



STRATEGIC PLAN

2020/21-2024/25

TABLE OF CONTENTS

1.	Executive Authority Statement.....	2
2.	Accounting Authority Statement.....	3
3.	Official Sign-Off.....	4
4.	Abbreviations and Acronyms.....	5

PART A: SANAS MANDATE

5.	Constitutional Mandate.....	7
6.	Legislative and Policy Mandates.....	7
7.	Institutional Policies and Strategies Over the Five-Year Planning Period	9
8.	Relevant Court Rulings.....	9

PART B: STRATEGIC FOCUS

9.	Vision	11
10.	Mission	11
11.	Values.....	11
12.	External and Internal Stakeholders.....	11
13.	Situational Analysis.....	13

PART C: PERFORMANCE MEASUREMENT

14.	Institutional Performance Information.....	20
15.	Financial Plan.....	24
16.	Key Risks.....	26

PART D: TECHNICAL INDICATOR DESCRIPTION

17.	Competitiveness of South Africa's Enterprises.....	28
18.	Government Achieving Policy Objectives (Regional Integration, Health, Safety and Environment).....	28
19.	Government Achieving Policy Objectives (Regional Integration, Health, Safety and Environment).....	29
20.	Organisational Sustainability.....	29
21.	Organisational Sustainability.....	30

1. EXECUTIVE AUTHORITY STATEMENT



Mr Ebrahim Patel
Minister of Trade, Industry and Competition

The Public Finance Management Act requires that every public entity prepares a Strategic Plan setting out the overall strategy for the 5 year period covering the state's Medium-term Strategic Framework (MTSF). Every year, an Annual Performance Plan (APP) is prepared, which converts the overall strategy to key annual targets. These documents are then provided for approval to the Executive Authority and budgets are aligned to these plans.

The South African National Accreditation System (SANAS) has prepared its Strategic Plan 2020/21 to 2024/25, which I now submit to Parliament, as required by the legislation.

This is the first Strategic Plan prepared in the 6th Administration by SANAS. I have requested that all entity Strategic Plans and Annual Performance Plans be aligned to the MTSF, which incorporates the work to development and implement National Sector Masterplans, as well as the trade reforms, investment and transformation work of the Department.

Once the revised MTSF has been signed off, we will review the Strategic Plan and Annual Performance Plan of the entity and align it accordingly. The Strategic Plan and Annual Performance Plan may further need to be aligned to Government's response to the COVID-19 pandemic, both during the period of the national disaster declared by President Ramaphosa, and thereafter as we adapt to the new economic reality. Should adjustments be made, a revised Plan will be submitted to Parliament.

Mr Ebrahim Patel
Minister responsible for Trade, Industry and Competition

2. ACCOUNTING AUTHORITY STATEMENT



Mr Lulama Lloyd Mayedwa
Chairperson

As the sole accreditation body for 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 for an internationally recognised and effective accreditation and monitoring system for the Republic in ensuring that the accreditation system of 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 strategic plan 2015/19 focused on growth in accreditation and maintain 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 and was evaluated for certified reference materials.

It is my pleasure to present this five-year Strategic Plan, which covers the period 2020/21 to 2024/25. The plan aims at SANAS contributing towards the Competitiveness of South African Enterprises, Government Achieving Policy Objectives (Health, Safety and Environment) and Organisational Sustainability.

The next 5 years require 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.

Mr Lulama Lloyd Mayedwa
Chairperson

3. OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the SANAS under the guidance of the 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 the SANAS will endeavor to achieve over the period 2020/21 to 2024/25.

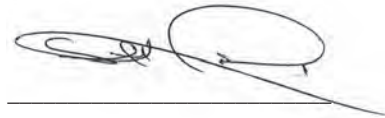
Mr Mpho Phaloane
Executive: Accreditation

Signature: _____



Ms Busi Radebe
Executive: Corporate Services

Signature: _____



Mr Ismail Abdoola
Chief Financial Officer

Signature: _____



Mr Ron Josias
Chief Executive Officer

Signature: _____



Mr Lulama Mayedwa
Chairperson

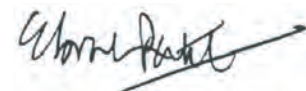
Signature: _____



Approved by:

Mr Ebrahim Patel
Minister of Trade, Industry and Competition

Signature: _____



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
IPAP	INDUSTRIAL POLICY ACTION PLAN
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:

SANAS MANDATE



5. CONSTITUTIONAL MANDATE

SANAS plays a significant role in upholding and preserving the principles as captured in the Constitution and enshrined in its legislative and policy mandate. Section 195 places an obligation on SANAS to ensure that it is governed by the democratic values and principles enshrined in the Constitution, including the following:

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

6. LEGISLATIVE AND POLICY MANDATES

6.1 Legislative mandate

SANAS is classified as a Schedule 3A public entity in terms of the Public Finance Management Act (PFMA). The organisation is established under the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006). SANAS reports to the Minister of Trade, Industry and Competition, who is the Executive Authority. The Act recognises SANAS as the sole body in the Republic, responsible for 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 6.1: Legislative Mandate

ENABLING ACT	Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act 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)

6.2 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 support and enabling of economic transformation and growth. Economic transformation is both addressed at the national and international levels. At the national level, economic transformation is to support the participation of previously disadvantaged individuals 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 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 supporting 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.

