



Annual Performance Plan 2020-2022



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1. EXECUTIVE AUTHORITY STATEMENT



Mr Ebrahim Patel - Minister of Trade, Industry and Competition

The Revised Annual Performance Plan 2020/21, is hereby submitted in accordance with the Revised Framework on Strategic and Annual Performance Plans.

A handwritten signature in black ink, appearing to read 'Ebrahim Patel', with a long horizontal stroke extending to the right.

MR EBRAHIM PATEL

MINISTER OF TRADE, INDUSTRY AND COMPETITION

2. ACCOUNTING AUTHORITY STATEMENT



SANAS' mandate is to provide effective IAF/ILAC/AFRAC internationally recognised accreditation and OECD Good Laboratory Practices monitoring system for the Republic of South Africa. As the sole accreditation body for the accreditation of Conformity Assessment and Monitoring of Good Laboratory Practices, SANAS aligns its plans to support South Africa's public policy objectives and enhance the country's economic performance.

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

The previous Annual Performance Plan focused on growth in accreditation and maintenance of existing accreditation in support of industry and government objectives. As such SANAS recorded a 12,7% growth in accredited clients amidst the continuing global and national economic conditions. During this period, SANAS extended its international recognition to include proficiency testing.

It is my pleasure to present this three-year Annual Performance Plan, which covers the period 2020 to 2023. The plan aims at SANAS contributing towards Competitiveness of South Africa's Enterprises, Government Achieving Policy Objectives (Health, Safety and Environment) and Organisational Sustainability. This plan takes cognisance of the economic effects of Covid-19 in the year 2020/21, as expected to have an adverse effect on SANAS growth. The next three years requires a focus on facilitating the national, regional and global acceptance of conformity assessment results which in turn allows for free passage of South African produced goods and services into foreign markets. Furthermore, a focus on ensuring our national priorities, especially priorities 2 and 7 of our NDP is central to our strategic direction for the period under review.

A handwritten signature in black ink, appearing to read 'Lulama Mayedwa', written over a light blue horizontal line.

Mr Lulama Mayedwa
Accounting Authority: South African National Accreditation System

3. 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 2020/21-2022/23.



Mr Neville Taylor
Acting Executive Accreditation



Ms Busi Radebe
Executive Corporate Services



Mr Ismail Abdoola
Chief Financial Officer



Mr Mpho Phaloane
Acting Chief Executive Officer



Mr Lulama Mayedwa
Accounting Authority



Approved by:
Mr Ebrahim Patel
Minister of Trade, Industry and Competition

4. ABBREVIATIONS AND ACRONYMS

AFRAC	THE AFRICAN ACCREDITATION COOPERATION
AFRIMETS	INTRA-AFRICA METROLOGY SYSTEM
AFSEC	THE AFRICAN ELECTROTECHNICAL STANDARDIZATION COMMISSION
AfCFTA	TRIPARTITE FREE TRADE AREA AND THE CONTINENTAL FREE TRADER AREA
ARSO	AFRICAN REGIONAL STANDARDS ORGANISATION/AFRICAN ORGANISATION FOR STANDARDISATION
B-BBEE	BROAD-BASED BLACK ECONOMIC EMPOWERMENT
BPM	BUSINESS PROCESS MANAGEMENT
BRC	BRITISH RETAIL CONSORTIUM
BSE	BOVINE SPONGIFORM ENCEPHALOPATHY (MAD COW DISEASE)
CAB	CONFORMITY ASSESSMENT BODY
CEO	CHIEF EXECUTIVE OFFICER
CFO	CHIEF FINANCIAL OFFICER
COMESA	COMMON MARKET FOR EASTERN AND SOUTHERN AFRICA
EAC	EAST AFRICAN COMMUNITY
EGAC	THE EGYPTIAN ACCREDITATION COUNCIL
EMS	ENVIRONMENTAL MANAGEMENT SYSTEM
ENAO	THE ETHIOPIAN NATIONAL ACCREDITATION OFFICE
FPP	FRAUD PREVENTION PLAN
FSSC	FOOD SAFETY SYSTEMS CERTIFICATION
GFSI	GLOBAL FOOD SAFETY INITIATIVE
GCP	GOOD CLINICAL PRACTICE
GCPV	GOOD CLINICAL PRACTICE VETERINARY
GHG	GREENHOUSE GAS
GLP	GOOD LABORATORY PRACTICE
HACCP	HAZZARD ANALYSIS AND CRITICAL CONTROL POINTS
HR	HUMAN RESOURCES
IAF	INTERNATIONAL ACCREDITATION FORUM
ICT	INFORMATION AND COMMUNICATION TECHNOLOGY
IEC	INTERNATIONAL ELECTROTECHNICAL COMMISSION
ILAC	INTERNATIONAL LABORATORY ACCREDITATION COOPERATION
IPPS	INDUSTRIAL POLICY PRIORITY SECTORS
ISO	THE INTERNATIONAL ORGANIZATION FOR STANDARDIZATION
IT	INFORMATION TECHNOLOGY
KENAS	THE KENYAN ACCREDITATION SERVICE
MLA	MULTILATERAL RECOGNITION AGREEMENT
MTEF	MEDIUM-TERM EXPENDITURE FRAMEWORK
MRA	MUTUAL RECOGNITION ARRANGEMENT
NMISA	THE NATIONAL METROLOGY INSTITUTE OF SOUTH AFRICA

NRCS	THE NATIONAL REGULATOR FOR COMPULSORY SPECIFICATIONS
OECD	THE ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT
PAJA	PROMOTION OF ADMINISTRATIVE JUSTICE ACT, 2000
PAQI	PAN AFRICAN QUALITY INFRASTRUCTURE
PFMA	PUBLIC FINANCE MANAGEMENT ACT
PT	PROFICIENCY TESTING
QMS	QUALITY MANAGEMENT SYSTEM
RMP	REFERENCE MATERIAL PRODUCERS
SABS	THE SOUTH AFRICAN BUREAU OF STANDARDS
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
STC	SPECIALIST TECHNICAL COMMITTEE
TBT	TECHNICAL BARRIERS TO TRADE
the dtic	THE DEPARTMENT OF TRADE INDUSTRY AND COMPETITION
WADA	WORLD ANTI-DOPING AGENCY
WTO	WORLD TRADE ORGANISATION

PART A

THE SANAS MANDATE

5. LEGISLATIVE AND POLICY MANDATES

5.1 Legislative mandate

SANAS is classified as a Schedule 3A public entity in terms of the Public Finance Management Act (PFMA). The organisation is established under the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006). SANAS reports to the Minister of Trade Industry and Competition, who is the Executive Authority. The Act recognises SANAS as the sole body in the Republic, responsible for carrying out accreditations in respect of conformity assessment, calibration and good laboratory practice. The Act seeks to promote the importance of ensuring that the accreditation system of the Republic supports the needs of our enterprises competing in a fast-paced global economy and the importance of supporting public policy objectives in terms of health, safety and broad-based black economic empowerment compliance issues. Thus, it promotes accreditation as a means of facilitating international trade and enhancing the economic performance and transformation of the Republic.

Table 5.1: Legislative Mandate

ENABLING ACT	Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006)
MANDATE	<p>SANAS is the sole national accreditation body, established to provide an internationally recognised and effective accreditation and monitoring system for the Republic of South Africa by doing the following:</p> <ul style="list-style-type: none"> • Accrediting or monitoring, for Good Laboratory Practice (GLP) compliance purposes, organisations falling within its scope of activity; • Promoting accreditation as the means of facilitating 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 and regulations, including but not limited to:

- a) The Public Finance Management Act, 1999 (Act 1 of 1999);
- b) National Treasury's Regulations and instruction notes;
- c) Preferential Procurement Policy Framework Act, 2000, (PPPFA)
- d) Public Service Act, 1994 (Act 103 of 1980) as amended (for guidance only)
- e) The Broad-Based Black Economic Empowerment Amendment Act (53/2003) as amended by the B-BBEE Act (46/2013)

5.2 Policy mandate

Although SANAS' key focus is on its legislative mandate, SANAS ensures that through alignment with **the dtic** key priorities, it also aligns to Government's key priorities as espoused in the National Development Plan (NDP). More specifically, SANAS has a direct impact on the NDP Priorities 2 and 7 as identified for the 2019 -2024 Government administration.

a) Priority 2: Economic Transformation and Job Creation

It should be noted that job creation will be an indirect contribution as a result of the supporting, enabling economic transformation and growth. Economic transformation is both addressed at the national and international level. At the national level, economic transformation is to support the participation of previously disadvantage individual to participate in the mainstream economy of our country. At the regional, continental and international level, it is to ensure the acceptance of South Africa's conformity assessment results and thus mitigate the technical barriers to trade to South African goods and services

b) Priority 7: A better World a better Africa

Deepening South Africa's cooperation and integration at the national, regional and international level in matters of accreditation requires South Africa to remain an influential member who is at the forefront of economic development as it influences the acceptance of South African goods and services in the region and beyond. In addition, support South Africa's trade negotiators on matters of trade and conformity assessment is crucial to advance South Africa's better World better Africa priority

6. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

A need to review the enabling Acts of **the dtic**'s Technical Infrastructure Institutions, of which SANAS is a member, has been identified. During this MTSF, these Acts will be reviewed to streamline the Standards, Metrology, Accreditation and Legal Metrology Acts.

