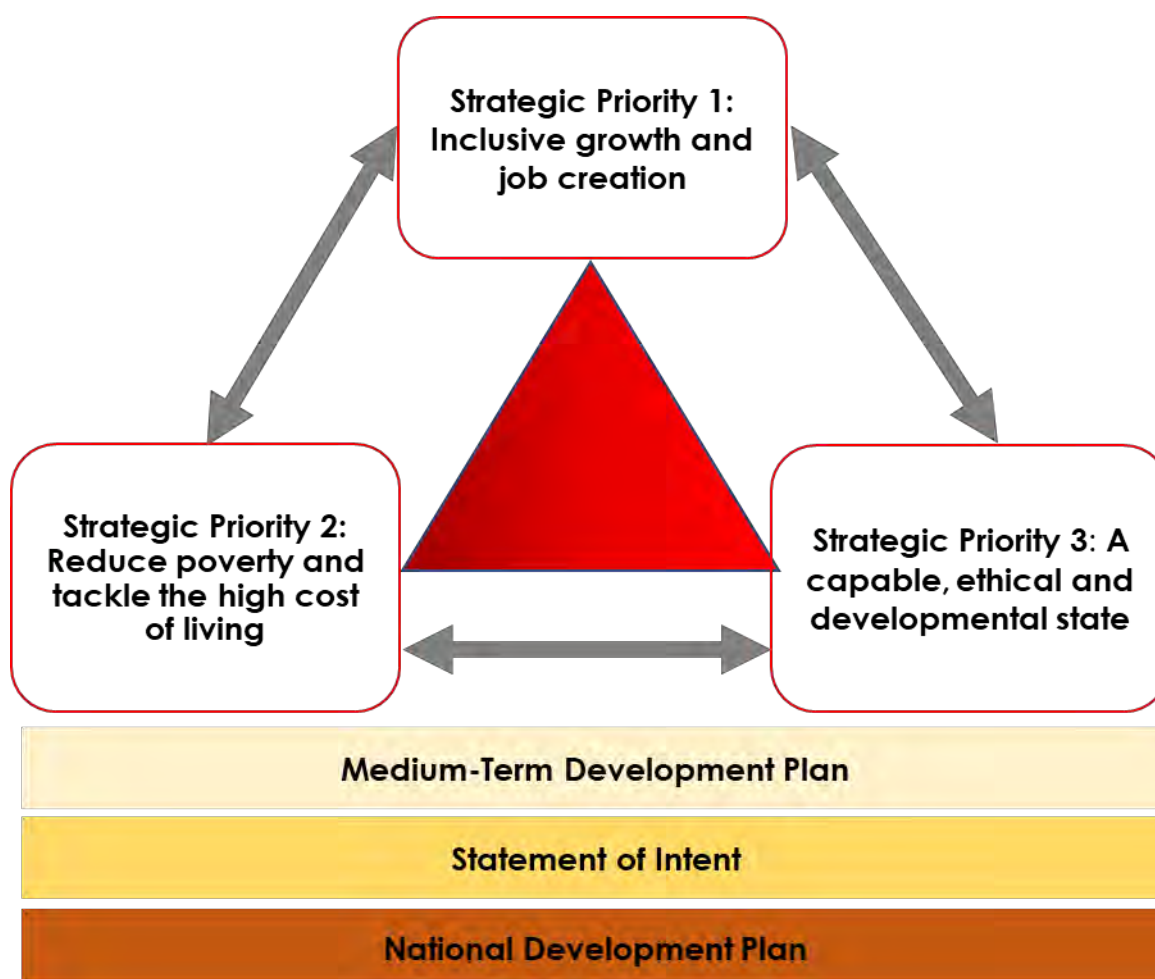


Figure 1 MTDP Priorities

8. INSTITUTIONAL POLICIES AND STRATEGIES

The acceptance of conformity assessment results has become one of the significant technical barriers to trade globally, given the close link between economic growth and trade. It is therefore imperative to expand the acceptance of conformity assessment results to increase Africa's share of intra-regional trade. The African Continental Free Trade Agreement, which came into effect in 2021, requires SANAS to play an active role in 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, in line with the reduction and elimination of Technical Barriers to Trade within the continent.

SANAS provides an accreditation service that directly impacts Conformity Assessment Bodies (CABs), by facilitating the national, regional, and international acceptance of test, inspection, and certification results. By fulfilling 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 and the regulators responsible for safeguarding the health, safety, environmental, economic, and socio-economic welfare of 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.

The work of the South African National Accreditation System also aligns with the Industrial Policy for Development framework, which emphasises targeted, capability-driven and institutionally grounded approaches to industrial development. SANAS, through the provision of accreditation, contributes by strengthening the country's quality infrastructure, enhancing firm-level competitiveness, enabling access to international markets, supporting innovation and emerging industries, and facilitating skills development and job creation. In doing so, SANAS functions as a critical enabler of effective industrial policy, providing the institutional trust, technical competence and quality assurance systems required for sustainable economic transformation. The 2026/27 Annual Performance plan sets out key strategic priorities focused on increasing competitiveness of South Africa's enterprises through improving market access and trust in South African products and services.

Through its mandate, SANAS is a system enabler of growth and inclusion as it strengthens the quality, trust, and technical credibility required for economic growth. During the development of the 2026/27 Annual Performance Plan, SANAS took into consideration the following key priorities contained in the Implementation Plan to Drive Growth and Inclusion (2025):

- economic reforms and execution
- infrastructure and competitiveness

- private sector participation
- job creation and inclusion
- removal of structural constraints
- stronger institutions and delivery capacity

The work of the South African National Accreditation System contributes to South Africa's 2025 Implementation Plan to Drive Growth and Inclusion, which emphasises structural reform, improved competitiveness, private sector participation and strengthened institutional capability. Through the provision of accreditation services, SANAS contributes by enhancing the country's quality infrastructure, enabling firms to meet international standards, facilitating trade and export growth, supporting key reform sectors, and enabling the development of new industries. Through its role in building trust, technical competence and credible assurance systems, SANAS functions as a critical enabler of economic growth, job creation and inclusive development.

9. 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 remains ready to respond should any situation arise, that could have such an impact.

PART B

STRATEGIC FOCUS



10. SITUATION ANALYSIS

10.1 Internal Environmental Analysis

During the development of the 2026/27 Annual Performance Plan, SANAS undertook an analysis of its internal environment, evaluating its strengths and weaknesses, as well as external opportunities and threats. The outcome of the analysis helped SANAS understand the following key internal and external factors that impact its strategy and business decisions:

STRENGTHS	<ul style="list-style-type: none"> ❑ National Mandate: SANAS is the sole legally mandated national accreditation body, established under the <i>Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act 19 of 2006)</i>. ❑ International Recognition: Signatory to ILAC and IAF Mutual Recognition Arrangements (transitioning to the Global Accreditation Cooperation), ensuring global acceptance of SANAS-accredited results. ❑ Regional Leadership: Active within AFRAC and SADCA and aligned with PAQI institutions supporting AfCFTA implementation. ❑ GLP Authority: Recognised by the OECD as South Africa's national GLP Monitoring Authority. ❑ Quality and Governance Excellence: Operates in accordance with ISO/IEC 17011 and undergoes regular peer evaluations, ensuring integrity and credibility. ❑ Trade Facilitation: SANAS-accredited outcomes enable international market access, reducing duplicate testing and inspection costs. ❑ Institutional Sustainability: Diverse programme portfolio and strong, largely self-funded financial position underpin long-term resilience and growth.
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WEAKNESSES	<ul style="list-style-type: none"> ❑ Specialist Capacity Constraints: Shortages of technical assessors in niche scopes create scheduling pressures. ❑ Limited Market Awareness: Insufficient understanding of the value of accreditation among SMEs and certain regulators dampens demand. ❑ Uneven Domestic Adoption: Inconsistent application of accreditation across sectors results in variable compliance expectations. ❑ Brand Visibility: Limited proactive advocacy and outreach in new markets, reducing SANAS's external influence. ❑ Digital Maturity: Uneven adoption of workflow automation, client self-service, and data analytics across programmes. ❑ Policy Integration Gaps: Accreditation is not yet systematically embedded across all regulatory or public procurement frameworks.
OPPORTUNITIES	<ul style="list-style-type: none"> ❑ Emerging Accreditation Scopes: Growth potential in specific sectors, including climate verification, cybersecurity, etc. ❑ AfCFTA Enablement: Deepen continental cooperation and mutual recognition through PAQI and regional quality infrastructure platforms. ❑ Public Procurement Integration: Advocate for inclusion of accreditation in procurement regulations to strengthen compliance and risk management. ❑ Health Sector Growth: National Health Insurance (NHI) rollout expected to increase demand for accredited medical and diagnostic services. ❑ Capacity Development: Lead regional assessor training, peer evaluation, and scheme development initiatives within SADC and Africa. ❑ Digital Transformation: Explore hybrid assessments, online client portals, and data-driven services for greater efficiency and transparency. ❑ SMME Support: Develop mentorship, fee-tiered entry models, and toolkits to grow the domestic CAB base. ❑ Assessor Pipeline: Partner with academia and professional bodies to cultivate specialist technical expertise. ❑ Knowledge Services: Expand training and advisory offerings to diversify revenue and influence.

THREATS	<ul style="list-style-type: none"> ❑ Economic and Cost Pressures: Tariff increases, logistics costs, and currency volatility affect CAB viability and SANAS's operational costs. ❑ Assessor Shortages: Limited availability of niche experts heightens operational risk. ❑ Weak Enforcement: Inconsistent regulatory uptake undermines demand for accreditation. ❑ Regional Instability: Political and economic challenges in SADC can delay joint programmes and regional cooperation. ❑ Cybersecurity Threats: Data breaches or cyberattacks on CABs and regulators could erode trust in accredited outcomes. ❑ Misuse of Marks: Counterfeit certificates and misuse of the SANAS logo present reputational risks. ❑ Global Trade Barriers: Rising protectionism and new technical barriers to trade increase compliance complexity for exporters and CABs.
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10.2 External Environmental Analysis

An 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.