7. 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 five 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**.

8. RELEVANT COURT RULINGS

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

PART B:

STRATEGIC FOCUS



9. VISION

A better life through accreditation

10. MISSION

To provide an internationally recognised accreditation system in support of public policy objectives including trade facilitation for the betterment of our people.

11. VALUES

Five values guide everything we do. They are integral to our role as an accreditation body that instills global trust in goods and services produced in South Africa.

Table 11.1: Values

EXCELLENCE	<i>We are confident, assertive, result-driven, invest in continuous learning, pay attention to detail and rational in the delivery of our mandate with a sense of urgency</i>
INTEGRITY	<i>We understand that our strength is based on trust and therefore are consistent in our deeds, principles and outcomes, and act with honesty and respect without compromising the truth</i>
INNOVATION	<i>We are a forward-thinking company and have the courage and confidence to come up with creative ways in accreditation development</i>
DEDICATION	<i>As a team, we are committed, motivated and passionate about our work and take ownership in all that we do</i>
SOCIALLY RESPONSIBLE	<i>We are a company that cares; therefore, accountable and invest in our people, our communities and the environment</i>

12. EXTERNAL AND INTERNAL STAKEHOLDERS

SANAS accreditation serves both direct and indirect customers. Our direct customers are Conformity Assessment Bodies such as laboratories, inspection bodies, certification bodies, B-BBEE verification agencies, government and regulatory bodies. Indirect customers include users of the conformity assessment results such as industry, government and the general public. To indirect customers, SANAS' accreditation provides the required trust in the goods and services tested, inspected or certified by a SANAS accredited CAB. Although SANAS direct customer base is national and regional, its reach is global. National demand for accreditation arises primarily from regulators, industry and individuals who insist on accredited results. Furthermore, SANAS accreditation plays a major role in supporting the government's health, safety and environmental protection objectives as well as a strategic role in advancing the achievement of the government's National Development Plan and the dtic's linked strategy and plans.

The national demand for accreditation is driven by three related conformity assessment needs within South Africa. The first need arises from the realisation of the importance of accreditation in achieving South Africa's development goals, especially the NDP Priorities 2 and 7 and SANAS' strategic role in locking in export markets and locking out unsafe goods and services of poor quality. The second need arises from the role accreditation plays in supporting the regulators' health, safety and environment protection objectives and lastly, the need to provide the necessary confidence in the conformity assessment results and facilitating the mutual acceptance of conformity assessment results that underpin the national, regional and international acceptance of South African produced goods and services.

Government is the major shareholder of SANAS, as such, in the short- to medium-term, South Africa's development plans and the new emphasis on the NDP, coupled with global compliance initiatives and the mutual acceptance of conformity assessment results, will be the main drivers for the demand of accredited conformity assessment services. Although the economic prospects of developing economies remains a challenge, the economic growth in Africa, linked with the continent's regional integration initiatives between SADC, the East African Community (EAC), and the Common Market for Eastern and Southern Africa (COMESA) and current initiatives to finalise the Continental Free Trade Area (CFTA), should further increase the demand for accreditation. SANAS has in the past and will continue to play a leading role in establishing the required accreditation infrastructure under the African Union (AU) through the African Accreditation Cooperation (AFRAC). SANAS will continue to provide chairmanship and secretarial services to AFRAC. Under the AU, through the Pan-African Quality Infrastructure (PAQI) co-operation of Africa's technical infrastructure consisting of AFRAC, African Regional Standards Organisation (ARSO), African Metrology (AFRIMETS) and African Electro-Technical Standardisation Commission (AFSEC), SANAS will facilitate the alignment of their work at an African level in order to respond to the AU strategic priorities, including the efforts to ensure mutual acceptance of conformity assessment results. SANAS, through the Pan African Quality Infrastructure (PAQI), will continue to play a primary role in the quality infrastructure support required for the envisioned Continental Free Trade Agreement currently underway and to support government trade negotiators.

The global demand for accreditation is still largely fuelled by the regulatory sectors. Global bodies, such as the World Trade Organization (WTO), the World Anti-doping Agency (WADA), the International Electro-technical Commission (IEC), and retailer-based schemes such as GLOBALGAP, are increasingly recognising the value of the networks of national accreditation bodies that can support their objectives. Recently, a new network consisting of the major role player in the conformity assessment space was established to address the challenge of the non-acceptance of conformity assessment results.