Towards the end of the previous 5-year strategic plan period, (2015-2019), it had become evident that the acceptance of conformity assessment results has grown into one of the significant technical barriers to trade globally, as economic growth is closely linked to trade. With less than 18% intra-regional trade, it has become imperative to focus on expanding the acceptance of conformity assessment results to yield a more significant part of Africa's inter-regional trade.

SANAS provides an accreditation service that impacts directly on Conformity Assessment Bodies (CABs), industry sectors and the economy by facilitating the national, regional, and international acceptance of test, inspection, and certification results. Through executing SANAS' mandate, the risk of rejection of South Africa's goods and services is mitigated. Furthermore, SANAS accreditation supports South Africa's development objectives, as well as its regulators responsible for the protection of the health, safety, environmental, economic and socio-economic welfare of our citizens. SANAS' goals are, therefore, aligned with those of **the dtic**.

7. RELEVANT COURT RULINGS

There are currently no court rulings that have a significant ongoing impact on SANAS' operations and service delivery.

PART B

THE SANAS STRATEGIC FOCUS

8. UPDATED SITUATION ANALYSIS

With all three leading rating agencies rating South African government debt at a sub investment grade and the event of the global pandemic, COVID-19 South Africa and the global economy has been turned upside down. In the February Budget, South Africa expected that the global economy would expand by 3.3 per cent in 2020. However, projection now is that the global contraction is expected to be 5.2 per cent this year, which will be the broadest collapse in per capita incomes since 1870. Throughout the world, tens of millions of workers have lost their jobs. South African unemployment increased by one percentage point, reaching 30.1 per cent in the first three months of the year 2020. It is further expected that the South African economy will contract by 7.2 per cent in 2020, the largest contraction in nearly 90 years. As a small open economy reliant on exports South Africa have been hit hard by both the collapse in global demand and the restrictions to economic activity. This has the effect that the public and private finances are dangerously under pressure.

The impact of these financial pressures has also revealed themselves within the accreditation space with a remarkable number of withdrawals of accreditation, compared to 6.45% growth over the full 2019 financial period. The direction our President provided is clear: “forge a new economy in a new global reality”, a vision SANAS embraces through this review of its strategic and annual performance plan.

Exports and the linking of it to the regional and global value chains, in this new global reality, are key to South Africa’s economic development. The competitiveness of South Africa’s goods and services hinges on the quality of these products and services, which is confirmed by CABs such as laboratories, certification and inspection bodies. Non-acceptance of conformity assessments normally leads to rejection, costly retesting/re-inspection or recertifying of such exported goods and services, making this uncompetitive in the global market. The non-acceptance of conformity assessment results is mainly due to lack of confidence in the competence of the CABs producing the results. Accreditation provides confidence in the competence and integrity of conformity assessment activities and goes a long way towards unlocking the technical barriers to trade, both locally and internationally, and in affording companies the opportunity of having a competitive edge

The National Development Plan (NDP) serving as a lodestar and 5-year implementation plan provides clear guidance on how South Africa should respond to the various challenges. SANAS accreditation has a significant role to play, firstly as a trade facilitator on matters of

accreditation of South Africa's priorities through the accreditation of a pool of accredited conformity assessment services that is used by the manufacturing sector to avoid expensive re-testing, re-certification or re-inspection, ensure measurement accuracy, verify compliance with specification, access the international market and get a competitive edge. Secondly, to support the attainment of the NDP priorities 2 and 7, **the dtic's** sectorial outcomes and support public policy objective through assisting the regulators in their responsibility of health, safety and the environment protection.

Although it is projected that SANAS may experience reduced growth in the number of accredited facilities due to the effects of Covid-19, SANAS will continue to reprioritise its activities to support our National Development Plan (NDP) outcomes as articulated through **the dtic** priority sectoral outcomes assigned projects, while simultaneously contributing to the broader social wellbeing for all. This includes strengthening accreditation effectiveness to support local manufacturing and export market access more actively by assisting South African firms to meet the increasingly demanding conformity assessment requirements of advanced developed and developing countries. Moreover, accreditation will play an increasing role in improving the competitiveness of South Africa's enterprises competing in the global economy, facilitating the acceptance of conformity assessment results and supporting economic transformation, contributing to a better Africa and world through promoting increased intra-Africa accreditation support mechanisms.

On the international front, the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF) play a critical role in supporting the mutual acceptance of conformity assessment results. These bodies are responsible for harmonising the international criteria that are applied to the international network of accreditation bodies all over the world. The ILAC mutual recognition arrangement (MRA) and IAF multilateral recognition agreement (MLA), which are managed by these respective organisations, recognise accreditation body members that have attained signatory status to their MRA/ MLA as equivalent. These arrangements are actively promoted as a tool for government, regulators, and industry to identify competent sources of calibration, testing, inspection, and certification to facilitate appropriate market access. Through these networks, the calibration, test, inspection and certification reports that are issued by SANAS CABs are recognised in different economies in the world that are also signatories to the MRAs and MLAs mentioned above. A prerequisite for accreditation bodies to remain signatories and to be part of the accreditation network is that they be evaluated every four years. SANAS has been able to maintain its signatory status to the MRAs since 2000. However, these arrangements are not automatically accepted within the regulatory domain and thus much work is required to facilitate the

acceptance of conformity assessment results within the regulatory domain. Such acceptance is mostly facilitated through government to government recognition arrangements. Herein, SANAS will strengthen its capacity to play a major role in providing guidance and participate in supporting South Africa's trade negotiations as well as our participation the WTO TBT committee.

As identified in the MTSF and priorities for 2019-2024, export is key to South Africa's economic development. The competitiveness of South Africa's goods and services hinges on the quality of these products and services, which is confirmed by Conformity Assessment Bodies (CABs) such as laboratories, certification and inspection bodies. Non-acceptance of conformity assessment results normally leads to the rejection or costly retesting, inspection, or recertification of such exported goods and services, making such goods uncompetitive in the global market and may lead to trade disputes and mistrust. Non-acceptance of conformity assessment results is mainly due to lack of confidence in the competence of the CABs producing results. Accreditation provides confidence in the competence and integrity of conformity assessment activities and goes a long way towards unlocking the technical barriers to trade, both locally and internationally, and in affording South African manufacturers and exporters the opportunity of having a competitive edge.

8.1 Locking in exports from markets

the dtic's recognises the country's capacity to assist manufacturers and exporters to comply with international standards, norms and technical regulations, underpins the potential for economic growth both nationally and in the African region. The strengthening of technical infrastructure capacity in African countries is a precondition of industrialisation efforts with respect to metrology, standards, accreditation and conformity assessment. If economic welfare is to be created through intra-regional trade, the technical barriers created by conformity assessment procedures needs to be addressed. Furthermore, the dumping of cheap, sub-standard manufactured goods on African markets has sometimes led to the collapse of local industries and served as a major barrier to industrial development. Therefore, conformity assessment is required to prevent the influx of sub-standard and injurious products onto our markets and to improve the quality and enhance potential access of our products to export markets.

The balance between global free trade and a strategy aimed at facilitating job creation through localisation needs to be maintained and carefully managed to mitigate the risk of retaliation by those affected. This requires South Africa to step up its conformity assessment (e.g.

accredited testing, inspection, certification, validation and verification) capabilities as technical considerations would be one of the acceptable tools which can be defended and protect our markets from being flooded by inferior goods. In order to capitalise on this opportunity whilst being aware of the challenges, South Africa will have to work with countries in the region to strengthen coordination of accreditation and conformity assessment services, mindful of the fact that the development of such capacity has a long lead time and the scope of work is enormous and should therefore be prioritised.

SANAS will have to support the South African NDP and therefore have to continue to focus on accreditation support through the creation of accreditation programmes and facilitating the expansion of laboratories, certification bodies and inspection bodies required for the NDP and sectorial priorities, nationally. In SADC, as well as Tripartite Free Trade Area and the Continental Free Trader Area (AfCFTA). SANAS will have to strengthen the existing capacity to support infrastructure that will facilitate the acceptance of accredited certification, inspection and testing in many African markets based on the principle “accredited once accepted everywhere”. Therefore, in its quest for an effective accreditation mechanism for South Africa, SANAS will focus on the development of its human resources, optimisation technology to improve communication and self-care services of and review the accreditation processes.

A set of sector-specific priorities are currently under development by **the dtic**. As an Agency of which **the dtic** is the Executive Authority, SANAS will prioritise these sector specific priorities in support of **the dtic**. SANAS accredited conformity assessment bodies (CABs) are the vehicles through which SANAS will achieves its objectives. The organisation services available to both CABs and other stakeholders must be of the highest standard as expected from an internationally recognised institution. Therefore, in its quest for delivering an effective accreditation system, SANAS will focus on complying to the international harmonised standard ISO/IEC 17011:2017 and will further its technical support and technology to improve communication and efficiency.

8.2 External Environment

As a public entity and an internationally recognised Accreditation Body for conformity assessment, SANAS is subjected to various external requirements imposed by national, regional and international obligations. The effectiveness of SANAS’ accreditation is measured against the international norm ISO/IEC 17011 that is set out by the International Organisation for Standardisation (ISO), peer evaluated by the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF) as well as the African

Accreditation Cooperation (AFRAC). A successful evaluation of compliance to the ISO/IEC 17011:2017, allows accreditation bodies to become signatories to the ILAC/IAF and or AFRAC Mutual Recognition Arrangement (MRA), thus confirming the accreditation body's equivalence across national borders. Therefore, for SANAS to fulfil its mandate of providing an internationally, effective National Accreditation system, compliance with ISO/IEC 17011:2017 is crucial.