<p>POLITICAL</p>	<ul style="list-style-type: none"> ❑ Government Support: The seventh administration's Government of National Unity (GNU) is pursuing a shared developmental agenda that continues to prioritise quality infrastructure and trade facilitation. ❑ The Public Procurement Act, 2024 (Act 28 of 2024): Creates a single national framework, offering a pathway to embed accreditation in specifications and supplier due diligence across the state. ❑ International Relations: South Africa is actively implementing the AfCFTA, with preferential trade underway since 31 January 2024. This strengthens SANAS's role in continental cooperation and recognition through specifiers and PAQI institutions. ❑ Political Stability: Coalition governance provides stability with ongoing negotiation among parties, providing policy certainty for SANAS. ❑ Policy & Regulatory Agenda: NHI Act (May 2024) signed; phased, litigated implementation expected over multiple years, with implications for accredited medical testing and health services. ❑ Sub-national alignment: Provinces/municipalities will need to align SCM policies to the new procurement framework, creating an opportunity to standardise "SANAS-accredited" specifications across all spheres of government.
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ECONOMIC	<ul style="list-style-type: none"> ❑ Economic Growth: Slower, uneven growth caps overall demand; however, health, energy, export manufacturing and agro-processing continue to drive accredited conformity needs. ❑ Exchange-Rate & Financing Conditions: Rand volatility and shifting interest rates affect CAB sustainability and SANAS's cost-to-serve. ❑ Public Investment & Network Reforms: Energy and logistics reforms (transmission company set-up; port/rail improvement programmes) open scope opportunities and enable backlog reduction. ❑ Cost & Price Pressures: Rising electricity, transport and compliance costs heighten fee sensitivity, particularly for SMEs, requiring efficient delivery models. ❑ Labour Market: High unemployment co-exists with niche skills shortages (assessors/technical experts), creating scheduling and turnaround risk in peak periods. ❑ Trade-Linked Compliance: Export increases demand for GHG verification, product footprints and chain-of-custody assurance. ❑ Digital Productivity: Scaling remote/hybrid assessments, client portals, and data/insight services reduces cost-to-serve and improves transparency.
SOCIAL	<ul style="list-style-type: none"> ❑ Trust & Traceability: Growing expectations for product safety, authenticity, sustainability claims and data privacy are increasing demand for independent, accredited assurance. ❑ Specialist Pipeline & Digital Skills: Shortages and succession gaps in assessors/technical experts, medical lab & metrology skills, plus uneven digital competence for remote/hybrid assessments and data-driven QA. ❑ Inclusive Access & Affordability: SMEs and underserved regions face barriers (costs, distance, language, awareness) that limit participation in accredited services and CAB development. ❑ Health Expectations: Greater public focus on reliable diagnostics and quality of care drives the need for accredited medical laboratories and related services. ❑ Youth Employment: High youth unemployment creates an opportunity to grow an assessor/technician pipeline via internships, learnerships and partnerships with universities/professional bodies.

TECHNOLOGICAL	<ul style="list-style-type: none"> ❑ Digital Service Delivery & Data Platforms: Client portals, e-submissions, remote/hybrid assessments, workflow automation and MI dashboards improve transparency, throughput and cost-to-serve. ❑ Automation & Advanced Methods: Robotics/IoT-enabled testing, advanced analytics and new methods require periodic criteria updates and assessor upskilling to keep pace. ❑ Cybersecurity & Data Governance: Secure identity/e-signing, data integrity and audit trails, POPIA-aligned retention, vulnerability testing and incident response are essential as operations digitise. ❑ AI Governance & Assurance: Growing use of AI/ML in CABs and labs (e.g., image analysis, LLM-assisted reporting) drives demand for model validation, bias/traceability controls, and potential accreditation of AI management systems and risk-based conformity assessment. ❑ Interoperability & Digital Trust: Shift to machine-readable evidence (e.g., digital calibration certificates), trusted digital identities and tamper-evident records enables faster recognition and cross-border acceptance.
LEGAL	<ul style="list-style-type: none"> ❑ SANAS Act & Mandate: The Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act 19 of 2006) provides SANAS's legal mandate and functions. ❑ International Standards & Recognition: SANAS operates to ISO/IEC 17011, undergoes regular peer evaluations, and participates in the international recognition system. ❑ Regulatory & Policy Changes: Evolving national and international rules – health, safety, environment, data protection and trade – drive periodic updates to accreditation criteria, schemes, and guidance.

ENVIRONMENTAL	<ul style="list-style-type: none"> ❑ Climate & Transition Policy: Decarbonisation pressure (incl. Carbon Tax escalations) and physical climate risks are increasing the need for verified GHG inventories and product carbon footprints. ❑ Resource & Biodiversity Stress: Water stress, extreme-weather disruptions and land-use/biodiversity expectations drive demand for traceability and chain-of-custody assurance across agriculture, forestry and food value chains, and resilient infrastructure testing/inspection. ❑ Environmental & Trade Regulations: Extended Producer Responsibility (EPR), air/waste/water permits, and climate-disclosure uptake (ISSB/IFRS S2) – require trusted, accredited measurement, verification, and auditing. ❑ Circular Economy & EPR: Growing requirements for recycled content, packaging design, take-back, and e-waste stewardship create opportunities for accredited testing, inspection, and certification. ❑ Renewables & Grid Integration: Expansion of renewables and efficiency programmes raises demand for metering, energy-performance, and related inspection/certification scopes.
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10.3 Contribution to the focus areas of the DTIC

SANAS has ensured that its strategic priorities take into account the priorities and direction of the Medium-Term Development Plan (MTDP), with specific reference to inclusive growth and job creation, reducing poverty, tackling the high cost of living, and a capable, ethical and developmental state.

Furthermore, SANAS, in fulfilling its mandate, will contribute to the DTIC's focus areas as they relate to **decarbonisation, diversification** and **digitalisation**.

In terms of decarbonisation, SANAS commits to undertaking accreditation in related sectors, including the 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), and 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, and chemicals. This accreditation enhances customer trust, facilitates market access, demonstrates commitment to safety and quality standards, and ultimately provides a competitive edge by demonstrating the reliability of test results. Furthermore, the SANAS Internship Programme also contributes to the Diversification focus area.

With regard to the digitalisation focus area, in addition to implementing the Digital Transformation Strategy within SANAS, attention will also be placed on undertaking accreditation in technology-driven sectors such as pharmaceuticals and electrotechnology. This includes the Certification Accreditation Programme: ISO 27001 on Information Security Management Systems (ISMS), which ensures that results are accurate, reliable, and can be trusted, thereby enhancing customer confidence.

Furthermore, in addressing South Africa's economic challenges, SANAS has identified key initiatives in line with its core mandate to provide an internationally recognised national accreditation system in support of public policy objectives, as follows:

High growth & labour absorbent sectors: In its Strategic Plan, SANAS has committed to increasing the number of accredited Conformance Assessment Bodies (CABs). The CABs accredited by SANAS serve multiple sectors across different industries, including high-growth and labour-absorbing sectors such as agriculture and agro-processing, automotive, chemicals and pharmaceuticals, and energy. SANAS will further prioritise accrediting CABs within these identified sectors. Furthermore, SANAS commits to continuously developing new accreditation programmes and expanding the scopes and sub-scopes offered to meet demands from regulators and industry across various sectors.

Unlocking economic constraints: To reduce red tape and improve turnaround times, SANAS aims to issue Certificates of Accreditation and Schedules of Accreditation within 9 working days, on average, after the approval process.

With regard to increasing market access for South Africa's enterprises, SANAS, through accreditation across numerous sectors, reduces technical barriers to trade, thereby

increasing the capacity of South Africa's enterprises to export and contributing to the growth potential of local businesses, including SMMEs.

SANAS is a signatory to all existing ILAC Mutual Recognition Arrangements and IAF Multilateral Recognition Arrangements, which promote 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 participating in the initiatives of the Pan African Quality Infrastructure Institution (PAQI), of which SANAS is a member. Through this participation, SANAS will focus on reducing technical barriers to trade within the African Continental Free Trade Area.

Unlocking strategic markets for domestic products: To address barriers to entry for 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 make accreditation more accessible, especially for SMMEs. Furthermore, SANAS has committed to ensuring that

all eligible payments are processed within an average of 18 days, thus benefiting small business.



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

10.4 Strategic Role of SANAS in contributing to government priorities

In the 2026/27 financial year, the South African National Accreditation System (SANAS) will intensify its contribution to the national industrialisation agenda and economic reconstruction priorities. Within its mandate as the national accreditation body, SANAS will continue its focus on provision of accreditation as a strategic instrument to enable economic growth, enhance regulatory credibility, and strengthen South Africa's quality infrastructure.

Reducing Technical Barriers to Trade and Stimulating Economic Growth

The South African National Accreditation System (SANAS) has accredited more than 2 200 Conformity Assessment Bodies (CABs) across various sectors of the economy, including testing laboratories, calibration laboratories, inspection bodies, certification bodies, verification bodies and medical laboratories. These accredited institutions form a critical component of South Africa's national quality infrastructure and play a significant role in supporting economic growth, job creation and international trade. Accredited CABs support economic activity by providing reliable testing, inspection, certification and verification services that ensure products, services and systems meet national and international standards. These services are essential for industries such as manufacturing, agriculture, mining, pharmaceuticals, construction, automotive and renewable energy.

Accreditation plays a central role in reducing technical barriers to trade by ensuring alignment with international standards and best practice. Through credible,

internationally recognised accreditation services, SANAS facilitates the acceptance of South African conformity assessment results in foreign markets. This contributes to increased economic activity, industrial competitiveness, and sustainable economic growth.

Increasing Export Capacity and Market Access

Through participation in regional and international Mutual Recognition Arrangements (MRAs) and Multilateral Recognition Arrangements (MLAs), SANAS ensures that accredited South African test reports and certificates are accepted globally. In 2026/27, SANAS will continue providing accreditation services that support export-oriented sectors, thereby reducing duplication of testing, lowering compliance costs, and enhancing the global competitiveness of South African products. This directly contributes to expanding export capacity and strengthening South Africa's trade performance.