The changes in the global environment place a burden on SANAS to ensure that its accreditation programmes meet global demands. Meeting these demands makes it possible for SANAS national Conformity Assessment Bodies (CABs) to demonstrate their competencies to manufacturers and exporters, as well as to regulators, thus facilitating the acceptance of their testing, inspection or certification results by international bodies. Failure to meet the requirements of these global bodies may exclude goods and services produced in South Africa from being accepted in other countries. Such goods and services might also become uncompetitive due to the high cost of international conformity assessment services. SANAS, as a signatory to the ILAC, IAF and AFRAC mutual recognition arrangements, lends international recognition to its accredited CAB's.

A further emphasis of the NDP priority 7, which is aligned with SANAS' mandate is to support the government in our regional integration initiatives. SANAS will continue to play a major role in SADC by hosting the SADC Accreditation Cooperation's SADCA secretariat and holding the regional coordinator position. SANAS is currently also assisting the SADC Accreditation Services body (SADCAS), through the SANAS/SADCAS Twinning Partnership Agreement. SANAS will continue to provide secretariat services to AFRAC and support the African Quality Infrastructure, recognised by the African Union through PAQI. PAQI is a cooperation of Africa's technical infrastructure, consisting of AFRAC, the African Regional Standards Organisation (ARSO), the Intra-Africa Metrology System (AFRIMETS), and the African Electro-technical Standardisation Commission (AFSEC).

13. SITUATIONAL ANALYSIS

South Africa's economy remains vulnerable to the effects of the global economic challenges and undesirable economic growth and growth projections. With a widening trade deficit, high unemployment and inflation that are constantly under pressure, a mushrooming in trade remedies introduced by trading partners to protect local industries, the challenge for South Africa remains to steer through these difficult times. The Global response through enforcing protective measures through setting technical requirements at levels which is hard or uneconomical for South Africa as a main commodity-exporting country. In addition to protective measures, South Africa has also experienced an increase in sub-standard and counterfeit goods entering the South African market, placing a huge burden on the already struggling South African manufacturing and commercial sectors. These goods also impact the health and safety of South Africa which in turn places a bigger burden on the South African health system and regulatory authorities.

Exports and the linking of it to the regional and global value chains 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 a 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 environment protection.

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 increasingly important 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 is 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 are 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 in the WTO TBT Committee.

As identified in the MTSF and priorities for 2019-2024, export is key to bolstering 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 a 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.

13.1 Locking in exports from markets

the dtic's recognition of 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 the country 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 need 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 to 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 sectoral 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 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 achieve its objectives. The organisation's 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 with the international harmonised standard ISO/IEC 17011:2017 and will further its technical support and technology to improve communication and efficiency.

13.2 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 are 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). Successful evaluation of compliance to the ISO/IEC 17011, 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 fulfill its mandate of providing an internationally, effective National Accreditation system, compliance with ISO/IEC 17011 is crucial.

Political factors such as the reduction in fiscal funding, and compliance with various regulations, Acts, instructions and framework add to the broader responsibilities that SANAS embraces. 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 youth unemployment. - 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 the speed of IC developments require us to invest in technology to improve the 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.