Factors such as the reduction in fiscal funding, and compliance to various regulations, Acts, instructions and framework as well as the "new global reality" add to the broader responsibilities that SANAS embrace. These regulations include, amongst others, compliance with the B-BBEE Act, Access to information, PAJA, PFMA, Preferential Procurement Act, etc. A key objective for the period of this plan is to improve SANAS B-BBEE level. As the body accrediting B-BBEE Verification Agencies as well as being a public entity, it is important for SANAS to fully comply with the B-BBEE codes as reflected in its level of compliance.

SANAS' services are not removed from its obligations to social economic development, which is influenced by our high level of crime, gender-based violence, substance abuse, high level of poverty and record levels of unemployment which will increase even further during 2020. In recognition of these national challenges, SANAS continues to invest in social programmes, prioritising our children and youth.

Technology holds the promise of improved service delivery and efficiency. The emergence of the fourth industrial revolution leading to a change in the world of work, the ease of access and prominence of digital devices, and speed of IC developments requires investment in technology to improve efficiency of service delivery. During the previous term, SANAS embarked on automating its accreditation process, allowing for online registration, the associated administrative functions, which include assessment management, decision making, certificate compilation and the onsite assessment processes. Currently in the final phase of implementation, SANAS will be looking at further investments in automating some of its supporting functions.

8.3 Internal Environment

SANAS' customer base grew from 1507 to 1698 over the past five years. Due to the effects of Covid-19, it is envisioned that this growth will not continue but fall at a rate of 2,5% in the 2020/21 financial year including the handing over of accredited CABs to National Accreditation

Bodies in Africa, when they attain their international recognition. This slump in growth, together with the increased expectations of government, regulators and industry and the demand for highly skilled employees, necessitated a review of the SANAS processes and structures aimed at positioning the organisation to effectively meet South Africa's future accreditation demands. Over the period of this Annual Performance Plan, SANAS will perform a skills audit, and address the gaps identified.

The scarcity technical expertise in some specialised areas demands higher compensation and privileges, which exerts pressure on the desire for SANAS to provide cost-effective accreditation infrastructure. It is against this background that SANAS will continue to roll out its long-term strategy of investing in tertiary educational institutions by providing training on accreditation through internship and bursary programmes to address future skills shortages. SANAS will focus on growing its assessor and technical expert pool in order to maintain the technical integrity of the accreditation process. Other priorities identified include investment in ICT.

DIAGRAM 8.1: TRADITIONAL SECTORS AND SANAS ACCREDITED SCOPES SUPPORTING THE SECTORS



Table 8.1 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; and • Materials testing. 	<ul style="list-style-type: none"> • Management systems: (e.g. Environmental Management Systems) • 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; • Fish and food; • Steel structures; • Automotive; • Occupational hygiene; and • Chemical and Mechanical.

DIAGRAM 8.2: Energy and High-Technology Sectors and SANAS Accredited Scopes

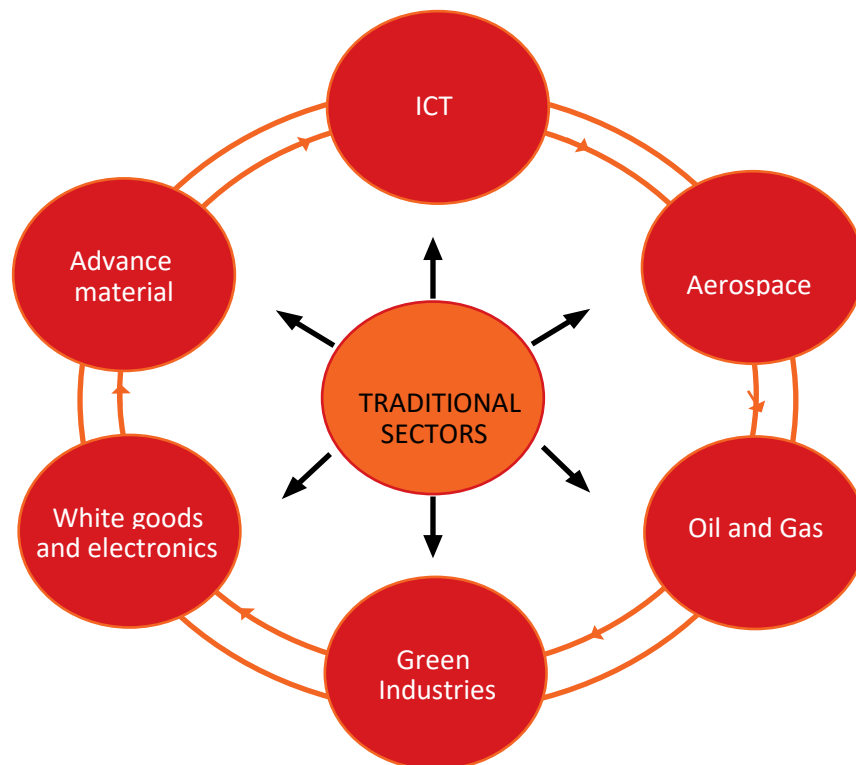
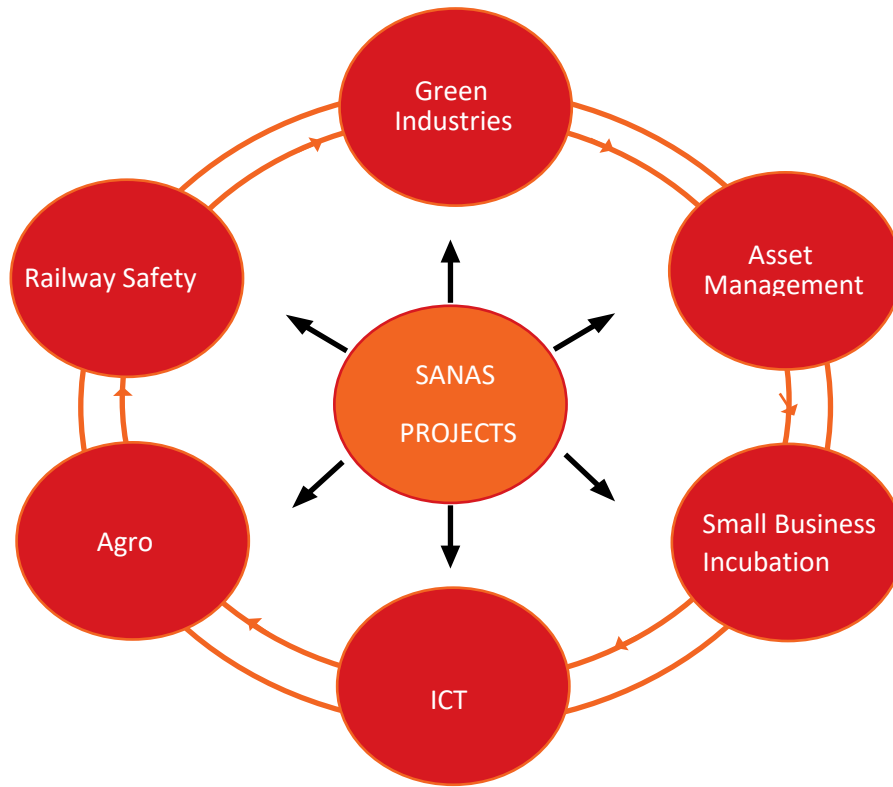


Diagram 8.3 SANAS New Programme Development Projects: 2020/21-2022/23



PART C

MEASURING SANAS PERFORMANCE

9. SANAS PROGRAMME PERFORMANCE INFORMATION

9.1 INTRODUCTION

Linking the outcomes as presented in the SANAS Strategic Plan 2020-2024, as well as to give effect to its vision, mission, this annual performance plan focuses on the key outputs to realise the outcomes (See SANAS strategic framework under paragraph 9.2 below). These outputs are:

