

SABS



Presentation to the Portfolio Committee on Trade and Industry Update on turnaround – 24 June 2020

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- **Governance and leadership updates.**
- **Update on the turnaround strategy:**
 - Recap of the approach;
 - Chart a new course – Organisational design review; and
 - Provide an update on various initiatives implemented to improve operational efficiencies and revenue generation opportunities.
- **SABS support to COVID-19 efforts.**

- Recent **changes at executive level:**
 - Mr Garth Strachan (Acting Chief Executive Officer) and Ms Amanda Gcabashe, Executive: Certification, have resigned from the SABS in February and April 2020 respectively.
 - Internal appointments as acting Executives.
 - Filling of vacant CEO position has been approved and advert placed in mid-May. Process expected to take approximately six weeks. Final appointment subject to Ministerial and Cabinet approval.

- A large number of customers are SMME's – the impact of COVID-19 on the economy and on these customers, is felt directly by the SABS. This is demonstrated as follows:
 - Normally cash collections are between R45m and R55m per month;
 - April 2020 – R17m; and
 - May 2020 – R29m (trend expected to continue for at least the next 6 months).
- This cash gap increases the financial strain on the organization as only 30% of the SABS's income, is from the government grant. 70% of income is from own revenue generation activities.
- Early indications are that revenue targets as set out in the corporate plan might not be achieved. R100m shortfall estimated due to:
 - Anticipated customer cancellations – SABS Mark is Voluntary;
 - Lack of significant new sales; and
 - Impact of COVID-19 on a number of industries.
- The SABS is relooking at its corporate plan and identifying other revenue generation opportunities as well as further cost cutting initiatives to close the gap.

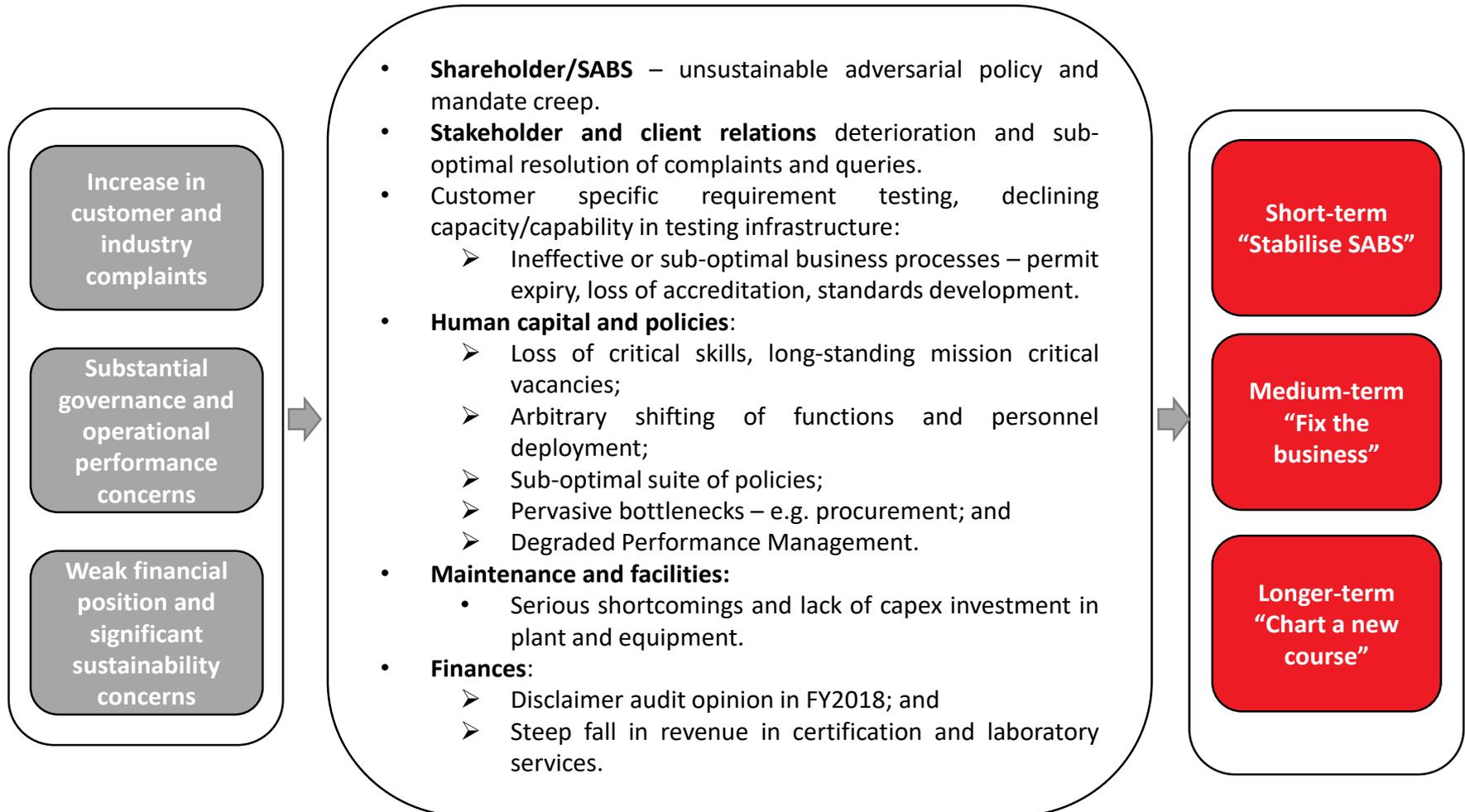
NEED FOR A TURNAROUND

The need for turnaround plan driven by ...