13.3 Internal Environment

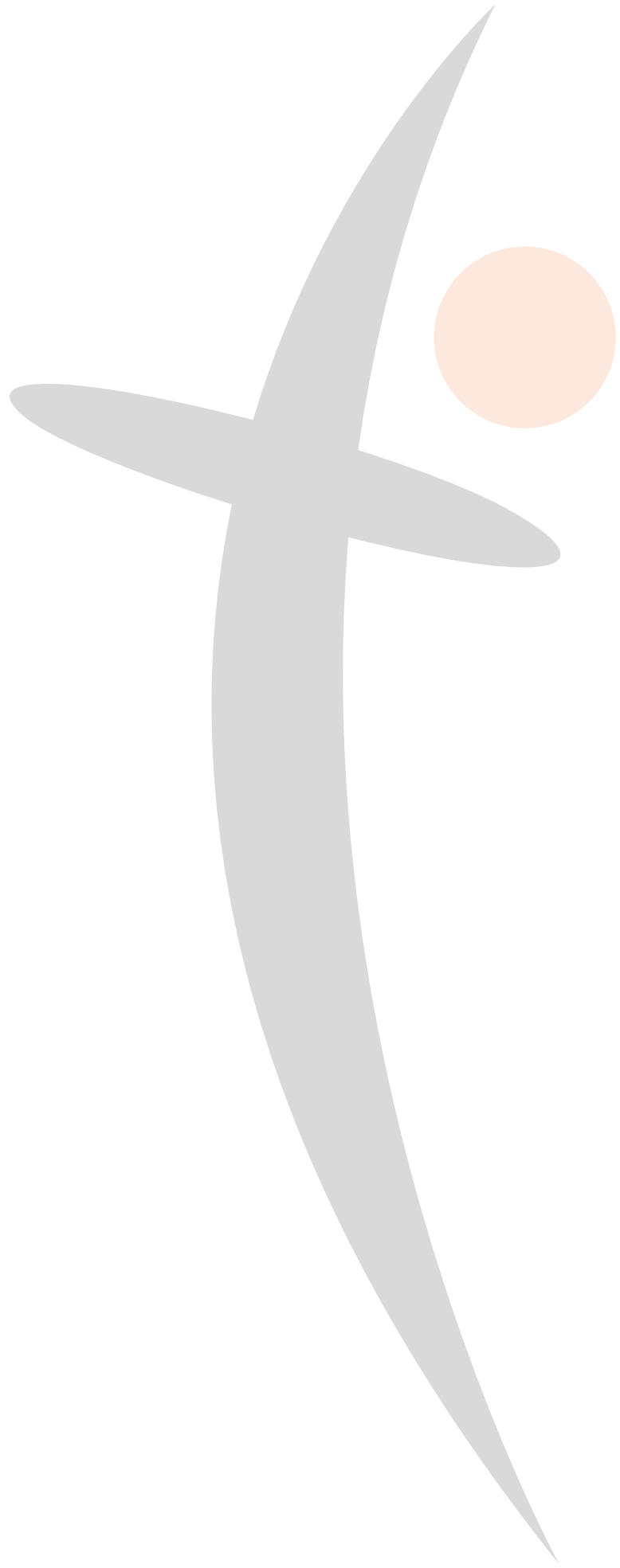
SANAS customer base grew from 1507 to 1725 over the past five years. It is envisioned that this growth will continue albeit at a more moderate rate of between 5 and 7%, as new demand reaches saturation, coupled with the handing over of accredited CABs to National Accreditation Bodies in Africa when they attain their international recognition. This continued 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 Strategic Plan, SANAS will perform a skills audit, and address the gaps identified.

The scarcity of 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.