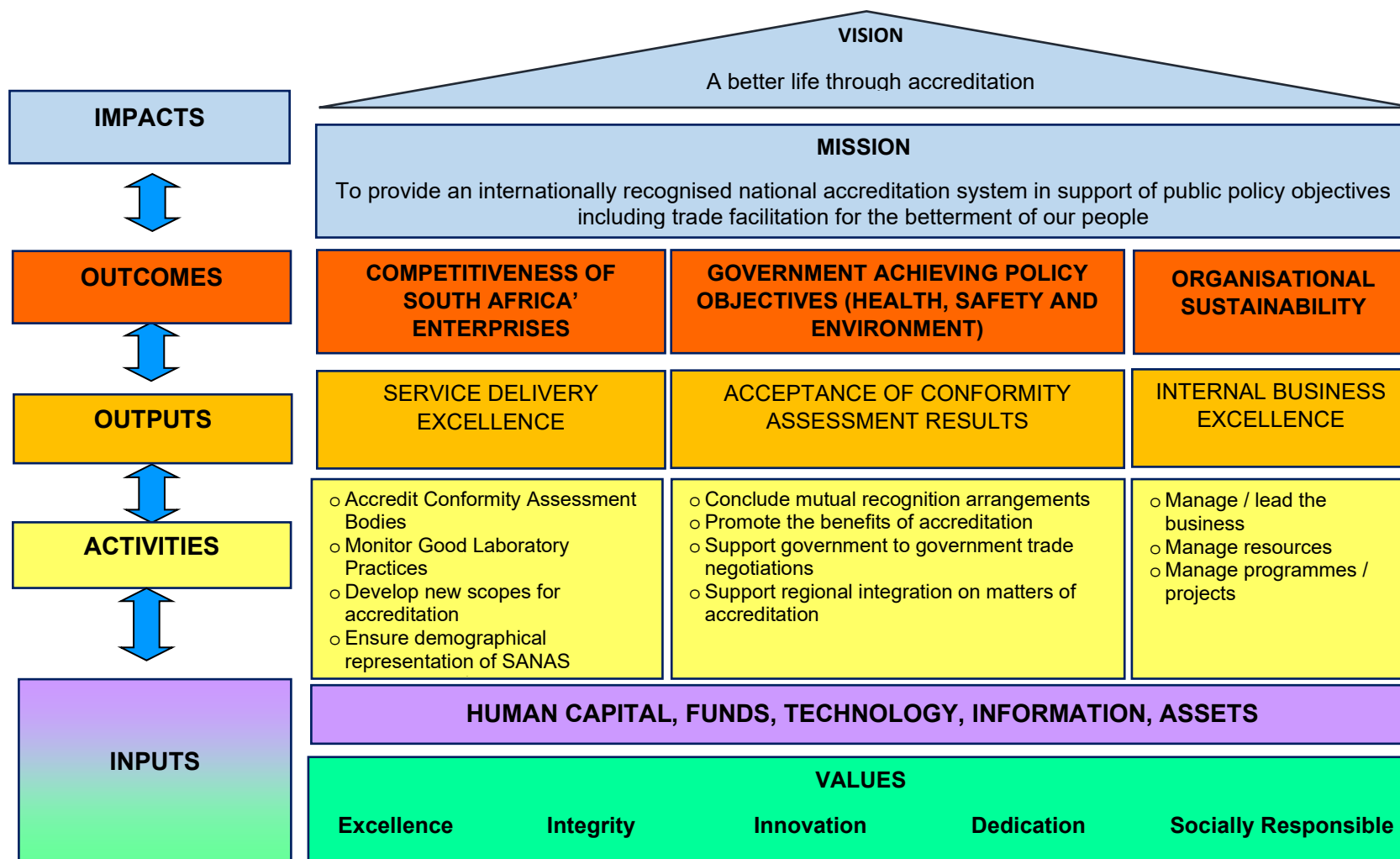
- Service delivery excellence;
- Acceptance of conformity assessment results; and
- Internal business excellence

SANAS undertakes various initiatives and interventions under the following key programmes:

- Administration services: policy development, financial management, legal and administrative support;
- Corporate services: HR management, quality management, information and communication technology and communication and marketing;
- Accreditation services: accreditation assessments and good laboratory practice monitoring; and
- Strategy and development services: research and development of new accreditation programmes, knowledge transfer, and regional and international development.

SANAS covers twelve programmes under the management of eight accreditation managers. The SANAS accreditation programmes below, are listed to reflect their importance to the South African economy.

9.2 DIAGRAM 9.1: SANAS STRATEGIC FRAMEWORK



9.3 PROGRAMME 1: ADMINISTRATION

9.3.1 PURPOSE

The purpose of this programme is to ensure that effective leadership, financial management, and legal and administrative support continue to refine the organisational strategy and structure in compliance with the appropriate legislation and international best practices

9.3.2 DESCRIPTION OF THE PROGRAMME

The sub-programmes that fall under this programme include policy development, financial management, legal services and the company secretary

9.3.3 POLICY DEVELOPMENT

SANAS' Board of Directors, as the accounting authority, is responsible for providing strategic direction to SANAS, in keeping with the Accreditation Act, as well as the Shareholder's Compact, which was concluded with the Minister of Trade and Industry as the executive authority. Through its Chief Executive Officer (CEO), SANAS' management is responsible for the day-to-day implementation and control of the organisation's Strategic Plan.

9.3.4 FINANCIAL MANAGEMENT

Financial Management will continue to focus on ensuring compliance with all relevant financial standards and regulations, particularly the PFMA and Treasury Guidelines, as well as overseeing the supply chain management function. This sub-programme will further refine its managerial financial accounting systems, advise the CEO on financial risk and risk control, and perform the function of the Chief Financial Officer (CFO).

9.3.5 LEGAL SERVICES

Legal Services provides legal services to SANAS as and when required on contractual, litigious, operational and managerial legal matters. It also adopts a proactive approach by ensuring that the legal implications of proposed decisions are examined in order to mitigate any future risks. SANAS has adopted an approach, in accordance with the provisions of the King Code and Report on Governance for South Africa (King IV), to resolve disputes in an

amicable manner to avoid protracted litigious matters. This approach has yielded great success in resolving potential litigious matters.

9.3.6 COMPANY SECRETARY

The Company Secretary, as the overseer of corporate governance, is responsible for assisting the Board of Directors to ensure adherence to sound corporate governance principles. The Company Secretary assists the Board by providing refresher training on roles and responsibilities. The Company Secretary will continue to provide guidance to the Board on governing legislation, and regulations and policies that affect SANAS, as well as providing secretariat services to the Board and its sub-committees.

9.3.7 INTERNATIONAL AND REGIONAL DEVELOPMENTS

International and regional developments focus on fulfilling SANAS' obligations of maintaining and expanding good regional and international relations. It also supports South Africa's objective of effective regional integration through the provision of an effective leadership role in the development of accreditation in SADC and on the African continent. SANAS will continue to fulfil its mandate to provide an internationally recognised accreditation infrastructure and its involvement in SADCA by providing SADCA with regional coordinator and secretariat functions. In addition to this, the SANAS-SADCAS twinning arrangement will continue.

The recognition of the AFRAC MRA through the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF) supports regional and international trade by promoting confidence and acceptance of results generated by conformity assessment bodies accredited by its signatory accreditation bodies, i.e. SANAS, SADCAS, EGAC (Egypt), ENAO (Ethiopia), MAURITAS (Mauritius) and KENAS (Kenya). Technical barriers to trade (TBTs) such as re-testing, re-inspection or re-certification of products/ services each time they enter a new economy, will thus be reduced if not eliminated. This international recognition of the AFRAC MRA is a key milestone in enabling full integration of Africa into the world trading system. This will be achieved through the enhancement of regional and global market access, hence accelerating economic growth within the continent. For the fulfilment of Africa's aspirations as provided for in the Agenda 2063, this international recognition will enable inclusive growth and sustainable development through the positioning of Africa as an influential global player and partner on conformity assessment and accreditation. As Secretariat of AFRAC, SANAS will continue to play a leadership role to facilitate the participation of Africa as a continent in the activities of IAF and ILAC.

TABLE 9.3.1 OUTCOMES, OUTPUTS AND QUARTERLY TARGETS ADMINISTRATION PROGRAMME

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Organisational sustainability	Internal business excellence	Supporting SMME liquidity: Eligible creditor payment days from receipt of a fully compliant invoice to electronic payment deposited	19 days Eligible creditor payment process days	18 days Eligible creditor payment process days	18 days Eligible creditor payment process days	<5% of eligible payments processed after 20 days” (within the legislated 30 days)	<5% of eligible payments processed after 20 days” (within the legislated 30 days)	New measure: <5% of eligible payments processed after 26 days (within the legislated 30 days)	New measure: <5% of eligible payments processed after 24 days (within the legislated 30 days)
	Reduced reliance on government funding	Increased percentage ratio of SANAS income generation versus government grants	New measure	New measure	New measure	New measure: 70:30 SANAS income vs Government Grant	New measure: 71:29 SANAS income vs Government Grant	New measure: 72: 28 SANAS income vs Government Grant	New measure: 73: 27 SANAS income vs Government Grant
Government achieving policy (Health, Safety, Environment and Regional Integration objectives)	Acceptance of conformity assessment results	AFRAC: Support regional integration on matters of accreditation as AFRAC Secretariat	New measure	New measure	New measure	New measure: AFRAC represented at 4 regional and international fora	New measure Implement 90% of the AFRAC Secretariat’s Annual Performance Plan	New measure Implement 90% of the AFRAC Secretariat’s Annual Performance Plan	New measure Implement 90% of the AFRAC Secretariat’s Annual Performance Plan

		SADCA: Support regional integration on matters of accreditation as SADCA Secretariat and Regional Coordinator	Number SADCA meetings held. 100% achieved	Number SADCA meetings held. 100% achieved	Number SADCA meetings held. 100% achieved	New measure adopted: (1) Align relevant SADCA documents to ILAC/IAF requirements (2) Completion of Internal Auditing	New measure adopted: Apply for SADCA peer evaluation by ILAC and IAF	New measure adopted: ILAC/IAF evaluation of SADCA for 3 scopes successfully conducted	New Measure: Increase SADCA scopes of recognition
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TABLE 9.3.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET- 2020/21	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Supporting SMME liquidity: Eligible creditor payment days from receipt of a fully compliant invoice to electronic payment deposited	<5% of eligible payments processed after 20 days” (within the legislated 30 days)	<5% of eligible payments processed after 20 days” (within the legislated 30 days)	<5% of eligible payments processed after 20 days” (within the legislated 30 days)	<5% of eligible payments processed after 20 days” (within the legislated 30 days)	<5% of eligible payments processed after 20 days” (within the legislated 30 days)
Increased percentage ratio of SANAS income generation versus government grants	71:29 SANAS income vs Government grant (Cumulative) YTD results	68:32 SANAS income vs Government grant (Cumulative) YTD results	69:31 SANAS income vs Government grant (Cumulative) YTD results	70:30 SANAS income vs Government grant (Cumulative) YTD results	71:29 SANAS income vs Government grant (Cumulative) YTD results
Support regional integration on matters of accreditation as AFRAC Secretariat	New measure Implement 90% of the AFRAC Secretariat’s Annual Performance Plan	New measure Implement 60% of the AFRAC Secretariat’s Annual Performance Plan	New measure Implement 70% of the AFRAC Secretariat’s Annual Performance Plan	New measure Implement 80% of the AFRAC Secretariat’s Annual Performance Plan	New measure Implement 90% of the AFRAC Secretariat’s Annual Performance Plan
Support regional integration on matters of accreditation as SADCA Secretariat and Regional Coordinator	New measure: Apply for SADCA peer evaluation by ILAC and IAF	Implement 40% of the SADCA Secretariat’s Peer Evaluation Readiness Project	Implement 60% of the SADCA Secretariat’s Peer Evaluation Readiness Project	Implement 75% of the SADCA Secretariat’s Peer Evaluation Readiness Project	1. Implement 90% of the SADCA Secretariat’s Peer Evaluation Readiness Project 2. Initiate the application process for the recognition of SADCA