Job Creation with Focus on Youth

Accreditation contributes indirectly yet significantly to job creation by strengthening industries that rely on credible testing, inspection, and certification. The network of more than 2 200 accredited CABs collectively employs thousands of highly skilled professionals, including scientists, engineers, technicians, auditors, inspectors and administrative personnel. These institutions contribute directly to employment creation within the technical and scientific sectors of the economy. In addition to direct employment, accredited CABs support job creation indirectly by enabling industries to operate competitively and expand their operations. Reliable conformity assessment services allow manufacturers, exporters and service providers to meet regulatory requirements and market standards, thereby supporting the growth of sectors that generate employment across value chains.

Furthermore, SANAS contributes to indirect job creation through its network of 420 external technical assessors who are contracted on an as-needed basis to conduct accreditation assessments. By engaging these experts on a contractual basis, SANAS not only ensures access to specialised expertise across diverse sectors but also creates additional income-generating opportunities for professionals who may be employed elsewhere or operate as independent consultants.

SANAS, through its Knowledge Transfer function, supports skills development within the technical assessment ecosystem, including training and development of young technical assessors and industry specialists. By expanding accreditation into new and high-growth sectors such as green technologies and advanced manufacturing, SANAS will help stimulate employment opportunities across the broader value chain, particularly for technically skilled youth.

Lastly, SANAS implements its annual internship programme while maintaining a vacancy rate of well below 5%.

Growth and Development of SMMEs

SANAS will focus on reducing barriers to entry by maintaining low accreditation costs, enabling smaller emerging CABs (SMMEs) to access accreditation. In this regard, SANAS will increase accreditation fees by 1 per cent below CPI year on year over the medium term, thus promoting inclusive participation in the conformity assessment ecosystem specifically by Small, Medium and Micro Enterprises (SMMEs). SANAS also does not charge interest on outstanding fees which further assists CABs, specifically SMMEs who are experiencing financial constraints. Accredited SMMEs will be better positioned to participate in regulated markets, public procurement opportunities, and sectoral master plans, thereby contributing to economic transformation and enterprise development. Furthermore, SANAS will capacitate SMMEs through interventions such as capacity building, enterprise development, and supplier development, among others, ensures equitable growth and the inclusion of SMMEs in the mainstream economy. Additionally, through digitised and streamlined processes, SANAS will all ensure that eligible payments are processed within an average of 18 days, thus benefiting small business.

Decarbonisation and the Green Economy

SANAS will intensify its focus on expand and strengthen accreditation services in emerging green economy sectors, including renewable energy systems, energy efficiency verification, carbon measurement, environmental testing, green hydrogen, and sustainability certification. By ensuring the technical competence of laboratories, inspection bodies, and certification bodies operating in these sectors, SANAS will enhance investor confidence and support credible environmental compliance. Internationally recognised accreditation will further enable South African green products and services to access global markets, supporting the country's just energy transition and decarbonisation objectives.

Reducing Illicit and Substandard Goods

By accrediting competent conformity assessment bodies who provide credible testing, inspection and certification services, SANAS strengthens regulatory oversight and enhances the credibility of testing and inspection systems. This reduces the circulation of illicit, counterfeit, and substandard goods in the domestic market. Accreditation provides assurance that regulatory decisions are based on reliable and internationally benchmarked technical evaluations, thereby protecting consumers, safeguarding public health and safety, and strengthening market integrity.

Improving Turnaround Times and Reducing Red Tape

SANAS plans to further reduce the average number of working days taken to issue certificates and scopes of accreditation after completion of the approvals process, from the current average of 13 days down to 9 days over of the medium term. The timely issuance of accreditation certificates following approval has significant economic, operational, and strategic benefits for Conformity Assessment Bodies (CABs), as well as broader benefits for industry and the economy. The Accreditation certificates, which serve as formal proof of competence, allows for immediate market access as it is often a prerequisite for participation in public tenders, for entrance into regulated markets, for entering contractual engagements, specifically for international trade transactions. SANAS also focuses on improving its customer satisfaction for both its accreditation customers and its knowledge transfer customers through continuous customer satisfaction surveys and the implementation of corrective actions, where applicable. Furthermore, SANAS will continue to modernise and digitise its accreditation processes to improve efficiency, reduce administrative burdens, and enhance service delivery.

In 2026/27, through engagements with stakeholders, SANAS will position accreditation not merely as a compliance function, but as a strategic enabler of industrialisation, export expansion, regulatory effectiveness, and inclusive economic development. Through operational excellence, international recognition, and sectoral responsiveness, SANAS will continue to strengthen South Africa's quality infrastructure in support of national economic priorities.

PART C

PERFORMANCE MEASUREMENT



11. PERFORMANCE MEASUREMENTS

11.1 Introduction

The 2026/27 Annual Performance Plan is shaped by the SANAS 2025-2030 Strategic Plan. It plays a pivotal role in achieving the Impact Statement, Outcomes, and five-year targets set out in the Strategic Plan. SANAS is engaged in various initiatives through key programmes, including:

- **Administration Services:** This encompasses policy development, financial management, and 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 set out in a way that reflects their significance to the South African economy. Figure 3 below shows the SANAS Strategic Framework. Table 4 then outlines the SANAS Outcomes as shown in the SANAS Strategic Framework. The table also illustrates the link between the SANAS Outcomes and the MTDP, as well as the current baseline for the Five-year Targets.

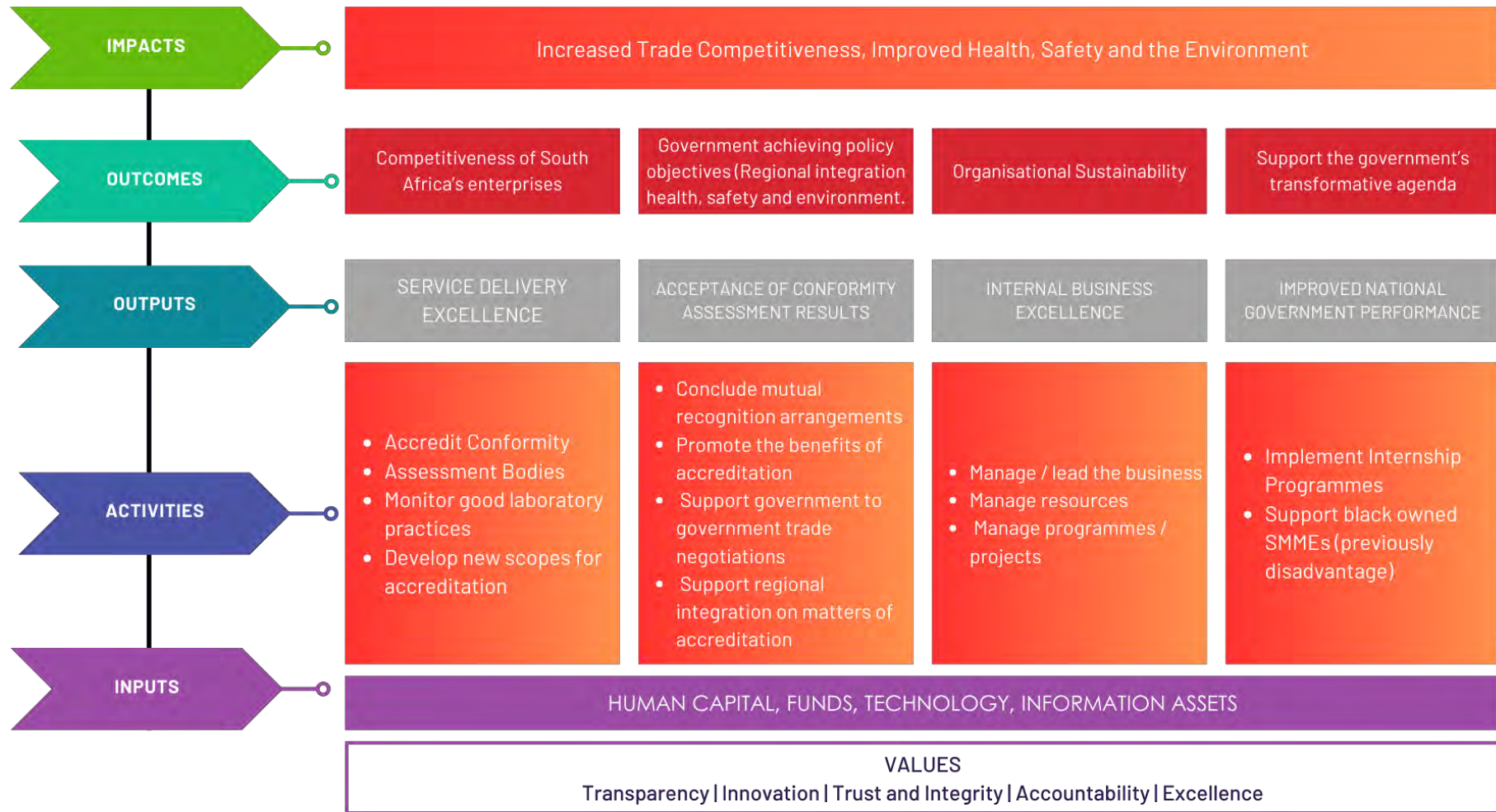


Figure 3 SANAS Strategic Framework

Table 4: 5 Year Targets stemming from SANAS 2025-2030 Strategic Plan

OUTCOME	OUTCOME INDICATOR	BASELINE 2024/25	FIVE-YEAR TARGET	RATIONALE FOR CHOICE OF OUTCOME INDICATORS AND ALIGNMENT WITH GOVERNMENT PRIORITIES.
Competitiveness of South Africa’s enterprises	Number of accreditation scopes recognised under regional and international mutual recognition arrangements	9 x Scopes	10 x Scopes	<p>These indicators demonstrate SANAS's commitment to maintaining global standards and to ensuring that South African Conformity Assessment Bodies (CABs) can operate internationally by obtaining accreditation for scopes and sub-scopes recognised under regional and international mutual recognition arrangements. Such recognition promotes regional integration through cross-border trade while ensuring that products and services related to health, safety and the environment meet international requirements.</p> <p>SANAS commits to expanding scopes and sub-scopes in high-growth, labour-absorbing sectors to contribute to economic development and job creation. Accordingly, these scopes and sub-scopes will target sectors such as energy, decarbonisation and digitalisation, validation and verification, greenhouse gases and information management systems, among 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 GOVERNMENT PRIORITIES.
				<p>Furthermore, SANAS is a signatory to all existing ILAC Mutual Recognition Arrangements and IAF Multilateral Recognition Arrangements, which promote the acceptance of accredited test and calibration data among signatories, aiming to reduce or eliminate the need for retesting in importing countries and thereby increasing market access for South Africa’s enterprises, as outlined in the MTDP.</p>
	<p>Number of additional Conformance Assessment Bodies (CABs) accredited.</p>	<p>150*</p>	<p>450 additional CABs</p>	<p>By increasing the number of CABs, SANAS improves the competitiveness of South Africa’s enterprises, as accreditation enhances business competitiveness by ensuring compliance with international standards, improving quality, expanding market access, and building trust among consumers and stakeholders.</p> <p>The CABs accredited by SANAS serve multiple sectors across various industries, including high-growth and labour-absorbent sectors such as agriculture and agro-processing, automotive, chemicals and pharmaceuticals, and energy. SANAS will further prioritise accrediting CABs within these identified sectors to support the implementation of the AfCFTA.</p>