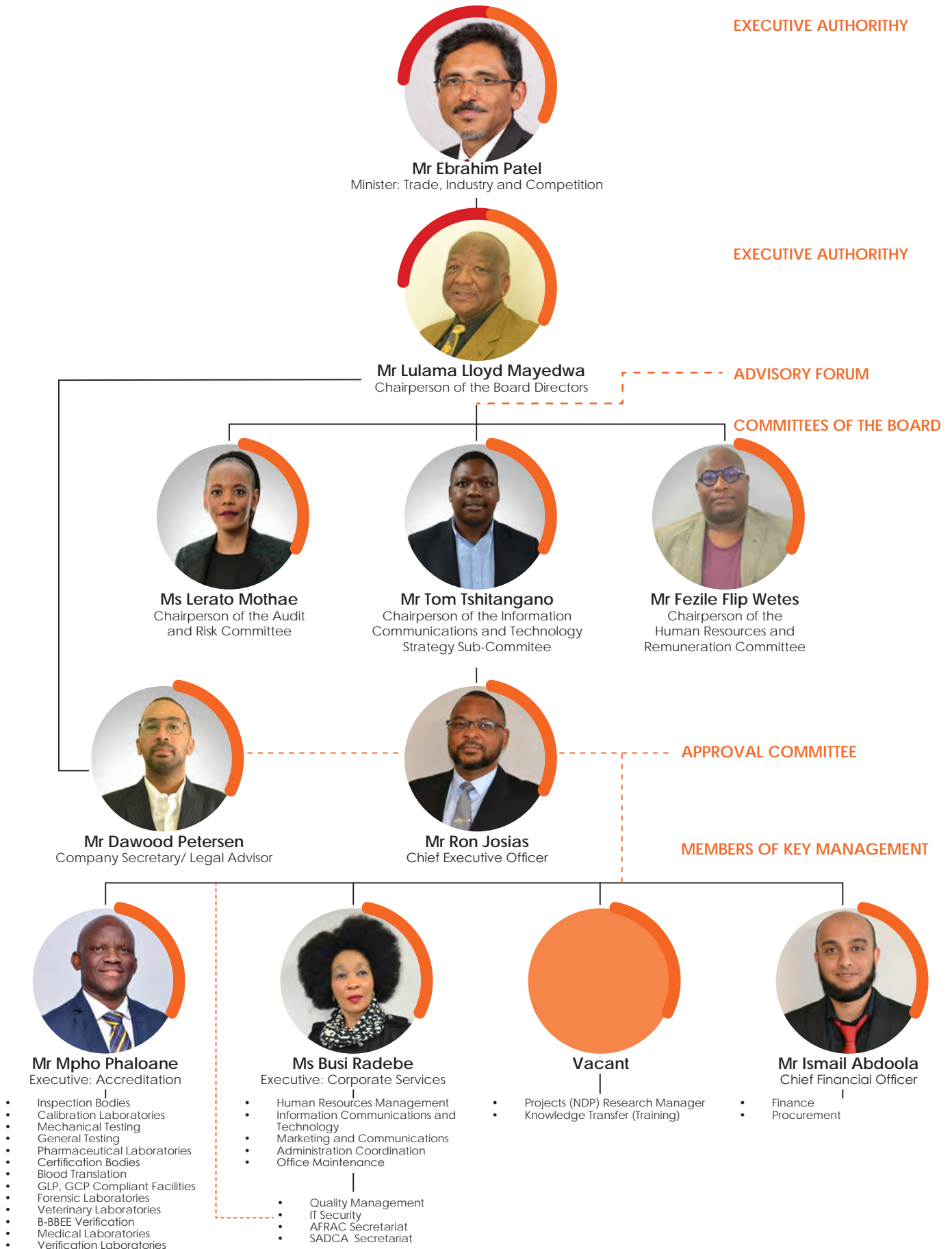
13.4 SANAS Organisational Structure

The Minister of Trade, Industry and Competition is the Executive Authority of SANAS. The organisation has a Board of Directors which is the Accounting Authority. The day-to-day operations fall under the leadership of the Chief Executive Officer. Diagram 13.1 depicts the organisational structure of SANAS.



13.4.1 SANAS GOVERNANCE AND ORGANISATIONAL STRUCTURE

Diagram 13.1 Governance and Organisational Structure





Mr Lulama Lloyd Mayedwa
Chairperson of the
Board Directors



Ms Lerato Mothae
Chairperson of the Audit
and Risk Committee



Mr Tom Tshitangano
Chairperson of the Information
Communications and Technology
Strategy Sub-Committee



Mr Fezile Flip Wetes
Chairperson of the
Human Resources and
Remuneration Committee



Mr Samuel Mlangeni



Ms Lindi Tlou



**Dr Matshwenyego
Sarah Mohlala**



Dr Tshenge Demana



Mr Ron Josias
Chief Executive Officer



Mr Mpho Phaloane
Executive: Accreditation



Mr Ismail Abdoola
Chief Financial Officer

PART C:

PERFORMANCE MEASUREMENT



14. INSTITUTIONAL PERFORMANCE INFORMATION

14.1 Key Interventions for the next five years

A number of key interventions will inform the work of SANAS over the next 5 years. These include:

a. The need to facilitate the competitiveness of South African enterprises competing in the global economy.

In accordance with SANAS mandate to provide an effective accreditation system, key issues need to be addressed as it pertains to service delivery excellence in accrediting conformity assessment bodies, monitoring good laboratory practices compliance, knowledge transfer and developing the new fields of accreditation in support of industry and government.

b. The need to support the government in achieving its policy objectives.

In the context of the renewed emphasis on intra-Africa trade, the acceptance of conformity assessment results becomes crucial to mitigate against future trade disputes and mistrust. To meet the needs of government, industry and consumers, the international recognition of accreditation scopes is imperative as it forms the basis for the required trust in and acceptance of South African produced goods and services globally. The rejection of conformity assessment results by trading partners has developed into one of the major technical barriers to trade. Conformity assessment results provide the necessary confidence in the conformance of goods and services to the required standards and regulations. It requires SANAS to conclude mutual recognition agreements, to promote the benefits of accreditation, support government to government trade negotiations and support the development of regional integration on matters of accreditation.

c. SANAS operational and financial sustainability

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 sustainable 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, there is therefore a need to contain costs while improving service delivery is increasingly important for SANAS. The reduction in the government's financial contribution to SANAS requires SANAS to investigate and identify areas of savings as well as opportunities for improved income generation. SANAS operational sustainability relies on a core team of highly specialised individuals from both full time and industry contracted individuals.

SANAS has and continues to invest in expanding its pool of contracted assessors and investigated strategies to maintain its scarce skills. However, the challenging economic environment requires a further strategy to maintain and develop both human and financial resources for SANAS to remain sustainable.

14.2 Measuring the Impact

Impact Statement	Increased trade competitiveness, improved health, safety and the environment.
-------------------------	---

14.3 Measuring Outcomes

Outcome	Outcome indicator	Baseline (2019/20)	Five-year target	ALIGNMENT WITH SEVEN PRIORITIES OF THE NDP MTEF
Competitiveness of South Africa's enterprises	Number of accreditation scopes and sub-scopes recognised under regional and international Mutual Recognition Arrangements.	7 Scopes 1 Sub-scope	9 Scopes 3 sub-scopes	NDP Priority 2: Economic Transformation and Job Creation NDP Priority 7: A better Africa and World
Government achieving policy objectives (<i>Regional integration health, safety and environment</i>)	Number of regulators programmes relying on SANAS accreditation for their conformity assessment needs (e.g. Energy efficiency, Medical devices etc.)	13	16	NDP Priority 2: Economic Transformation and Job Creation NDP Priority 2: Education, Skills and Health NDP Priority 7: A better Africa and World
Organisational sustainability	Increase stakeholder engagements in support of SANAS activities aligned to its mandates	New measure	Roll out of 100% of identified annual stakeholder engagements interventions	NDP Priority 2: Economic Transformation and Job Creation NDP Priority 7: A better Africa and World
	Increased percentage ratio of SANAS income generation versus government grants	70:30	80:20	NDP Priority 2: Education, Skills and Health NDP Priority 6: A Capable, Ethical and Developmental State

14.4 Planned Performance over the Five-Year Planning Period

14.4.1 Rationale for choice of outcome indicators

Table 14.1: The table below depicts the rationale for choosing the relevant outcome indicators.