9.4 PROGRAMME 2: CORPORATE SERVICES

9.4.1 PURPOSE

The purpose of this programme is to oversee the provision of corporate services, including ICT, marketing and communication, HR and quality management

9.4.2 PROGRAMME DESCRIPTION

The sub-programmes that fall under this programme include ICT, quality management, HR management and marketing and communications.

9.4.3 QUALITY MANAGEMENT

Quality Management ensures SANAS' compliance with the international requirements for operating and maintaining an internationally recognised accreditation infrastructure. The focus during this three-year period is on the expansion of SANAS' scopes to the AFRAC/ ILAC/IAF Arrangement, as well as the improvement of the SANAS Management system. As a signatory to the ILAC, IAF and AFRAC MRAs, SANAS will continue to comply with its obligations to make a peer evaluator available to assist ILAC, AFRAC and IAF in their evaluations of other accreditation bodies. SANAS currently has 2 ILAC/AFRAC Peer Evaluator and four trainee evaluators registered with AFRAC.

9.4.4 HUMAN RESOURCES MANAGEMENT (HR)

HR is responsible for ensuring that SANAS has the human resources capacity to deliver on its mandate. HR management intends to strengthen its strategic role within SANAS, with the aim of ensuring that its services are aligned to the organisation's objectives. The activities of HR management during this three-year period will focus on intellectual capital development through partnerships with institutions of higher learning, and the provision of bursaries and internships. SANAS employees will be continuously upskilled to ensure that they are competent to support SANAS in its delivery of the mandate.

9.4.5 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

The ICT is responsible for enabling SANAS' operations by aligning the ICT goals with the organisation's strategic objectives through the identification of appropriate technologies, and

by designing, developing, implementing, and maintaining the ICT infrastructure. The tasks of this sub-programme include the provision of reliable ICT infrastructure through the ongoing refinement of support services and delivering business value in compliance with legislation and best practices.

During the three-year period, the ICT programme will focus on the further enhancement and automation of business processes. This will assist the business in delivering service excellence at quicker response times.

9.4.6 MARKETING AND COMMUNICATION

Marketing and Communication are responsible for the marketing and communication of SANAS' activities. Activities will focus on the roll-out of the integrated marketing and communication plan.

TABLE 9.4.1 OUTCOMES, OUTPUTS AND QUARTERLY TARGETS CORPORATE SERVICES PROGRAMME

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			ACTUAL AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Organisation sustainability	Internal business excellence	Percentage completion of planned stakeholder engagements in line with Stakeholder Engagement Plan (includes international, regional and national engagements)	21 Accumulative number of communication events /initiatives held and participated in	16 Accumulative number of communication events /initiatives held and participated in	18 Accumulative number of communication events /initiatives held and participated in	20 Accumulative number of communication events /initiatives held and participated in	1) Finalise Stakeholder Engagement Plan 2) Roll out 90% of the annual stakeholder engagement plan as approved by relevant Executive	1) Finalise Stakeholder Engagement Plan 2) Roll out 90% of the annual stakeholder engagement plan as approved by relevant Executive	1) Finalise Stakeholder Engagement Plan 2) Roll out 90% of the annual stakeholder engagement plan as approved by relevant Executive
Organisation sustainability	Internal Business Excellence (Managing Resources)	Percentage of vacancy rate out of the total funded positions for the financial year.	11% (74 staff members)	8% (of 78 staff members)	7% (of 77 staff members)	5% (of 79 staff members)	5% vacancy rate of 74 funded positions in the FY	5% vacancy rate of 75 funded positions in the FY	5% vacancy rate of 76 funded positions in the FY

TABLE 9.4.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET- 2020/21	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Percentage completion of planned stakeholder engagements (includes international, regional and national engagements)	Finalise and Roll out 90% of the annual stakeholder engagement plan approved by relevant Executive Manager	Finalise Annual stakeholder engagement plan and obtain approval of relevant Executive Manager	90% roll-out of planned quarterly activities in line with the approved Annual stakeholder engagement plan	90% roll-out of planned quarterly activities in line with the approved Annual stakeholder engagement plan	90% roll-out of planned quarterly activities in line with the approved Annual stakeholder engagement plan
Percentage of vacancy rate out of the total funded positions for the financial year.	5% vacancy rate of 74 funded positions in the FY	6% Vacancy of 74 funded positions in the FY	6% Vacancy of 74 funded positions in the FY	4% Vacancy of 74 funded positions in the FY)	4% Vacancy of 74 funded positions in the FY

9.5 PROGRAMME 3: STRATEGY AND DEVELOPMENT

9.5.1 PURPOSE

The purpose of this programme is to provide effective direction and leadership in developing accreditation programmes in new fields, project development, knowledge transfer, the SANAS assessor pool and accreditation clients. These initiatives are all aimed at driving the government's sub-regional, regional and international objectives pertaining to IPPS projects. Its purpose is also to support South Africa's objective of effective regional integration by playing a leadership role in accreditation development in the SADC region and the African continent.

9.5.2 PROGRAMME DESCRIPTION

The sub-programmes that fall under this programme include international and regional developments, knowledge transfer and new programme development.

9.5.3 KNOWLEDGE TRANSFER

Knowledge transfer has, over the years, developed a solid reputation both nationally, regionally and internationally as the sought-after training provider in the accreditation field. This sub-programme will continue its drive to be an innovative leader in developing and delivering accreditation-related training courses in anticipation and response to accreditation clients' needs, new accreditation fields that support the IPPS, lead, and technical assessor training needs. This programme will also continue to contribute towards the diversification of the SANAS Assessor pool.

9.5.4 NEW PROGRAMME DEVELOPMENT

New programme development will continue to focus on the development of new accreditation programmes as per the imperatives identified in the NDP and South African industry needs. New programme development will continue promoting the use of accreditation in the implementation of public policies for health, safety and environment. The programme will further support government to government trade negotiations

TABLE 9.5.1 INDICATORS, ANNUAL AND QUARTERLY TARGETS: STRATEGY AND DEVELOPMENT PROGRAMME

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Government achieving policy (Health, Safety, Environment and Regional Integration objectives)	Acceptance of conformity assessment results	Number of new accreditation programmes developed and rolled out for NDP	1 Number of new accreditation programmes developed and rolled out	1 Number of new accreditation programmes developed and rolled out	0 Number of new accreditation programmes developed and rolled out	Initiate=0 Develop=1 Number of new accreditation programmes developed	Develop – 1 programme	Develop - 1 programme	Roll out new programme
Competitiveness of South Africa Enterprises	Service delivery excellence	Developed and rolled out accreditation scheme for industry	0 Number of new accreditation programmes developed and rolled out	0 Number of new accreditation programmes developed and rolled out	0 Number of new accreditation programmes developed and rolled out	Initiate=1 Develop=1 Number of new accreditation programmes Developed	Develop - 1 Programme	Roll out - 1 Programme	Initiate - 1 Programme
Government achieving policy (Health, Safety, Environment and regional integration objectives)	Acceptance of conformity assessment results	Support government to government trade negotiations	New Measure	New Measure	New Measure	New Measure	New Measure: Participate and/or advise on 100% of the dtic's engagements required	New Measure: Participate and/or advise on 100% of the dtic's engagements required	New Measure: Participate and/or advise on 100% of the dtic's engagements required

TABLE 9.5.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET- 2020/21	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Number of new accreditation programmes developed and rolled out for NDP	Establish working Group Business Incubator and Accelerator	No activity due to Covid-19	Establish who are the relevant stakeholders	Engage stakeholders	Establish working group
Number of new accreditation programmes developed and rolled out for industry	Development of the accreditation scheme for: Asset Management system	No activity due to Covid-19	Confirm and get commitment of the candidate-technical assessors	Training technical Assessors	Roll out the programme
Support government to government trade negotiations	New Measure: Participate and/or advise on 100% of the dtic's engagements required	New Measure: Participate and/or advise on 100% of the dtic's engagements required	New Measure: Participate and/or advise on 100% of the dtic's engagements required	New Measure: Participate and/or advise on 100% of the dtic's engagements required	New Measure: Participate and/or advise on 100% of the dtic's engagements required

9.6 PROGRAMME 4: ACCREDITATION PROVISION

9.6.1 PURPOSE

The purpose of this programme is to provide, manage and maintain accreditation services for new and existing clients in both the voluntary and regulatory domain.