OUTCOME	OUTCOME INDICATOR	BASELINE 2024/25	FIVE-YEAR TARGET	RATIONALE FOR CHOICE OF OUTCOME INDICATORS AND ALIGNMENT WITH GOVERNMENT PRIORITIES.
				<p>With regard to increasing market access for South Africa’s enterprises, as outlined in the MTDP, SANAS, through offering accreditation across numerous sectors, reduces technical barriers to trade, thereby increasing the capacity of South Africa’s enterprises to export and contributing to the growth potential of local businesses, including SMMEs.</p>
<p>Government Achieving Policy Objectives (Regional Integration, Health, Safety & Environment)</p>	<p>Number of Regulators per Accreditation Programme (Maintain relationship with Regulators)</p>	<p>21</p>	<p>22</p>	<p>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.</p>
<p>Organisational Sustainability</p>	<p>Maximum vacancy rate (%)</p>	<p>2,9%**</p>	<p>5%</p>	<p>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.</p>

OUTCOME	OUTCOME INDICATOR	BASELINE 2024/25	FIVE-YEAR TARGET	RATIONALE FOR CHOICE OF OUTCOME INDICATORS AND ALIGNMENT WITH GOVERNMENT PRIORITIES.
	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 strengthens its capacity to invest independently in new initiatives and technologies, driving further innovation and growth.
Contribution to Government's Developmental and Transformational Agenda	Number of direct job placements through the provision of work experience (Internship programme)	New Indicator	20	<p>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, thereby contributing to the nation's economic growth and development.</p> <p>Furthermore, this indicator aligns with government priorities as it relates to the identified outcome of increasing skills and work experience for the economy.</p>
	Number of SMMEs capacitated	New Indicator	50	SMME development initiatives align with South Africa's broader socio-economic transformation goals. Capacitating SMMEs through interventions such as capacity building, enterprise development, and supplier development, among others, ensures equitable growth and the inclusion of SMMEs in the mainstream economy.

OUTCOME	OUTCOME INDICATOR	BASELINE 2024/25	FIVE-YEAR TARGET	RATIONALE FOR CHOICE OF OUTCOME INDICATORS AND ALIGNMENT WITH GOVERNMENT PRIORITIES.
				Furthermore, this indicator aligns with the MTDP as it relates to the identified Outcome of reducing market concentration by ensuring that economic opportunities are accessible to a broader range of businesses, particularly focusing on the empowerment of historically disadvantaged groups.

* 127 additional CABs were accredited in the 2024/25 FY (figures for 2025/26 FY are not yet available)

** 2,3% is the current average vacancy rate as confirmed in the 2024/25 FY (average vacancy rate for 2025/26 is not yet available)

12. PERFORMANCE MEASUREMENTS

12.1 Introduction

The 2026/27 Annual Performance Plan is shaped by the SANAS 2025-2030 Strategic Plan. It plays a pivotal role in achieving the Impact Statement, Outcomes, and five-year targets set out in the Strategic Plan. SANAS is engaged in various initiatives through key programmes, including:

- **Administration Services:** This covers policy development, financial management, and 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, and 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.

13. PROGRAMME 1: ADMINISTRATION

13.1 Purpose

The aim of this programme is to enable sustained, effective leadership, robust financial management, and comprehensive legal and administrative support. It ensures that the organisation's strategy and structure are continually refined to comply with relevant legislation and align with global best practice.

13.2 Description of the Programme

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

13.3 Policy Development

The Board of Directors at SANAS, serving as the accounting authority, is responsible for setting the strategic direction of 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), and in adherence to the Shareholder's Compact established with the Minister of Trade, Industry and Competition, the Executive Authority. Operational management falls to SANAS's Chief Executive Officer (CEO) on a day-to-day basis, 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.

13.4 Financial Management

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

Finance Management Act (PFMA) and Treasury Guidelines. It will also oversee supply chain management operations. This sub-programme will enhance its financial accounting systems, provide guidance to the CEO on financial risks and risk management, and fulfil the responsibilities of the Chief Financial Officer (CFO).

13.5 Legal Services

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

13.6 Company Secretary

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

13.7 Risk Management

The Risk Management Division at the South African National Accreditation System (SANAS) is a pivotal component responsible for identifying, evaluating, and mitigating potential risks that could impact the organisation's operations

and the achievement of its 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 minimise or eliminate them. The division collaborates closely with various departments to ensure alignment with regulatory requirements and best practices, thereby safeguarding SANAS's reputation and the integrity of its accreditation process (ISO 31000:2018 Risk Management Guidelines). By doing so, it supports the organisation in achieving its goal of delivering credible accreditation services that enhance the country's global competence.

13.8 International and Regional Developments

International and regional developments centre on fulfilling SANAS's responsibilities to strengthen and broaden regional and international relations. Additionally, SANAS supports South Africa's aim of effective regional integration by providing leadership in the development of accreditation within the Southern African Development Community (SADC) and across Africa. SANAS remains committed to providing an internationally recognised accreditation infrastructure and actively engages with the Southern African Development Community Cooperation in Accreditation (SADCA) by assuming the 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 recognition of outcomes produced by conformity assessment bodies accredited by its member accreditation organisations.

These include SANAS (South Africa), SADCAS (SADC Economies), the Egyptian Accreditation Council (EGAC) (Egypt), the Ethiopian National Accreditation Office (ENAO) (Ethiopia), MAURITAS (Mauritius), and the 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, enhancing access to both regional and global markets and spurring economic growth on the continent.

Accreditation builds trust in the competence and integrity of conformity assessment activities, thereby dismantling technical barriers to trade at 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, in line 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.

Table5 Outcomes, Outputs and Annual Targets for Administration Programme

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Competitiveness of South Africa's enterprises	Reduced barriers to entry by maintaining low costs of accreditation	Percentage increase in accreditation fees	New Indicator	New Indicator	2025/26 accreditation fees were increased by 3%	Accreditation fees increased by 1% below CPI for the 2026/27 FY	Accreditation fees increased by 1% below CPI for the 2027/28 FY	Accreditation fees increased by 1% below CPI for the 2028/29 FY	Accreditation fees increased by 1% below CPI for the 2029/30 FY
Organisational sustainability	Reduced reliance on government funding	Percentage ratio of SANAS income versus 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	80:20 SANAS income vs government grant
Organisational sustainability	Increased payment efficiency	Average number of days to process creditor payments	The percentage of payments processed after 19 days was 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 were processed within an average of 9.64 days. However, 10 payments were processed after 30 days.	All eligible payments are processed within an average of 19 days.	Creditor payments paid within an average of 18 days.	Creditor payments paid within an average of 17 days.	Creditor payments paid within an average of 16 days.

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Contribution to Government's developmental and transformational agenda	Growth and sustainability of Small, Medium and Micro Enterprises (SMMEs)	Number of SMMEs provided with enterprise development	New Indicator	New Indicator	Engagement undertaken with SEDA on possible interventions to support the growth and sustainability of SMME's	10 Small, Medium and Micro Enterprises (SMMEs) capacitated	Enterprise Development to 6 qualifying Small, Medium and Micro Enterprises (SMMEs)	Enterprise Development to 6 qualifying Small, Medium and Micro Enterprises (SMMEs)	Enterprise Development to 6 qualifying Small, Medium and Micro Enterprises (SMMEs)
		Number of SMMEs provided with supplier development					Supplier Development to 4 qualifying Small, Medium and Micro Enterprises (SMMEs)	Supplier Development to 4 qualifying Small, Medium and Micro Enterprises (SMMEs)	Supplier Development to 4 qualifying Small, Medium and Micro Enterprises (SMMEs)
Government achieving policy objectives (Regional integration health, safety, and the environment)	Optimally implemented AFRAC Secretariat's Annual Performance Plan	International recognition status of AFRAC maintained	100% of the AFRAC Secretariat's annual performance plan was implemented	100% (cumulative) of the AFRAC Secretariat's annual performance plan was implemented	100% (cumulative) of the AFRAC Secretariat's Annual Performance Plan was implemented.	Implemented at least 90% of the AFRAC Secretariat's Annual Performance Plan	International recognition of AFRAC maintained following peer evaluation outcome by the Global Accreditation Cooperation Incorporated	International Recognition of SANAS maintained for Verification and Validation Bodies, following the peer evaluation by AFRAC	No annual target

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Optimally implemented SADCA Secretariat's Annual Performance Plan	International recognition status of SADCA maintained	. 90% of the SADCA Secretariat's Annual Performance Plan was implemented .	90% of the SADCA Secretariat's Annual Performance Plan was implemented .	100% (cumulative) of the SADCA Secretariat's Annual Performance Plan was implemented.	Implemented at least 90% of the SADCA Secretariat's Annual Performance Plan implemented	International recognition of SADCA maintained following peer evaluation outcome by the Global Accreditation Cooperation Incorporated	No annual target	No annual target