Outcome	Outcome indicator	Rationale for choice of outcome indicators
Competitiveness of South Africa's enterprises	Number of accreditation scopes and sub-scopes recognised under regional and international Mutual Recognition Arrangements (MRA)	MRA's remove the need for retesting, recertification or reinspection in the importing country, thus, making our enterprises more competitive in the export market.
Government achieving policy objectives (<i>Regional integration health, safety and environment</i>)	Number of regulators programmes relying on SANAS accreditation for their conformity assessment needs (e.g. Energy efficiency, Medical devices etc.)	Supporting governments programme that impacts on our international obligation e.g. climate change, energy efficiency etc. The indicator addresses the increasing role SANAS plays in supporting government programmes
Organisational sustainability	Client retention	Client retention is a key component of SANAS sustainability.
	Percentage of self-funding versus government funding	The ability of SANAS to generate a larger part of its income from services provided will elevate pressure on the fiscus.

14.4.2 The SANAS Strategy Monitoring Cycle

SANAS compiles management reports on a quarterly basis. All reports are consolidated for quarterly reporting to the Board of Directors and the dti, and once a year, SANAS develops an annual report.

14.4.2.1 Monitoring

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

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

14.4.2.2 Reporting

SANAS compiles management reports on a quarterly basis. All reports are consolidated for quarterly reporting to the Board of Directors and the dti, and once a year, SANAS develops an annual report.

Diagram 14.1 The SANAS Strategy Monitoring Cycle



14.5 Strategic Action Plan

Outcomes	Strategies	Accountability/ Responsibility	Monitoring Frequency
Competitiveness of South Africa's enterprises	<ul style="list-style-type: none"> Facilitate the acceptance of conformity assessment results 	Executive accreditation/ Executive strategy and development	Quarterly progress reports
	<ul style="list-style-type: none"> Develop new and retain existing markets 	Executive accreditation/ Executive strategy and development	Quarterly progress reports
	<ul style="list-style-type: none"> Optimise service delivery and service delivery processes 	Executive accreditation/ Executive strategy and development	Quarterly progress reports
Government achieving policy objectives (Regional integration health, safety and environment)	<ul style="list-style-type: none"> Promote the benefits of accreditation 	Exec corporate services	Quarterly progress reports
	<ul style="list-style-type: none"> Position SANAS as an ambassador for trade facilitation 	CEO/Executive Strategy and development	Quarterly progress reports
	<ul style="list-style-type: none"> Expand mutual recognition arrangements 	CEO/Executive strategy and development	Quarterly progress reports
	<ul style="list-style-type: none"> Influence for improved regional integration on matters of accreditation 	CEO/Executive strategy and development	Quarterly progress reports

Outcomes	Strategies	Accountability/ Responsibility	Monitoring Frequency
Organisational sustainability	• Organisational culture renewal	EXCO/Executive corporate services	Quarterly progress reports
	• Improve service delivery	CEO	Quarterly progress reports
	• Improve audit outcomes	CEO	Quarterly progress reports
	• Align SANAS organisation structure with strategy	CEO	Quarterly progress reports
	• Improve relations with key stakeholders	CEO/Executives/Board	Quarterly progress reports
	• Align corporate communication with organisation strategy	Corporate services	Quarterly progress reports
	• Improving B-BBEE level rating	CEO/Executives	Quarterly progress reports
	• Improve HR processes, systems and procedures	CEO/Executives	Quarterly progress reports
	• Retain key talent	CEO	Quarterly progress reports

15. FINANCIAL PLAN

15.1 Financial Forecast

The SANAS medium-term forecast is guided by National Treasury's guidelines and takes into consideration the income generated by SANAS for the direct accreditation services provided on a user-pay principle, as well as the funding received from the dtic in support of the activities of national interest and assigned projects.

The organisation's income, which includes funding received from government and industry, will increase from a projected R124.5 million in 2020/21 to R154.6 million by 2024/25. The government's contribution will amount to R32.7 million (26.25%) in 2020/21 and has evidenced a significant decrease in the reliance thereof from an average of 35% in the prior 3 years. The income from accreditation services and training accounts for an average of 72.96% of the budget. The budget is based on a 0% variance between income and expenditure.