9.6.2 PROGRAMME DESCRIPTION

This programme is responsible for managing the accreditation of new and existing clients in terms of legislation and international good practice, and for ensuring that accredited conformity assessment services are available to South African Industry and Regulators, including the IPPS. The programme covers general testing laboratories, medical laboratories, blood transfusion facilities, veterinary laboratories, Good Clinical Practice (GCP)- and GLP-compliant facilities, pharmaceutical laboratories, forensic laboratories, certification bodies, mechanical and physical testing, calibration, verification as well as Broad-Based Black Economic Empowerment Rating Agencies

As the sole national accreditation body for South Africa responsible for carrying out accreditation in respect of conformity assessment, SANAS provides accreditation services for the accreditation fields discuss below and depicted in Table 9.6.1

i) CALIBRATION LABORATORIES AND PROFICIENCY TESTING SCHEMES

Provide metrological traceability in South Africa, as stipulated in the Measurement Units and Measurement Standards Act, Act No. 18 of 2006. SANAS-accredited laboratories form an integral part of the metrological chain whenever physical measurements are performed for manufacturing and exports, safety or scientific purposes, for law enforcement purposes, or to ensure that South African manufacturers remain globally competitive

ii) TESTING LABORATORIES

Play a critical role in supporting South African manufacturing, exports and IPPS by providing objective evidence that a product or service conforms to certain customer requirements or specifications.

iii) PHARMACEUTICAL LABORATORIES

Provide a service to the South African pharmaceutical industry, in particular for chemical and microbiological testing. The South African pharmaceutical industry is regarded as the largest in Africa, constituting of about 33% of all the pharmaceutical sales in Africa. The pharmaceutical laboratories not only support this industry but also play a vital role in fighting the numerous diseases that are persistent in our country, such as tuberculosis and HIV/AIDS.

iv) INSPECTION BODIES

Mainly operate in the regulatory domain where regulators, the industry and citizens need to be confident that inspection bodies, such as those inspecting workplace health and safety requirements in accordance with the Occupational Health and Safety Act, are competent to do so. Also included are diagnostic imaging equipment, such as medical and dental diagnostic X-ray equipment in accordance with the Hazardous Substances Act, and those inspecting goods against compulsory standards in accordance with the National Regulator for Compulsory Specifications Act. Inspection bodies also support the green industry initiative by measurement and verification of energy efficiency

v) LEGAL METROLOGY VERIFICATION LABORATORIES

The sole purpose of the LEGAL METROLOGY VERIFICATION LABORATORIES is to protect consumers from unfair trade practices. These laboratories perform verifications on volume, mass and length measuring instruments in accordance with the requirements of the Legal Metrology Act and other related technical regulations to ensure reliable results

vi) CERTIFICATION BODIES

Accredited CERTIFICATION BODIES certify other organisations against recognised standards, such as quality management (ISO 9000), environmental management (ISO 14001), occupational health and safety management systems (ISO 18001), food safety management system requirements (ISO 22000), energy management (ISO 50001) and road transport management (SANS 1395), and organic agricultural production and processing (SANS 1369). Certification bodies also validate and verify the Greenhouse Gas (GHG) emission of organisations and projects (ISO/IEC 14065)

vii) MEDICAL LABORATORIES

The credibility of MEDICAL PATHOLOGY LABORATORIES is paramount to the health and safety of patients who rely on the testing services provided by these laboratories. As medical doctors base their diagnosis on the results issued by medical laboratories, it is important that these results are accurate and reliable

viii) VETERINARY LABORATORY INDUSTRY

It is important for South Africa to have a strong and competent VETERINARY LABORATORY INDUSTRY for the diagnosis of diseases, especially emerging diseases such as bovine spongiform encephalopathy (BSE or mad cow disease), and for testing the safety of meat and other animal products

ix) FORENSIC LABORATORIES

Forensic Laboratories are crucial to our criminal justice system, as they provide very useful information that aids in the investigation and prosecution of crime through the scientific examination of physical evidence.

x) B-BBEE VERIFICATION AGENCIES

SANAS accredits Broad-based Black Economic Empowerment (B-BBEE) VERIFICATION AGENCIES that support the government's national objective to allow for the broader participation of previously disadvantaged people in the mainstream economy.

xi) GLP MONITORING AUTHORITY

SANAS is the official GLP MONITORING AUTHORITY. Its main duty is to inspect test facilities, and conduct study audits to ascertain their degree of compliance with the OECD principles of GLP. These principles were primarily developed to promote the quality and validity of test data used to determine the safety of chemicals and chemical products. Quality test data forms the basis for the mutual acceptance of data among countries. The application of these principles should help avoid the creation of barriers to trade and further improve the protection of human health and the environment.

xii) BLOOD TRANSFUSION

The primary goal of a BLOOD TRANSFUSION FACILITY is the transfusion of safe units of blood. Accreditation plays a vital role in ensuring that the personnel involved in all the activities (donor registration, blood collection, testing, processing and storage) of a blood transfusion service are competent and that national and/or international standards are being adhered to.

TABLE 9.6.1: ACCREDITATION FIELDS AND APPLICABLE STANDARDS USED

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

TABLE 9.6.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS: ACCREDITATION PROGRAMME

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improve competitiveness of enterprises	Service delivery excellence	Increase the number of accredited conformity assessment bodies	1529	1623	1674	1782	1756	1843	1925
Improve SANAS' operational efficiency to deliver services with a spirit of excellence	Accreditation certificates	Reduce timelines for accreditation process from approval process to the issuing of the Certificate and scope of accreditation	19 Days Time frame for issuing certificates after completion of approvals process	18 Days Time frame for issuing certificates after completion of approvals process	16 Days Time frame for issuing certificates after completion of approvals process	16 Days Time frame for issuing certificates after completion of approvals process	16 Days Time frame for issuing certificates and scopes of accreditation after completion of approvals process	New Measure: 60 days From Assessment to issuing of certificate	New Measure: 55 days From Assessment to issuing of certificate
Organisation stability	Internal business excellence	Increasing the registration of previously disadvantaged assessors	261 Actual	286 Actual	296 Actual	296 Actual	304 Actual	314 Actual	324 Actual
Government achieving policy (Health, Safety, Environment and Regional Integration objectives)	Acceptance of conformity assessment results	Expand SANAS' scopes of recognition under the Mutual Recognition Arrangements	New measure	New measure	New measure	New measure	New measure: 1 Scope Reference material producers) 1 Scope (Personnel Certification)	1 Scope + 1 Sub-scope application	1 Scope + 1 Sub-scope application

							+ 1 sub-Scope (OH&SMS) application		
		Increase number of new programmes in the regulatory domain (E.g. Energy efficiency)	New measure	New measure	New measure	13 Programmes	Initiate 1 programme	Initiate 1 Programme Develop 1 programme	Roll-out 1 Programme Develop 1 programme

TABLE 9.6.3 INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET- 2020/21	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Increase the number of Accredited organisations	1756 Cumulative	1801 Cumulative	1786 Cumulative	1771 Cumulative	1756 Cumulative
Reduce timelines for accreditation process from approval process to issuing of the Certificate and scope of accreditation	16 Days Time frame for issuing certificates and scope of accreditation after completion of approvals process	18 Days Taken to issuing certificates and scope of accreditation after completion of approvals process	15 Days Taken to issuing certificates and scope of accreditation after completion of approvals process	16 Days Taken to issuing certificates and scope of accreditation after completion of approvals process	15 Days Taken to issuing certificates and scope of accreditation after completion of approvals process
Increasing the registration of previously disadvantaged assessors	304 Cumulative	0 Actual (296 Cumulative)	0 Actual (296 Cumulative)	4 Actual (300 Cumulative)	4 Actual (304 Cumulative)
Expand SANAS' scopes of recognition under the Mutual Recognition Arrangements	New measure: 1 Scope Reference material (producers)	New measure: 1. Recognition of Reference	1. Market & Communicate with industry regarding the	Recognition of sub-scope (OH&SMS)	2.. Market & Communicate with industry regarding the sub-scope

	1 sub-Scope (OH&SMS)	Material Producers (RMP) obtained 2. Apply for scope extension (Personnel Certification)	RMP recognition & requirements 2. Apply for sub-scope extension (OH&SMS)		recognition & requirements
Number of new programmes in the regulatory domain (E.g. Energy efficiency)	Initiate 1 programme	New measure No activity due to Covid-19 in the 1 st quarter	New Measure Conduct meetings with Regulators to establish their needs	New measure Prioritise New fields according to the needs	Conduct Stake Holder meetings with relevant Regulators

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

Programme 1: Administration

The purpose of this programme is to ensure that effective leadership, financial management, legal, regional and international liaisons and administrative support. Therefore, it will focus on refining the organisational strategy and structure in compliance with the appropriate legislation and international best practices. As outlined in the SANAS 5-year strategic plan, a key intervention of ensuring SANAS Operational and financial sustainability and regional integration was identified thus informing the outcome of organisational sustainability and supporting government in achieving its public policy objectives.

The purpose of operational and financial sustainability is to ensure that SANAS can deliver on its mandate without compromising its independence and to ensure that SANAS remains sustainability for the future. SANAS is largely funded from income generated from services rendered and an allocation from government. The past few years have seen a marked decline in government contribution to SANAS, therefore, this programme will focus on containing costs and improving income whilst enhancing service delivery.