Table 6 Indicators, Annual and Quarterly Targets

OUTPUT INDICATOR	ANNUAL TARGET- 2026/27	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Percentage increase in accreditation fees	Accreditation fees increased by 1% below CPI for the 2027/28 FY	No target for this quarter	No target for this quarter	No target for this quarter	Accreditation fees for 2027/28 FY approved by the Board, with an increase of 1% below CPI
Percentage ratio of SANAS income versus government grants	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
Average number of days to pay creditor payments	Creditor payments paid within an average of 18 days	Creditor payments paid within an average of 18 days	Creditor payments paid within an average of 18 days	Creditor payments paid within an average of 18 days	Creditor payments paid within an average of 18 days
Number of SMMEs provided with enterprise development	Enterprise Development to 6 qualifying SMMEs	No target for this quarter	No target for this quarter	3 SMMEs provided with enterprise development	3 SMMEs provided with enterprise development
Number of SMMEs provided with supplier development	Supplier Development to 4 qualifying SMMEs	No target for this quarter	No target for this quarter	2 SMMEs provided with enterprise development	2 SMMEs provided with enterprise development

OUTPUT INDICATOR	ANNUAL TARGET- 2026/27	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
International recognition status of AFRAC maintained	International recognition of AFRAC maintained following peer evaluation outcome by the Global Accreditation Cooperation Incorporated	No target for this quarter	No target for this quarter	No target for this quarter	Maintenance of international recognition of AFRAC confirmed following peer evaluation by the Global Accreditation Cooperation Incorporated
International recognition status of SADCA maintained	International recognition of SADCA maintained following peer evaluation outcome by the Global Accreditation Cooperation Incorporated	No target for this quarter	No target for this quarter	No target for this quarter	Maintenance of international recognition of SADCA confirmed following peer evaluation by the Global Accreditation Cooperation Incorporated

Explanation of planned performance over the medium-term period

Under the Administration Programme, SANAS focuses on the Outcome of Organisational sustainability by maintaining the ratio of revenue generated by SANAS to reduce dependence on the government fiscus. SANAS also aims to ensure that payments to creditors are processed within an average of 18 days, with a further reduction to 16 days on average over the medium term. In terms of its contribution to the outcome of Government achieving policy objectives (regional integration, health, safety, and environment), SANAS will, through its Secretariat function of both AFRAC and SADCA facilitate the peer evaluation of AFRAC and SADCA by the Global Accreditation Cooperation Incorporated. . 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 the government's developmental and transformational agenda by supporting 30 SMMEs over the medium term to promote the growth and sustainability of SMMEs..

14. PROGRAMME 2: CORPORATE SERVICES

14.1 Purpose

The aim of this programme is to efficiently manage and deliver corporate services that are critical to empowering and driving the organisation's success. 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.

14.2 Programme Description

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

14.3 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 by identifying suitable technologies and by designing, developing, implementing, and maintaining the ICT infrastructure. The sub-programme's role encompasses providing a reliable ICT infrastructure, continuously refining and automating support services, and delivering business value while adhering to legislation and best practices.

Over the next three years, the ICT programme will focus on enhancing and automating customer-facing business processes, primarily through 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 is strengthening 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.

14.4 Quality Management

Quality Management plays a pivotal role in ensuring that SANAS consistently meets international standards for operating and maintaining a globally recognised accreditation infrastructure. This, in turn, helps preserve SANAS's international recognition. Over the next three years, 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 fulfilling its responsibilities by engaging peer evaluators to assist in the assessments of other regional bodies and accreditation organisations.

14.5 Human Resources Management

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

Table 7 Outcomes, Outputs and Annual Targets for the Corporate Services Programme

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Organisation sustainability	Increased awareness of SANAS	Percentage of targeted stakeholders that confirm better awareness of SANAS and its accreditation services	New indicator	New indicator	New indicator	New indicator	At least 70% of targeted stakeholders confirm better awareness of SANAS and its accreditation services, following SANAS stakeholder engagements	At least 70% of targeted stakeholders confirm better awareness of SANAS and its accreditation services, following SANAS stakeholder engagements	At least 70% of targeted stakeholders confirm better awareness of SANAS and its accreditation services, following SANAS stakeholder engagements
Organisation sustainability	Optimally staffed SANAS	Percentage of vacancy rate of the total funded positions	Average vacancy rate was less than 3,6%	Average vacancy rate was less than 2,9%	Average vacancy rate of 2,3% was achieved	Vacancy rate of less than 5%	≤ 5% vacancy rate of the total funded positions	≤ 5% vacancy rate of the total funded positions	≤ 5% vacancy rate of the total funded positions
Contribution to Government's developmental and transformational agenda	Percentage inclusion of persons with disabilities within SANAS personnel	Percentage of SANAS employees with disabilities	New indicator	New indicator	New indicator	New indicator	2% of SANAS employees with disabilities	3% of SANAS employees with disabilities	3% of SANAS employees with disabilities

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Contribution to Government's developmental and transformational agenda	Increased job opportunities	Number of placements through the provision of work experience	New indicator	New indicator	New indicator	4 job placements concluded	4 job placements through 2-year internships	4 additional job placements through 2-year internships	4 additional job placements through 2-year internships
Contribution to Government's developmental and transformational agenda	Increased BBBEE compliance	Level of BBBEE achieved	New Indicator	New Indicator	New Indicator	New Indicator	BBBEE Level 3	BBBEE Level 3	BBBEE Level 2
Organisational Sustainability	Security of information & reduction of business disruption	Percentage of Organisational IT Security Risk Score	New Indicator	New Indicator	New Indicator	New Indicator	Organisational IT Security Risk score of 35% or less	Organisational IT Security Risk score of 30% or less	Organisational IT Security Risk score of 25% or less

Table 8 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET- 2026/27	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Percentage of targeted stakeholders that confirm better awareness of SANAS and its accreditation services	At least 70% of targeted stakeholders confirm better awareness of SANAS and its	No target for this quarter	No target for this quarter	No target for this quarter	Confirmation from at least 70% of targeted stakeholders

OUTPUT INDICATORS	ANNUAL TARGET- 2026/27	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
	accreditation services, following SANAS stakeholder engagements				
Percentage of vacancy rate of the total funded positions	≤ 5% vacancy rate of the total funded positions	≤ 5% vacancy rate	≤ 5% vacancy rate	≤ 5% vacancy rate	≤ 5% vacancy rate
Percentage of SANAS employees with disabilities	2% of SANAS employees with disabilities	3% of SANAS employees with disabilities	3% of SANAS employees with disabilities	2% of SANAS employees with disabilities	3% of SANAS employees with disabilities
Number of job placements through the provision of work experience	4 job placements through 2-year internships	No target for this quarter	No target for this quarter	Internship recruitment process commenced	4 candidates placed in a 2-year internship
Level of BBBEE achieved	BBBEE Level 3	No target for this quarter	No target for this quarter	No target for this quarter	BBBEE Level 3 achieved
Percentage of Organisational IT Security Risk Score	Organisational IT Security Risk score of 35% or less	Organisational IT Security Risk score of 35% or less	Organisational IT Security Risk score of 35% or less	Organisational IT Security Risk score of 35% or less	Organisational IT Security Risk score of 35% or less

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 48 stakeholder engagements over the medium term, which are 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 resources perspective by maintaining the SANAS vacancy rate at a maximum of 5% of the total funded positions. The Programme will also focus on the inclusion of persons with disabilities within SANAS personnel. The Programme will also contribute to the government’s developmental and transformational agenda through the implementation of its 2-year internship programme, which targets 12 interns over the medium term. In order to improve its BBBEE level, SANAS will also implement relevant initiatives to achieve a BBBEE level of 3 following the

verification process for 2026/27 FY Furthermore, to ensure information security and reduce the risk of business disruption, SANAS plans to obtain an IT Security Risk score of 35% or less in year 1, while reducing the risk score to 25% or less by the end of the medium term.

15. PROGRAMME 3: STRATEGY AND DEVELOPMENT

15.1 Purpose

Programme 3 is designed to provide strong guidance and leadership in creating 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 sub-regional, regional, and international objectives related to Industrial Policy Priority Sectors (IPPS) projects. Additionally, it seeks to provide strategic input towards 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.

15.2 Programme Description

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

15.3 Knowledge Transfer

Over the years, the Knowledge Transfer division has established a strong national, regional, and international reputation as a leading provider of training in the accreditation field. In response to evolving challenges in delivering conventional contact training services, Knowledge Transfer has developed and continues to implement a hybrid service delivery approach across contact and virtual live platforms.

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

experience delivery. This approach, coupled with the integrated service model, enables the effective 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 emerging accreditation fields, and contribute to the diversification of the SANAS Assessor pool.

15.4 New Programme Development

The focus of New Programme Development will remain on developing 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 delivery of public policy, particularly in health, safety, and environmental standards. Additionally, the programme will support government-to-government trade negotiations on conformity assessment procedures and their outcomes. We will also continue to advocate for the use of accreditation among regulators in relation to technical regulations. Within AFRAC, New Programme Development will support the priorities of the African Continental Free Trade Area (AfCFTA) through the implementation of Pan African Quality Infrastructure (PAQI) initiatives.