The Financial Plan contains a number of aspects as discussed below:

Table 15.1 Projections of Revenue Expenditure and Borrowings

SUMMARY OF INCOME	2020/21	2021/22	2022/23	2023/24	2024/25
1. Accreditation Provision	79 597 275	85 169 084	91 130 920	95 778 597	100 663 305
2. Knowledge Transfer (Research and Development)	11 306 518	12 034 447	12 040 007	12 654 047	13 299 404
3. Transfer from the dtic	32 711 000	34 532 000	35 816 000	37 642 616	39 562 389
4. Interest	834 975	834 975	834 975	877 559	922 314
5. Sundry income	140 000	147 700	155 824	163 770	172 123
TOTAL	124 589 768	132 718 206	139 977 725	147 116 589	154 619 535

SUMMARY OF EXPENDITURE	2020/21	2021/22	2022/23	2023/24	2024/25
1. Administration	47 852 635	51 024 864	54 388 593	57 162 411	60 077 694
2. Corporate services	10 593 251	11 133 909	11 226 368	11 798 913	12 400 657
3. Strategy and development	6 755 860	7 450 439	6 996 321	7 353 133	7 728 143
4. Accreditation Provision	59 388 022	63 108 994	67 366 444	70 802 132	74 413 041
TOTAL	124 589 767	132 718 206	139 977 726	147 116 590	154 619 536
SURPLUS/(DEFICIT)	-	-	-	-	-
	2020/21	2021/22	2022/23	2023/24	2024/25
Economic classification	124 589 767	132 718 206	139 977 726	147 116 590	154 619 536
Compensation of Employees	65 725 632	70 335 506	75 247 776	79 085 413	83 118 769
Goods and services, of which:	58 864 136	62 382 699	64 729 949	67 681 386	71 133 137
Advertising and Marketing	2 494 000	3 732 000	3 397 000	3 570 247	3 752 330
Assets <R5000	40 000	42 200	44 521	46 792	49 178
Audit cost: External	310 000	327 050	345 038	362 635	381 129
Audit cost: Internal	520 000	548 600	578 773	608 290	639 313
Bad debts written off	135 000	142 425	150 258	157 922	165 976
Bank charges	140 000	147 700	155 824	163 770	172 123
Board meeting expenses	600 000	633 000	667 815	701 874	737 669
Board member payments	600 000	633 000	667 815	701 874	737 669
Bursaries	428 000	451 540	476 375	500 670	526 204
Communication	420 613	443 747	468 153	492 029	517 123
Computer services	3 418 474	3 606 490	3 804 847	3 998 894	4 202 838
Consultants and professional service: Business/Advisory (HR)	51 360	54 185	57 165	60 080	63 144
Consultants and professional service: Legal costs	300 000	316 500	333 908	350 937	368 835
Consultants (Assessors)	16 110 390	16 996 461	17 931 267	18 845 761	19 806 895
Course expenses	3 453 478	4 455 687	3 665 299	3 852 229	4 048 693
Depreciation and amortisation	4 800 000	5 064 000	5 342 520	5 614 989	5 901 353
Entertainment	32 000	33 760	35 617	37 433	39 342
General accreditation operating expenditure	1 750 800	1 847 094	1 948 684	2 048 067	2 152 518
International and regional responsibilities	3 052 382	2 694 752	3 031 022	3 185 604	3 348 070
Operating expenditure	5 589 364	5 914 478	6 260 129	6 579 395	6 914 944
Projects	1 470 000	1 587 100	1 957 891	2 057 743	2 162 688
Stationery and Printing	535 000	564 425	595 468	625 837	657 755
Training and Staff Development	2 340 150	1 308 358	1 380 318	1 450 714	1 524 701
Transfer payment: NLA	714 108	753 383	794 820	835 355	877 958
Travel and subsistence	9 559 017	10 084 763	10 639 425	10 832 245	11 384 689

Table 15.2 Cash Flow Projections

	2020/21	2021/22	2022/23	2023/24	2024/25
Cash Flows from Operating	Activities				
Cash Receipts	124 589 768	132 718 206	139 977 725	147 116 589	154 619 535
Funds Received from the dti	32 711 000	34 532 000	35 816 000	37 642 616	39 562 389
Fee and other income	91 878 768	98 186 206	104 161 725	109 473 973	115 057 146
Payments	119 789 768	127 654 206	134 635 205	141 501 601	148 718 182
Employee Costs	65 725 632	70 335 506	75 247 776	79 085 413	83 118 769
Suppliers	54 064 136	57 318 699	59 387 429	62 066 397	65 231 784
Finance Costs	-	-	-	-	-
Net Cash Flows from Operating Activities	4 800 000	5 064 000	5 342 520	5 614 989	5 901 353
Additions to PPE	(4 800 000)	(5 064 000)	(5 342 520)	(5 614 989)	(5 901 353)
Cash Flows from Investing Activities	(4 800 000)	(5 064 000)	(5 342 520)	(5 614 989)	(5 901 353)
Finance Lease Payments	-	-	-	-	-
Net Cash Flows from Financing Activities	-	-	-	-	-
Net Increase/(Decrease) in Cash and Cash Equivalents	-	-	-	-	-
Cash and Cash Equivalents at the Beginning of the Year	23 528 05	23 528 05	23 528 05	23 528 05	23 528 05
Cash and Cash Equivalents at the End of the Year	23 528 05	23 528 05	23 528 05	23 528 05	23 528 05