SANAS has identified the payment of creditors within prescribed timeframe as an Output indicator. This indicator has been identified as an area to which SANAS can contribute towards the assistance to the growth in businesses, in particular, SMMEs businesses including women and youth owned businesses. This is also part of Government's commitment to ensuring that SMME businesses are paid within a 30-day period.

With regards to regional integration, the programme will expand on the work as it relates to SADC, the tripartite free trade area, the continental free trade area by continuing to provide leadership and the secretariat.

Programme 2: Corporate Services

The relationship with our stakeholders is critical to the sustainability of SANAS. Such relationships impact on our ability to contribute to the economic as well as public policy objectives of our country. Therefore, stakeholder engagements will be the focus during this medium term for corporate services. In achieving this output, corporate services will develop and implement a stakeholder engagement plan specifically tailored for each identified stakeholder. The success of this will be measured against the percentage of the

implementation of the stakeholder engagement plan. The set quarterly target is in line with the projected budget earmarked for stakeholder engagement initiatives over the period.

Programme 3: Strategy and Development

Supporting SANAS' mandate with respect to economic development and supporting public policy objectives, the strategy and development programme focus during this period is on supporting the national development plan as well as **the dtic** sector and product focus. As such, it will contribute to the outcome as it relates to government achieving its public policy objectives by developing at least one new programme per year under the NDP and roll out at least 3 new programmes. Furthermore, as previously stated, the acceptance of conformity assessment data is critical to the acceptance of our goods and services in foreign markets. It is therefore important that our trade agreements include a need for the recognition of such results. The research and development department will provide technical guidance to our trade negotiators as required.

Programme 4: Accreditation

The accreditation department is the core of SANAS' operations contributing to SANAS' mandate with respect to facilitating international trade, enhancing economic performance and transformation. Therefore, the focus during this period is to ensure maintenance of SANAS' international recognition, increase the number of accredited conformity assessment bodies in line with industry and governments' conformity needs. Furthermore, a focus on improving service delivery through reducing the turn-around times. With regards to transformation, the focus will be on transforming the pool of assessors through identifying and qualifying more previously disadvantaged individuals (pdi) individuals. To respond to the demand of new areas, accreditation will give attention to expanding its scopes of recognition as well as roll-out of new programmes as initiated by the research and development department.

The above speaks to the desired outcome of government achieving its policy as it relates to Health, Safety, Environment and Regional Integration objectives.

11. PROGRAMME RESOURCE CONSIDERATIONS

Table 11.1: Budget Allocation for programme and subprogrammes as per the ENE and / or EPRE

ADMINISTRATION							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Current payment Compensation of employees	21,675	25,420	19,914	30,827	28,012	33,028	35,329
Goods and services, etc.	10,751	11,959	23,966	11,258	15,231	17,997	19,060
Payments of capital assets Building and other fixed structure Machinery and Equipment	537	1,320	71,022	6,880	3,050	825	908
Other classifications	-	-	-	-	-	-	-
CORPORATE SERVICES							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Current payment Compensation of employees	-	-	-	-	-	-	-
Goods and services, etc.	3,367	6,234	4,216	9,984	7,286	11,134	11,226
Payments of capital assets Building and other fixed structure Machinery and Equipment	-	-	-	-	-	-	-

Table 11.1: Budget Allocation for programme and subprogrammes as per the ENE and / or EPRE (Continued)

STRATEGY AND DEVELOPMENT							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Current payment Compensation of employees	-	-	-	-	-	4,877	5,219
Goods and services, etc.	3,091	4,113	2,953	4,917	4,028	2,573	1,777
Payments of capital assets Building and other fixed structure Machinery and Equipment	-	-	-	-	-	-	-
ACCREDITATION PROVISION							
	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Current payment Compensation of employees	23,651	24,143	24,596	28,262	29,742	32,430	34,700
Goods and services, etc.	22,021	28,244	26,188	29,439	21,266	30,679	32,666
Payments of capital assets Building and other fixed structure Machinery and Equipment	-	-	-	-	-	-	-
Other classifications	-	-	-	-	-	-	-

11.1 Explanation of the contribution of resources towards achievement of outputs.

The entity's expenditure is expected to increase on average 5% over the three-year period. The average increase is lower than expected inflation due to various cost saving initiatives planned to be implemented.

Spending on goods and services to ensure operational efficiencies, such as an automated accreditation process, is expected to increase from R47.8 million in 2020/21 to R64.4 million in 2022/23. This spending accounts for 45 per cent (R174.8 million) of the entity's total budget over the MTEF period

The entity's spending on compensation of employees is expected to amount to 55% of the total budget over the period. This is expected to increase from a previous average of 55% to 57% as a result of increases in the headcount. To meet the increased demand for accreditation services and support government's industrial development and health and safety projects, over the medium term, the entity plans to fill 3 vacant posts. These appointments are expected to increase the entity's capacity required in order to fulfil the target deliverables as outlined in programme 4. The entity further plans to invest an estimated R6.3 million in skills development over the period in order to be better equipped to deliver services.

Expenditure in the provision of accreditation programme is expected to constitute 50% of the entity's total budget over the period.

The Accreditation Provision Programme is responsible for accrediting calibration, testing and verification laboratories, certification bodies, inspection bodies and ratings agencies. Its work contributes to industrial development, the protection of health and the environment, and the improvement of safety standards. By aligning local standards with those of global partners, the entity promotes the attractiveness of South Africa's exports.

As such, it contributes to outcome 11 (create a better South Africa, a better Africa and a better world) of government's medium-term strategic framework. Supporting the local manufacture and export of South African manufactured goods and services through the principle of "tested, inspected or certified once accepted everywhere" will remain the focus for the next three years. Another focus for the next three years will be to support South Africa's public policy objectives by providing the accreditation tools that support the protection of the health and safety of the South African citizens, as well as the environment. As such over the medium term, the entity

intends to focus on increasing the provision of accreditation services and improving the quality of its own services.

The entity expects to participate in international forums such as the International Laboratory Accreditation Cooperation and International Accreditation Forum by providing inputs into industry policy documents and voting on matters relating to accreditation, with the aim of influencing international accreditation requirements and securing acceptance for South Africa's exports. R21.2 million is allocated for these activities over the medium term in the strategy development programme.

12. KEY RISKS

OUTCOME	KEY RISK	RISK MITIGATION
Competitiveness of South Africa's enterprises	Inadequate growth to remain sustainable	<ul style="list-style-type: none"> • Implement new market development strategies • Formulate and implement cost containment strategies
	Loss of customers	<ul style="list-style-type: none"> • Implement client retention strategy (Rebate)
	Loss of credibility within the industry	<ul style="list-style-type: none"> • Strengthen controls and oversight
Government achieving policy objectives (health, safety and environment)	Restrictive change in SANAS mandate	<ul style="list-style-type: none"> • Demonstrating value
	Inadequate support by stakeholders	<ul style="list-style-type: none"> • Demonstrating value
Organisational sustainability	Shortage / loss of critical skills	<ul style="list-style-type: none"> • Roll-out executive and management coaching development programme for critical skills • Implement non-monetary incentive schemes • Refine and roll-out new assessor recruitment project
	Business disruption	<ul style="list-style-type: none"> • Review and implement revised DRP strategy
	Loss of confidence in automation of accreditation processes	<ul style="list-style-type: none"> • Improved project management / oversight

PART D: TECHNICAL INDICATOR DESCRIPTION

13. PROGRAMME ADMINISTRATION

Indicator Title	Eligible creditor payment days from receipt of invoice to release of payment.
Definition	SMME support: Payment of eligible creditors within 28 days from receipt of a fully compliant invoice to electronic payment deposited
Source of data	Physical records of creditor payments and information from Pastel.
Method of Calculation / Assessment	2016-2020 Measure: The calculation is based on the total number of eligible payments made during the period. The payment period was calculated from the date that the invoice is verified for compliance to the date of payment. 2021-2022 Measure: The calculation is based on the total number of eligible payments made during the period. This number multiplied by the target will determine the total number of payments that is accepted to be paid late. The number of actual payments made late is compared to this threshold to determine if the target is met.
Means of Verification	Summary analysis of payment data from Pastel
Assumptions	<ul style="list-style-type: none"> Number of days calculated from receipt of a fully compliant invoice to electronic payment deposited All invoices are fully compliant ready for payment and without disputes.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative average
Reporting Cycle	Quarterly
Desired performance	Target met
Indicator Responsibility	Chief Financial Officer

Indicator Title	AFRAC: Support regional integration on matters of accreditation as Secretariat
Definition	The support provided by the AFRAC Secretariat on regional integration matters related to accreditation on the continent and globally
Source of data	AFRAC Secretariat's annual performance plan
Method of Calculation / Assessment	2016-2018 Measure: Regional and international Meeting schedules. The number of regional and international fora attended. (e.g. ILAC, IAF, SADCA, ARSO and PAQI) 2019 Measure: AFRAC represented at regional and international fora 2020-2022 Measure: The percentage of activities on the AFRAC annual performance plan under the responsibility of the Secretariat successfully completed.
Means of Verification	<ul style="list-style-type: none"> Evidence of the activities successfully completed and reported on
Assumptions	<ul style="list-style-type: none"> Activities on the AFRAC annual performance plan under the responsibility of the Secretariat are not influenced by external factors or reliant on external interventions
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation Type	Actual
Reporting Cycle	Quarterly

Desired performance	Target Met: 90% of the AFRAC Secretariat's Annual Performance Plan implemented
Indicator Responsibility	AFRAC Secretariat (SANAS)