Table 9 Outcomes, Outputs and Annual Targets for the Strategy and Development Programme

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Government achieving policy objectives (Regional integration, health, safety, and environment)	Increased presence and influence of SANAS at regional and international level:	Percentage of strategic regional and international accreditation documents into which SANAS provided technical inputs	New indicator	New indicator	New indicator	New indicator	At least 90% of strategic regional and international accreditation documents will be reviewed with SANAS technical input.	At least 90% of strategic regional and international accreditation documents will be reviewed with SANAS technical input.	At least 90% of strategic regional and international accreditation documents will be reviewed with SANAS technical input.
		Percentage of SANAS votes in regional and international forum governance and decision-making matters	New indicator	New indicator	New indicator	New indicator	At least 90% of eligible regional and international forum governance and decision-making matters are voted on by SANAS	At least 90% of eligible regional and international forum governance and decision-making	At least 90% of eligible regional and international forum governance and decision-making matters

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
								matters are voted on by SANAS	are voted on by SANAS
Government achieving policy objectives (Regional integration, health, safety, and environment)									
	Increase in SANAS sub-scopes	Number of accreditation sub-scopes increased	New indicator	New indicator	New indicator	1 sub-scope increased	1 additional sub-scope related to the green economy - Carbon Offsetting and Reduction Scheme for International Aviation	0	0

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Organisation sustainability	Increase in customer satisfaction for training courses presented	Percentage of internal and external customer satisfaction achieved for training courses delivered*	New Indicator	New Indicator	New Indicator	New Indicator	80% customer satisfaction for training courses presented	80% customer satisfaction for training courses presented	80% customer satisfaction for training courses presented

*The indicator focuses specifically on customers that undergo training offered by SANAS and does not relate to customers that obtain accreditation from SANAS

Table 10 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET- 2026/27	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4

OUTPUT INDICATORS	ANNUAL TARGET- 2026/27	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Percentage of strategic regional and international accreditation documents into which SANAS provided technical inputs	At least 90% of strategic regional and international accreditation documents will be reviewed with SANAS technical input.	No target for this quarter	No target for this quarter	No target for this quarter	At least 90% of strategic regional and international accreditation documents
Percentage of SANAS votes in regional and international forum governance and decision-making matters	At least 90% of eligible regional and international forum governance and decision-making matters are voted on by SANAS	No target for this quarter	No target for this quarter	No target for this quarter	At least 90% of eligible regional and international forum governance and decision-making matters
Number of accreditation sub-scopes increased	1 additional sub-scope related to the green economy (Carbon Offsetting and Reduction Scheme for International Aviation)	No target for this quarter	No target for this quarter	1 additional sub- scope increased	No target for this quarter
Percentage of internal and external customer satisfaction achieved for training courses delivered*	80% customer satisfaction for training courses delivered	80% customer satisfaction for training courses delivered	80% customer satisfaction for training courses delivered	80% customer satisfaction for training courses delivered	80% customer satisfaction for training courses delivered

Explanation of planned performance over the medium-term period

SANAS, under the Strategy and Development Programme, will focus on the Outcome of Government, which is achieving policy objectives (Regional integration, health, safety, and environment), through increasing SANAS’s active participation and technical contribution in shaping regional and international accreditation developments. Focus will also be on increasing one main scope and one sub-scope over the medium term, while ensuring that it achieves an 80% customer satisfaction for training courses presented.

16. PROGRAMME 4: ACCREDITATION PROVISION

16.1 Purpose

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

16.2 Programme Description

This programme is the main focus of SANAS, as outlined in the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act of 2006 (Act 19 of 2006). SANAS accredits Conformity Assessment Bodies against 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 organisations serve the local market and 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, and entities involved in mechanical and physical testing, calibration, repair, and verification. It also covers Broad-Based Black Economic Empowerment Rating Agencies.

16.3 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 metrology whenever physical measurements are required 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 in verifying 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.

16.4 Testing Laboratories

Testing laboratories are essential to 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 accessing 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 meet the required benchmarks, testing laboratories facilitate technological advances and foster innovation, thereby contributing significantly to the country's economic growth and development. These laboratories are integral to certifying quality and safety, which helps protect consumer interests and maintain 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.

16.5 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 combating the various diseases that persist in the nation. They are instrumental in testing vaccines for diseases such as measles, polio, and yellow fever, which are vital to the country's ongoing efforts to combat illness.

16.6 Inspection Bodies

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

16.7 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 verifying and repairing instruments that measure volume, mass, and length. They operate in accordance with the stipulations outlined in the Legal Metrology Act and other pertinent technical regulations to guarantee outcomes that are both consistent and dependable.

16.8 Certification Bodies

SANAS accredits certification bodies in accordance with ISO/IEC 17021, which sets 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 covers Information Security Management Systems (ISMS), ISO 13485 covers Medical Devices, and ISO 3834 covers 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.

16.9 Medical Laboratories

The trustworthiness of Medical Pathology Laboratories is crucial for patient health and safety, as individuals rely 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.

16.10 Veterinary Laboratory Industry

Ensuring that South Africa has 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. It also plays a vital role in assessing the safety of meat and other animal products.

16.11 Forensic Laboratories

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

16.12 B-BBEE Rating Agencies

SANAS accredits Broad-Based Black Economic Empowerment (B-BBEE) Rating Agencies, supporting the government's national goal of promoting economic transformation and increasing the financial participation of black individuals in South Africa's economy. B-BBEE legislation emphasises Direct Empowerment, Human Resource Development, and the indirect Empowerment of Black People, including Black Women and Black Designated Groups. The Black Designated Groups include individuals with disabilities and Black Youth.

16.13 GLP Monitoring Authority

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

16.14 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 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 11 Outcomes, Outputs and Annual Targets for the Accreditation Programme:

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	AUDITED PERFORMANCE		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Competitiveness of South Africa's enterprises	Growth in the number of accredited CABs	Number of additional Conformity Assessment Bodies accredited.	2 059 (Cumulative)	Additional 150 CABs were accredited	Additional 127 CABs were accredited	90 additional CABs accredited	120 additional Conformity Assessment Bodies accredited	125 additional Conformity Assessment Bodies accredited	130 additional Conformity Assessment Bodies accredited
Contribution to Government's developmental and transformational agenda	Additional personnel employed by CABs as a result of obtaining SANAS accreditation and/or extending their accredited scope in the previous FY	Number of additional indirect jobs created, through CABS accredited in the previous FY	New Indicator	New Indicator	New Indicator	New Indicator	50 additional indirect jobs created through CABs accredited in the 2025/26 FY	50 additional indirect jobs created through CABs accredited in the 2025/26 FY	50 additional indirect jobs created through CABs accredited in the 2025/26 FY

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	AUDITED PERFORMANCE		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Competitiveness of South Africa's enterprises	Reduced turn-around times	Average number of working days to issue Accreditation certificates after completion of the 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 the approvals process	Certificates and scopes of accreditation were issued within 13 working days on average, after completion of approvals process.	Accreditation Certificates issued within 9 working days on average after the completion of the approvals process	Accreditation Certificates n issued within 9 working days on average after the completion of the approvals process	Accreditation Certificates issued within 9 working days on average after the completion of the approvals process
Government achieving policy objectives (Regional Integration health, safety, and environment)	Acceptance of conformity assessment results	Number of engagements undertaken with Regulators relying on SANAS accreditation for their conformity assessment needs	New indicator	SANAS engaged with relevant stakeholders on accreditation requirements, in the planned accreditation fields within the regulatory domain.	SANAS undertook 6 engagements with relevant Regulators	Four engagements undertaken with relevant Regulators	4 engagements undertaken with Regulators	4 engagements undertaken with Regulators	4 engagements undertaken with Regulators

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	AUDITED PERFORMANCE		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Organisation sustainability	Increase in overall customer satisfaction	Percentage of overall customer satisfaction*	New indicator	New indicator	New indicator	New indicator	80% overall customer satisfaction	80% overall customer satisfaction	80% overall customer satisfaction

*The indicator focuses specifically on customers that obtain accreditation from SANAS and not the customers that undergo training offered by SANAS

Table 12 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET- 2026/27	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Number of additional Conformity Assessment Bodies (CABs) accredited	120 additional Conformity Assessment Bodies accredited	30 Conformity Assessment Bodies accredited	30 additional Conformity Assessment Bodies accredited	30 additional Conformity Assessment Bodies accredited	30 additional Conformity Assessment Bodies accredited
Number of additional indirect jobs created, through CABS accredited in the previous FY	50 additional indirect jobs created through CABs accredited in the 2025/26 FY	No target for this quarter	No target for this quarter	No target for this quarter	50 additional indirect jobs created
Average number of working days to issue Accreditation certificates and scopes of accreditation after completion of the approvals process.	Accreditation issued within 9 working days on average, after completion of approvals process	Accreditation Certificates issued on an average of 9 working days after completion of the approval process	Accreditation Certificates issued on an average of 9 working days after completion of the approval process	Accreditation Certificates issued on an average of 9 working days after completion of the approval process	Accreditation Certificates issued on an average of 9 working days after completion of the approval process
Number of engagements undertaken with Regulators relying on SANAS accreditation for their conformity assessment needs	4 engagements undertaken with 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

OUTPUT INDICATORS	ANNUAL TARGET- 2026/27	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Percentage of overall customer satisfaction	80% overall customer satisfaction	No target for this quarter	No target for this quarter	Customer Satisfaction survey conducted	Overall customer satisfaction of 80% achieved

Explanation of planned performance over the medium-term period

Under the Accreditation Programme, SANAS will focus on the Outcome related to the competitiveness of South Africa's enterprises by increasing the number of accredited Conformance Assessment Bodies (CABs) by an additional 375 over the medium term. As part of contributing to Government's developmental and transformational agenda SANAS plans to indirectly create 50 additional jobs by newly accredited CABs and CABS that have extended their scopes in the 2025/26 FY. SANAS will also focus on issuing certificates and scopes of accreditation within an average of 9 working days over the MTEF period. The Programme will also contribute to Government achieving its policy objectives (Regional Integration, health, safety, and environment) by maintaining accreditation services offered to Regulators..

17. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM- TERM PERIOD

17.1 Programme 1: Administration

This programme aims to deliver proficient leadership, effective financial management, robust legal, regional, and international collaborations, and comprehensive administrative support. Its focus is to enhance the organisation's 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 and to guarantee its long-term viability. SANAS primarily relies on revenue from service provision and government 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 government funding.

Regarding regional integration, the programme builds on efforts related to SADC, the Tripartite Free Trade Area, and the African Continental Free Trade Area by providing leadership and support as the Secretariats for AFRAC and SADCA.

17.2 Programme 2: Corporate Services

Maintaining strong relationships with stakeholders is vital to SANAS's enduring success. These connections significantly influence our capacity to advance both economic and public policy goals in the country. Accordingly, stakeholder engagement will be a central priority for corporate services in the 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 ensure 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 interns and provide them with relevant work experience, while also ensuring information security and reducing business disruption by managing the organisational IT security risk score.

17.3 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 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 recognition 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 provide 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 expand its accreditation scopes and sub-scopes recognised under regional and international mutual recognition arrangements. Such recognition promotes regional integration through cross-border trade and ensures that products and services related to health, safety and the environment meet international requirements.

Furthermore, SANAS is committed to ensuring that accreditation plays a significant role in the African Continental Free Trade Area (AfCFTA) within 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

participating in relevant regional and international fora, including AFRAC, SADCA, and the Global Accreditation Corporation Incorporated.

17.4 Programme 4: Accreditation

The accreditation programme lies at the heart of SANAS' operations. It is pivotal to fulfilling 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 line with industry and government compliance requirements. SANAS plans to continue increasing the number of accredited CABs over the medium term.