16. 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 Grow existing clients
	Loss of key customers	<ul style="list-style-type: none"> Implement client retention strategy
	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
		<ul style="list-style-type: none"> Refine and roll-out new assessor recruitment project
	Business disruption	<ul style="list-style-type: none"> Engage SITA to augment current DRP
	Loss of confidence in automation of accreditation processes	<ul style="list-style-type: none"> Improved project management / oversight

PART D: TECHNICAL INDICATOR DESCRIPTION



17. COMPETITIVENESS OF SOUTH AFRICA'S ENTERPRISES

1. COMPETITIVENESS OF SOUTH AFRICA'S ENTERPRISES	
Indicator Title	Number of regional and international Mutual Recognition Arrangements accented to for accreditation scopes and sub-scopes.
Definition	This indicator measures the alignment of SANAS offering to meet the conformity assessment needs of enterprises competing in the national, regional and global economy
Source of Data	Inclusion in ILAC/IAF, AFRAC register of MRA signatories or certificates obtained
Method of Calculation / Assessment	Simple verification
Assumptions	International body's readiness to conduct peer evaluations timeously; Enterprise readiness for accreditation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Increased acceptance South African exports in foreign markets, eliminating the need for additional onerous conformity assessment requirements.
Indicator Responsibility	CEO

18. GOVERNMENT ACHIEVING POLICY OBJECTIVES (REGIONAL INTEGRATION, HEALTH, SAFETY AND ENVIRONMENT)

2. A GOVERNMENT ACHIEVING POLICY OBJECTIVES (REGIONAL INTEGRATION, HEALTH, SAFETY AND ENVIRONMENT)	
Indicator Title	Number of regulators requiring accreditation
Definition	This indicator measures the number of regulators SANAS accreditation supports
Source of Data	<ul style="list-style-type: none"> Accreditation records Agreements / MOUs References in regulations
Method of Calculation / Assessment	Simple count
Assumptions	<ul style="list-style-type: none"> Availability of data
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Improved number of regulators requiring accreditation
Indicator Responsibility	CEO/ Executive Accreditation

19. GOVERNMENT ACHIEVING POLICY OBJECTIVES (REGIONAL INTEGRATION, HEALTH, SAFETY AND ENVIRONMENT)

2.B GOVERNMENT ACHIEVING POLICY OBJECTIVES (REGIONAL INTEGRATION, HEALTH, SAFETY AND ENVIRONMENT)	
Indicator Title	Number of regulations stipulating accreditation
Definition	This indicator measures the number of regulations making SANAS accreditation mandatory in supporting public policy objectives.
Source of Data	References in regulations
Method of Calculation / Assessment	Simple count
Assumptions	<ul style="list-style-type: none"> Data availability
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Increase number of regulations stipulating accreditation
Indicator Responsibility	Executive Accreditation / Executive Strategy and Development

20. ORGANISATIONAL SUSTAINABILITY

3.A ORGANISATIONAL SUSTAINABILITY	
Indicator Title	Percentage client satisfaction rating (index)
Definition	This indicator measures the percentage client satisfaction rating
Source of Data	Survey results
Method of Calculation / Assessment	Simple count
Assumptions	<ul style="list-style-type: none"> Clients' willingness to participate in survey Resource availability to conduct the survey
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Increase client satisfaction
Indicator Responsibility	CEO/Executive Corporate Services

21. ORGANISATIONAL SUSTAINABILITY

3.B ORGANISATIONAL SUSTAINABILITY	
Indicator Title	Percentage of self-funding versus government funding
Definition	Determine the ratio of self-funding and government funding
Source of Data	Financial records
Method of Calculation / Assessment	Simple count
Assumptions	<ul style="list-style-type: none"> • Significant revenue generated from new programmes • Retention of reserves • Increase in training services demand in the region • Inflation-linked increases in accreditation fees
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annually
Desired Performance	Increase self-reliance
Indicator Responsibility	CEO/CFO

CONTACT INFORMATION



South African National Accreditation System (SANAS)
Libertas Office Park
Corner Libertas and Highway Street
Equestria
0184



(012) 740 8400



www.sanas.co.za

RP76/2020

ISBN: 978-0-621-48211-9

South African National Accreditation System (SANAS)
Strategic Plan 2020/21-2024/25