Indicator Title	SADCA: Support regional integration on matters of accreditation as Secretariat and Regional Coordinator
Definition	Support provided by the SADCA Secretariat and Regional Coordinator on regional integration matters related to accreditation in SADC.
Source of data	SADCA Secretariat's Peer Evaluation readiness project
Method of Calculation / Assessment	2016-2018 Measure: Number of meetings SADCA Secretariat participated in. 2019 Measure: (1) Align relevant SADCA documents to ILAC/IAF requirements (2) Completion of Internal Auditing 2020-2022 measure: The percentage of activities on the SADCA Secretariat's Peer Evaluation readiness project successfully completed.
Means of Verification	<ul style="list-style-type: none"> Evidence of the activities successfully completed and reported on
Assumptions	<ul style="list-style-type: none"> SADCA stakeholders provide input into the documents under review Activities on the SADCA Peer Evaluation readiness project under the responsibility of the Secretariat are not influenced by external factors or reliant on external interventions. Internal audit conducted as planned and reported on
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation Type	Actual
Reporting Cycle	Quarterly
Desired performance	Target Met: 90% of the SADCA Secretariat's Peer Evaluation readiness project completed, and application for evaluation of SADCA submitted
Indicator Responsibility	SADCA Secretariat (SANAS)

14. PROGRAMME CORPORATE SERVICES

Indicator Title	Number of stakeholder engagements (international, regional and national)
Definition	Improving and maintaining Stakeholder relations, as well as increasing accreditation awareness and the role of SANAS
Source of data	Annual stakeholder engagement plan reflecting planned quarterly activities
Method of Calculation / Assessment	2016-2019 Measure: Number of communications, marketing events and activities participated in. 2020-2022 Measure: The number of stakeholder engagement activities and events rolled out as per annual plan
Means of Verification	Annual Stakeholder Engagement plan and planned activities per quarter
Assumptions	Stakeholder Engagement plan will be approved for the year under review. The plan will be based on prioritised stakeholders for that particular
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target Met: Finalise and roll out 90% of the annual stakeholder engagement plan
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Reduce SANAS Vacancy Rate
Definition	Reduce SANAS Vacancy Rate to ensure organisation effective and efficiency in delivering its services to internal and external clients.
Source of data	HR Tracking schedule against Board-approved funded positions in the Financial Year.
Method of Calculation / Assessment	Percentage of vacant funded positions as a percentage of the total number of positions to be filled by the end of the financial year. Average of the percentage of the four quarters of the financial year.
Means of Verification	Evidence of Full-Time employees and formally appointed Acting individuals during the period
Assumptions	All current positions remain filled Vacant position with someone officially appointed to act will be considered filled Rate of resignations does not far exceed the projected rate.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target Met: All planned vacancies filled.
Indicator Responsibility	Executive: Corporate Services

15. PROGRAMME STRATEGY AND DEVELOPMENT

Indicator Title	Number of new accreditation programmes developed and rolled out for NDP
Definition	The initiation, development and roll-out of new accreditation programmes for NDP.
Source of data	Progress report on New programme development and completion for NDP areas
Method of Calculation / Assessment	The number of new NPD accreditation programmes initiated, developed and rolled out as per the business plan
Means of Verification	<ul style="list-style-type: none"> Quarterly progress reports
Assumptions	<ul style="list-style-type: none"> Input from stakeholder institutions delivered as required
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Target met. A lower performance will impact negatively on the government's ability to achieve its development initiatives.
Indicator Responsibility	Executive: Strategy and Development

Indicator Title	Number of new accreditation programmes developed and rolled out for other government institutions / industry
Definition	The initiation, development and roll-out of new accreditation programmes for other government institutions / industry.
Source of data	Progress report on New programme development and completion
Method of Calculation / Assessment	The number of new accreditation programmes for other government institutions / industry initiated, developed and rolled out as per the business plan
Means of Verification	<ul style="list-style-type: none"> Quarterly progress reports
Assumptions	<ul style="list-style-type: none"> Input from stakeholder institutions delivered as required
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Target met. A lower performance will impact negatively on the government's ability to achieve its development initiatives.
Indicator Responsibility	Executive: Strategy and Development

Indicator Title	Support government to government trade negotiations
Definition	Providing technical support and guidance on matters of accreditation to South African trade negotiators.
Source of data	Report on participation
Method of Calculation / Assessment	Percentage of participation
Means of Verification	Simple count
Assumptions	<ul style="list-style-type: none"> • Unforeseen acts of nature • Affordability of participation
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Annual
Desired performance	Target Met: The acceptance of conformity results is included or at least positively considered in trade agreements
Indicator Responsibility	CEO

16. PROGRAMME ACCREDITATION

Indicator Title	Increase the number of Accredited organisations
Definition	Organisations accredited by SANAS.
Source of data	Statistics of cumulative number of accredited facilities per accreditation programme
Method of Calculation / Assessment	The number of accredited organisations per programme
Means of Verification	<ul style="list-style-type: none"> • Accreditation Register
Assumptions	<ul style="list-style-type: none"> • Accreditation Register accurately updated on time • Due to Covid-19, no New accreditations are realised and withdrawals continue due to financial constraints (± 5/month)
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met to ensure organisational sustainability
Indicator Responsibility	Executive Accreditation

Indicator Title	Reduce timelines for accreditation process from assessment to issuing of the Certificate and scope of accreditation (maintenance)
Definition	Timely management of the accreditation process for existing accredited organisations, including issuing of accurate Accreditation certificates
Source of data	<p>2016-2020 Measure: Number of days taken to complete accreditation process – from the time of the approval process, to the issuing of accurate Accreditation certificates per Accreditation programme</p> <p>2021-2022 Measure: Number of accreditation processes completed within timelines of 64 days – from the time of the assessment closing</p>

	meeting, to the issuing of accurate Accreditation certificates per Accreditation programme
Method of Calculation / Assessment	2016-2020 Measure: The date of the decision / approval process and the calculation of the average time taken to issue the final certificate after decision. 2021-2022 Measure: The percentage of surveillance assessments' and re-assessments' post assessment activities completed within timeline. This excludes new application due the Correction Period being a maximum of 3 months.
Means of Verification	2016-2020 Number of days from date approval process until the date of issuing the Certificate and scope of accreditation 2021-2022 Number of days from date of assessment closing meeting until the date of issuing the Certificate and scope of accreditation
Assumptions	Post assessment activities will occur as planned
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met. The indicator monitors SANAS' effectiveness in the delivery of its final product. Slow delivery may impact negatively on an accredited organisation's ability to trade or provide a service.
Indicator Responsibility	Executive Accreditation

Indicator Title	Increasing the registration of previously disadvantaged assessors
Definition	SANAS' registered assessors reflecting the demographics of South Africa
Source of data	Assessor's register
Method of Calculation / Assessment	The total number of previously disadvantaged individuals registered as SANAS assessors
Means of Verification	Counting the number of previously disadvantaged individuals (black, coloured & Indian) registered as SANAS assessors
Assumptions	Assessor Training not conducted as planned due to Covid-19, additionally, assessor monitoring not possible during lockdown as assessments occurring remotely thus not qualifying those already trained
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met. The number of PDI assessors reflects the demographics of the country
Indicator Responsibility	Executive Accreditation

Indicator Title	Expand SANAS' scopes of recognition under the Mutual Recognition Arrangements
Definition	The indicator measures the growth in the number of scopes and sub-scopes of accreditation offered by SANAS that are recognised regionally and internationally to support acceptance of South African exports and reduce technical barriers to trade.
Source of data	ILAC, IAF and AFRAC decision-making resolutions and/or recognition certificates regarding SANAS' scopes
Method of Calculation / Assessment	Counting the number of scopes and sub-scopes recognised by ILAC/IAF and AFRAC MRA/MLA.
Means of Verification	Compare to the previous number of scopes and sub-scopes recognised by ILAC/IAF and AFRAC MRA/MLA
Assumptions	<ul style="list-style-type: none"> Peer evaluations and the decision-making processes are successfully conducted as planned by ILAC/IAF/AFRAC SANAS' accreditation in the various scopes and sub-scopes is maintained
Disaggregation of Beneficiaries (where applicable)	• N/A
Spatial Transformation (where applicable)	• N/A
Calculation Type	Actual
Reporting Cycle	Annual
Desired performance	Target met: 1 Scope (Reference material producers) and 1 sub-Scope (Occupational Health & Safety Management system (OH&SMS) recognised
Indicator Responsibility	Executive Accreditation

Indicator Title	Number of new programmes in the regulatory domain
Definition	The indicator measures the increase in reliance on accreditation by the regulators
Source of data	Reference to the need for SANAS accreditation in regulator prescripts
Method of Calculation / Assessment	The number of new regulatory accreditation programmes initiated
Means of Verification	Comparison between previous versus current programmes
Assumptions	<ul style="list-style-type: none"> Regulators have confidence in SANAS' accreditation services Regulatory need exists for SANAS accreditation Due to Covid-19, not engagements with Regulators took place in the 1st quarter of 2020/21 as planned. Moved this target to the 2nd quarter
Disaggregation of Beneficiaries (where applicable)	• N/A
Spatial Transformation (where applicable)	• N/A
Calculation Type	Cumulative
Reporting Cycle	Annual
Desired performance	Target met: Increase in the need for SANAS accreditation in the regulatory domain
Indicator Responsibility	Executive Accreditation