Efforts are also focused on improving the efficiency of service delivery by reducing the average turnaround time for issuing certificates and scopes of accreditation after the approval process is completed. SANAS also plans to maintain the accreditation services offered to Regulators by undertaking engagements with relevant Regulators over the medium term.

18. PROGRAMME RESOURCE CONSIDERATIONS

Table 13 Budget allocation for programmes and subprogrammes as per the ENE -

ADMINISTRATION							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Total Expenditure	40 764	43 016	48 345	55 416	56 308	59 686	62 366
CORPORATE SERVICES							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Total Expenditure	14 756	17 153	20 007	83 702	14 965	15 702	15 965
STRATEGY AND DEVELOPMENT							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Total Expenditure	2 278	2 648	3 088	4 375	4 556	4 755	4 968
ACCREDITATION PROVISION							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Total Expenditure	66 296	69 698	77 434	82 960	86 395	90 161	94 210

Table 14 Medium-Term Budget Estimates

DETAILS	APPROVED BUDGET	MEDIUM-TERM ESTIMATE		
	2025/26	2026/27	2027/28	2028/29
R thousand				
Sales by market establishment	123 137	128 049	136 033	143 481
Other non-tax revenue	4 153	4 469	4 736	4 949
Transfers received	29 866	29 706	29 535	29 079
Total revenue	157 156	162 224	170 304	177 509
Expenses				
Compensation of employees	83 531	86 989	90 782	94 858
Goods and services	138 049	71 580	74 830	77 749
Depreciation	4 873	3 654	4 692	4 903
Transfers and subsidies	-	-	-	-
Total expenses	226 453	162 224	170 304	177 509
Surplus/(Deficit)	-69 297	-	-	-

18.1 Explanation of the Contribution of Resources Towards Achievement of Outputs

The entity anticipates an average decrease in expenditure of 7.8% over the medium term. This is primarily due to the projected utilisation of surpluses retained in the 2025/2026 financial year. The projected income for the 2025/26 financial year is R157,156 million. This figure is expected to rise to R177 509 million by the 2028/29 financial year, primarily driven by an increase in accredited CABs and scopes.

Employee compensation is projected to account for an average of 53% of the budget throughout this period. The compensation budget is set to grow by an average of 4.3%, from R83,531 million in 2025/26 to R94,858 million in 2028/29.

Expenditure on accreditation services is expected to account for about 53% of the entity's total budget. The Accreditation Provision Programme accredits calibration, testing and verification laboratories, certification and inspection bodies, and rating agencies. This initiative is crucial for fostering industrial development, safeguarding health, and the environment, and enhancing safety standards, thereby bolstering economic growth. By aligning local standards with international norms, the entity also enhances the competitiveness of South African exports.

19. 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 invitation	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	16	9
			Realistic, stringent budgets and closer monitoring of the 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		
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 the identified talent pool by the Succession Planning Committee		

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
			Implementation of action plans flowing from the 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 the 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		

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
			Review of IT policies, procedures and plans as required by changes in the environment		
			Reviews of overall IT security (e-mail, virus, network protection and VPN)		
			Penetration testing and vulnerability assessment		
Government achieving policy objectives (health, safety, and environment) Contribution to Government's developmental and transformation agenda	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		
Organisational sustainability	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 an annual basis and monitored by the 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		

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
			Independent complaint and appeals process will be put in place, audited, and monitored	16	9
			Policies and procedures will be reviewed/revised annually		
			Review of the resource plan		
			Assessment procedures, including procedures for accreditation 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
Definition	<p>The indicator measures the percentage increase in accreditation fees to maintain low costs of accreditation.</p> <p>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, especially to SMMEs.</p>
Source of Data	<p>Financial reports Board submission and approval</p>
Method of Calculation / Assessment	Percentage increase of accreditation fees against CPI as outlined in the 2026/27 budget, which will be calculated based on the CPI rate at the time of drafting the budget.
Means of Verification	Analysis of financial reports
Assumptions	<ul style="list-style-type: none"> •Positive market response to SANAS' offerings •Economic environment conducive to supporting an increase in fees below CPI
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Annual
Reporting Cycle	Annual
Desired Performance	Target met or exceeded
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage ratio of SANAS income versus government grants
Definition	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.
Source of Data	Financial reports
Method of Calculation / Assessment	Ratio of self-generated income vs government grants
Means of Verification	Analysis of financial reports
Assumptions	<ul style="list-style-type: none"> •Positive market response to SANAS' offerings •New programmes rolled out as planned. •Economic environment conducive to supporting an increase in fees

Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Annual
Desired Performance	Target met or exceeded
Indicator Responsibility	Chief Financial Officer

Indicator Title	Average number of days to process creditor payments
Definition	This indicator measures the average number of days taken to process payments. An average number of days is measured from the date SANAS receives the 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.
Source of Data	Records of creditor payments
Method of Calculation / Assessment	The calculation is based on the average number of days taken to process eligible payments during the relevant reporting period.
Means of Verification	Analysis of payment data
Assumptions	All invoices are fully compliant, ready (eligible) for payment, and without disputes.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Annual target met or exceeded
Indicator Responsibility	Chief Financial Officer

Indicator Title	Number of SMMEs provided with enterprise development
Definition	The indicator measures the number of SMMEs that SANAS supports through providing enterprise development. SMME means an enterprise as defined in the National Small Business Act, 102 of 1996, as amended. Employing a maximum of 100 employees in any sector except manufacturing or construction, where the maximum is 200 employees.
Source of Data	Progress information on the support provided to SMMEs
Method of Calculation / Assessment	Simple count: number of SMMEs supported
Means of Verification	Analysis of performance information related to supporting SMMEs
Assumptions	<ul style="list-style-type: none"> • Readiness of SMMEs

	<ul style="list-style-type: none"> Cooperation from SMMEs
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	Number of SMMEs provided with supplier development
Definition	<p>The indicator measures the number of SMMEs that SANAS supports through providing supplier development.</p> <p>SMME means an enterprise as defined in the National Small Business Act, 102 of 1996, as amended. Employing a maximum of 100 employees in any sector except manufacturing or construction, where the maximum is 200 employees.</p>
Source of Data	Progress information on the support provided to SMMEs
Method of Calculation / Assessment	Simple count: number of SMMEs supported
Means of Verification	Analysis of performance information related to supporting SMMEs
Assumptions	<ul style="list-style-type: none"> Readiness of SMMEs Cooperation from SMMEs
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

	<ul style="list-style-type: none">

Indicator Title	International recognition status of AFRAC maintained
Definition	<p>This indicator measures whether the international recognition status of the African Accreditation Cooperation is maintained following peer evaluation by the Global Accreditation Cooperation Incorporated.</p> <p>The purpose is to measure SANAS's strategic contribution, in its role as Secretariat to AFRAC, toward maintaining the international recognition of these Regional Cooperation Bodies, thereby supporting the credibility, continuity and international acceptance of accreditation systems in Africa.</p>
Source of Data	<ul style="list-style-type: none"> • Official peer evaluation outcome documentation • Formal confirmation from the Global Accreditation Cooperation Incorporated
Method of Calculation / Assessment	<p>Performance is measured based on whether AFRAC retains their international recognition status following the relevant peer evaluation process and decision outcome.</p>
Means of Verification	<ul style="list-style-type: none"> • Official recognition confirmation / decision letter • Peer evaluation outcome documentation

Assumptions	<ul style="list-style-type: none"> • AFRAC undergoes the applicable peer evaluation process within the planned cycle • Required documentation, governance records and technical evidence are available and submitted timeously • SANAS continues to provide secretariat support to AFRAC
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired Performance	Target met or exceeded
Indicator Responsibility	Quality Manager

Indicator Title	International recognition status of SADCA maintained
Definition	<p>This indicator measures whether the international recognition status of the SADC Cooperation in Accreditation is maintained following peer evaluation by the Global Accreditation Cooperation Incorporated.</p> <p>The purpose is to measure SANAS's strategic contribution, in its role as Secretariat to SADCA, toward maintaining the international recognition of these Regional Cooperation Bodies, thereby supporting the credibility, continuity and international acceptance of accreditation systems in the SADC region.</p>
Source of Data	<ul style="list-style-type: none"> • Official peer evaluation outcome documentation • Formal confirmation from the Global Accreditation Cooperation Incorporated
Method of Calculation / Assessment	Performance is measured based on whether SADCA retains its international recognition status following the relevant peer evaluation process and decision outcome.
Means of Verification	<ul style="list-style-type: none"> • Official recognition confirmation / decision letter • Peer evaluation outcome documentation
Assumptions	<ul style="list-style-type: none"> • SADCA undergoes the applicable peer evaluation process within the planned cycle • Required documentation, governance records and technical evidence are available and submitted timeously • SANAS continues to provide secretariat support to SADCA
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired Performance	Target met or exceeded
Indicator Responsibility	Quality Manager

2. PROGRAMME: CORPORATE SERVICES

Indicator Title	Percentage of targeted stakeholders that confirm increased awareness of SANAS and its accreditation services
Definition	<p>This indicator measures the proportion of stakeholders who report improved awareness and understanding of SANAS accreditation after participating in SANAS stakeholder engagement initiatives, expressed as a percentage of total respondents.</p> <p>The purpose of the indicator is assessing the effectiveness and impact of SANAS stakeholder engagements and awareness initiatives. This indicator reflects the percentage of stakeholders who indicate an improvement in their awareness and understanding of SANAS accreditation as a result of participating in either of the following SANAS-led engagement initiatives:</p> <ul style="list-style-type: none"> • awareness campaigns or sessions • stakeholder forums or engagements • exhibitions
Source of Data	Post-engagement stakeholder feedback surveys (manual or electronic)
Method of Calculation / Assessment	Percentage of stakeholders indicating improved awareness from the total number of survey respondents following the administering of standardised post-engagement surveys to participants following relevant stakeholder engagement initiatives
Means of Verification	<ul style="list-style-type: none"> • Completed stakeholder feedback survey forms (electronic or manual) • Consolidated analysis of survey results
Assumptions	<ul style="list-style-type: none"> • Stakeholders participate in surveys and provide honest responses • Survey questions are clearly designed to measure awareness and understanding • Adequate number of responses is received to ensure meaningful analysis
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired Performance	Target met or exceeded
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Percentage of vacancy rate of the total funded positions
Definition	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.
Source of Data	HR staff movement list against funded positions
Method of Calculation / Assessment	Simple count: number of full-time employees, including formally appointed acting individuals.
Means of Verification	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.
Assumptions	<ul style="list-style-type: none"> A vacant position with someone officially appointed to act is considered filled. Rate of resignations does not exceed the projected rate of 5%.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Target met or exceeded
Indicator Responsibility	Executive: Corporate Services and Human Resource Manager

Indicator Title	Percentage of SANAS employees with disabilities
Definition	<p>This indicator measures the proportion of SANAS employees who have formally disclosed a disability and are recorded as employees with disabilities on SANAS's official Human Resources records, expressed as a percentage of the total workforce.</p> <p>The indicator is aimed at measuring SANAS's progress in promoting diversity, equity and inclusion in the workplace through the employment and retention of persons with disabilities, in line with Employment Equity and transformation objectives.</p>
Source of Data	<p>SANAS Human Resources employee records</p> <p>Employee disability disclosure records</p>
Method of Calculation / Assessment	Number of SANAS employees with disclosed disabilities ÷ Total number of SANAS employees × 100
Means of Verification	Approved HR workforce profile report
Assumptions	<ul style="list-style-type: none"> Employees voluntarily disclose disability status Disability information is accurately captured and updated in HR records <p>HR records and workforce totals are complete and current at the time of reporting</p>

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: Corporate Services and Human Resource Manager

Indicator Title	Number of placements through provision of work experience
Definition	<p>This indicator measures the number of interns that are placed in internship positions within SANAS through its internship programme so as to expose them to relevant work experience.</p> <p>In order to address the outcome related to increasing skills and work experience for the economy, SANAS has committed to ensuring the provision of practical work experience through its internship programme. Placement of such interns does not necessarily have to be within the SANAS work environment.</p>
Source Data	Human Resource Reports
Method of Calculation / Assessment	Simple count: number of interns appointed within SANAS
Means of Verification	HR Reports confirming the number of interns
Assumptions	Availability of suitably qualified interns for advertised positions
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: Corporate Services

Indicator Title	Level of BBEE achieved
Definition	<p>This indicator measures the Broad-Based Black Economic Empowerment (B-BBEE) level attained by SANAS as confirmed through an independent verification outcome.</p> <p>The indicator measures SANAS's progress in improving its Broad-Based Black Economic Empowerment status in compliance with applicable B-BBEE requirements.</p>
Source Data	<ul style="list-style-type: none"> Implementation Plan to achieve Level 3 Implementation progress reports
Method of Calculation / Assessment	Performance is measured based on SANAS implementation of the plan to achieve a Level 3 status
Means of Verification	<ul style="list-style-type: none"> Analysis of progress information on the implementation of the Level 3 improvement Plan

Assumptions	<ul style="list-style-type: none"> • SANAS implement relevant initiatives to achieve a Level 3 • Required supporting documentation is available and submitted timeously
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: Corporate Services

Indicator Title	Percentage of Organisational IT Security Risk Score
Definition	The indicator measures the overall IT risk score of SANAS. The lower the risk score, the higher the assurance of protection against business disruption due to cyber-related attacks.
Source of Data	Reports from the Knowbe4 internal portal
Method of Calculation / Assessment	The percentage organisational risk score as depicted by the Knowbe4 internal portal
Means of Verification	The Knowbe4 system report is extracted on the first day after the close of each quarter
Assumptions	Optimal participation from SANAS staff
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: Corporate Services and IT Security Officer

3. PROGRAMME: STRATEGY AND DEVELOPMENT

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Indicator Title	Percentage of strategic regional and international accreditation documents into which SANAS provided technical inputs
Definition	<p>This indicator measures the proportion of identified strategic regional and international accreditation documents that are reviewed and formally responded to by SANAS, expressed as a percentage of the total number of such documents received during the reporting period.</p> <p>The purpose is to assess SANAS’s active participation and technical contribution in shaping regional and international accreditation developments, thereby ensuring that South Africa’s interests are represented and that SANAS remains aligned with evolving global accreditation requirements</p>
Source of Data	<p>Record of SANAS submitted responses or comments to strategic regional and international accreditation documents received from:</p> <ul style="list-style-type: none"> • African Accreditation Cooperation (AFRAC) • SADC Cooperation in Accreditation (SADCA) • Global Accreditation Cooperation Incorporated
Method of Calculation / Assessment	<p>Number of strategic documents reviewed and responded to against the total number of documents received – calculated as a percentage.</p>
Means of Verification	<ul style="list-style-type: none"> • Copies of SANAS submissions / comments • Email correspondence / submission confirmations
Assumptions	<ul style="list-style-type: none"> • Relevant regional and international bodies circulate strategic documents to SANAS • SANAS has sufficient capacity to review and respond to identified documents
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired Performance	Target met or exceeded
Indicator Responsibility	Quality Manager

Indicator Title	Percentage of SANAS votes in regional and international forum governance and decision-making matters
Definition	<p>This indicator measures the proportion of eligible governance and decision-making matters in regional and international accreditation forums in which SANAS exercised its voting rights, expressed as a percentage.</p> <p>The purpose is to assess SANAS’s active participation in governance and decision-making processes within regional and international accreditation forums, thereby ensuring representation of South African interests and contributing to the credibility and direction of the global accreditation system.</p>
Source of Data	<ul style="list-style-type: none"> • Official voting records / decision logs • Internal SANAS records of voting participation

Method of Calculation / Assessment	Number of matters where SANAS cast a vote against the total number of matters where SANAS had voting rights – calculated as a percentage.
Means of Verification	<ul style="list-style-type: none"> Resolution logs / decision records SANAS internal tracking records
Assumptions	<ul style="list-style-type: none"> SANAS retains membership and voting rights in relevant forums SANAS representatives participate in meetings or voting processes
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired Performance	Target met or exceeded
Indicator Responsibility	Quality Manager

Indicator Title	Number of accreditation sub-scopes increased
Definition	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.
Source of Data	AFRAC MRA Certificate
Method of Calculation / Assessment	Simple count: number of accreditation sub-scopes increased under regional and international MRAs
Means of Verification	Analysis of the AFRAC MRA certificate as confirmation
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	Percentage of internal and external customer satisfaction achieved for training courses presented delivered

Definition	This indicator measures the average percentage of customer satisfaction scoring achieved for all training courses presented by the Knowledge Transfer Unit. It takes into consideration the average scores of training courses provided to both internal and external customers.
Source of Data	Course evaluation forms
Method of Calculation / Assessment	Simple count: Average percentage as informed by the training evaluation forms completed by internal and external customers
Means of Verification	Analysis of calculation informed by course evaluation forms
Assumptions	Training courses meet expectations of both internal and external customers
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: Strategy and Development

4. PROGRAMME: ACCREDITATION

Indicator Title	Number of additional Conformity Assessment Bodies accredited
Definition	<p>This indicator measures the increase in the number of additional Conformity Assessment Bodies (CABs) accredited by SANAS.</p> <p>SANAS commits to ensuring that the CABs accredited by SANAS will service multiple sectors across different industries, including high-growth and labour-absorbent sectors, such as Agriculture and Agro-processing, Automotive, Chemicals & pharmaceuticals, energy, etc.</p>
Source of Data	Accreditation Register confirming the number of accredited CABs across the Accreditation Programme
Method of Calculation / Assessment	Simple count: number of new CABs accredited.
Means of Verification	Analysis of statistics from the 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
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Indicator Title	Number of additional indirect jobs created, through CABS accredited in the previous financial year
Definition	This indicator measures the number of additional jobs reported by newly accredited Conformity Assessment Bodies (CABs) and CABs that obtained scope extensions from SANAS in the previous financial year. The focus is on SANAS's indirect contribution to employment creation through the accreditation of new CABs and the expansion of accredited scopes within existing CABs, thereby reflecting SANAS's role in strengthening South Africa's conformity assessment and technical infrastructure while enabling jobs.
Source of Data	Signed job declaration submitted by eligible CABs
Method of Calculation / Assessment	If a CAB: <ul style="list-style-type: none"> received new accreditation in FY 2025/26, or received a scope extension in FY 2025/26, then SANAS calculates how many additional jobs were created by the end of the 2026/27.FY
Means of Verification	Signed CAB employment declarations / job creation returns SANAS accreditation and scope extension records for the 2025/26 FY
Assumptions	<ul style="list-style-type: none"> Newly accredited CABs and CABs with scope extensions recruit additional staff to support expanded accredited activities CABs submit complete and accurate declarations SANAS is able to track the relevant CAB cohort from the previous financial year
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	Target met or exceeded
Indicator Responsibility	Executive: Accreditation

Indicator Title	Average number of working days to issue Accreditation certificates after completion of the approvals process
Definition	This indicator measures the average number of working days taken to issue Accreditation certificates after completion of the approval process, to improve turnaround times.
Source of Data	Accreditation Certificates register indicating average statistics over a three-month period
Method of Calculation / Assessment	Simple count: number of average working days from the final date of decision until the date of issuing the Accreditation certificate
Means of Verification	Analysis of the number of working days taken on average to issue the Accreditation certificates 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
Definition	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.
Source of Data	Evidence of engagements with the relevant Regulator per quarter.
Method of Calculation / Assessment	Simple count: number of engagements held per quarter
Means of Verification	Analysis of evidence confirming engagements held per quarter with relevant/identified Regulators
Assumptions	Cooperation from Regulators and relevant stakeholders
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	Percentage of overall customer satisfaction
Definition	This indicator measures the overall percentage of customer satisfaction score achieved through the annual customer satisfaction survey conducted. It takes into consideration the average scores of “SANAS as a service provider” and SANAS’s key processes”.
Source of Data	Annual Customer Satisfaction Survey
Method of Calculation / Assessment	5-point rating scale utilised in the annual customer satisfaction survey which informs the overall score
Means of Verification	Analysis of Customer Satisfaction Survey report
Assumptions	Accreditation services meet expectations of SANAS customers
Disaggregation of Beneficiaries (where applicable)	Not applicable

Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	Target met or exceeded
Indicator Responsibility	Executive: Accreditation