SABS placed under administration in July 2018

Turnaround plan developed with ongoing refinement

Diagnostic process – highlighted....



Phase 1: “Stabilise SABS”



- Co-administrators appointed July 2018.
- High-level top-down approach.
- Minister approved plan in January 2019.
- Various successes achieved.
- Recognised despite some achievements there would be no “silver bullet” for an institution in significant distress.

Phase 2: “Fix the business”



- “Integrated Operational Excellence” focus.
- Need to rectify various basic business processes before determining a long-term strategic course.
- More iterative process involving general and senior managers across the organisation.
- Facilitation support from an external specialist and turnaround consultant with the requisite technical skills.

Phase 3: “Chart a new course”

- Address longer-term structural, strategic and systemic issues involving the future direction of SABS including its business model and company structure, its high cost, cumbersome and outmoded national infrastructure and employee profile and the mix of ‘public good’ and commercially viable services.



Desired outcomes

1. Develop, promote and maintain **South African National Standards** which are aligned to **Government’s industrialisation strategies**.
2. Provide internationally recognised **conformity assessment services** that continue to support the needs of **South African enterprises** competing in a fast-paced global economy.
3. Build a **capable and efficient SABS**:
 - Reduce financial losses and achieve financial sustainability;
 - Improve operational efficiencies;
 - Improve employee engagement and create a high-performance culture; and
 - Increase economic participation of designated groups.

“CHART A NEW COURSE”

- An external service provider appointed to assist the SABS in the developing an appropriate **organisational operating model and structure**:
 - The work commenced in May 2020 and is anticipated to take approximately two months to complete.

- **Key outcomes** includes:
 - A diagnostic **review of the business landscape and SABS operating model** in line with the strategic, operational plans, business objectives, and current SABS structure and compilation of an organisational capability assessment report outlining gaps or inefficiencies.
 - Review the **SABS business value chain in order to identify bottlenecks, duplications or redefine areas of specialisation**.
 - Analyse business processes, structures, systems in order to **guide on the following** principles:
 - Work specialisation and departmentalisation;
 - Chain of command and span of control;
 - Extent to which to centralise/decentralise; and
 - Authority and responsibility.

- **Key outcomes:** (continue)
 - Propose a **fit-for-purpose macro-level (group level) and micro-level (divisional level) organisational design** solution inclusive of improvement processes and procedures within the organisation in line with SABS mandate, strategy, and best practice. Produce a report detailing the entire process and methodology employed.
 - Propose an **optimal workforce plan** to deliver SABS strategy and to alleviate duplications across functions/departments in line with staffing norms and standards, and best practices.
 - Propose a **change management, communication plan and capability/skills transfer plan** for human capital and management, also transfer skills from consultants to SABS colleagues.
 - Coordinate and implement the organisational structure optimisation initiative. Produce and execute a detailed implementation project plan.
 - Provide and recommend organisational design best practices for macro-level and micro-level structure design and implementation (in a manual format), for future in-house organisational design initiatives.

“FIX THE BUSINESS”

Focus areas:

- Improve operational efficiencies;
- Generate revenue; and
- Address various internal institutional gaps / weaknesses.

WHAT WE SET OUT TO FIX?

Standards development

- Realignment of activities to **Government's industrialisation policies**.
- Improve **stakeholder engagement** (emerging standardisation needs).
- Support to **regional integration** (AfCFTA).

Improve operational efficiencies

- Review of **ICT infrastructure, tools and digitisation options**.
- **Committee structures and participation**.
- Improve **management of projects** for timely delivery of publications.

Promotion of standards

- **Promotions and marketing plan** to enhance understanding and uptake of standards.
- Upgrade and enhance functionality of current **E-commerce platform**.

- **Supporting Government's industrialisation efforts:**
 - Development of **Standards Road Maps** has commenced -
 - To date, Standards has drafted two sector reports covering agro-processing and the fourth industrial revolution (4IR) currently under review by management.
 - Government **engagement plan** -
 - Promote SANS for utilisation and implementation by government to support their policy, procurement objectives and implement good practices in public administration. Recent engagement with Department of Labour.
 - The management standards applicable to government, amongst others, include the following:
 - ❖ SANS 37001 – Anti-Bribery Management System;
 - ❖ SANS 55001 – Asset Management system;
 - ❖ SANS 22301 – Business Continuity Management System;
 - ❖ SANS 41012 – Facility Management;
 - ❖ SANS 1162 – Responsible Tourism;
 - ❖ SANS 3000 – Railway Safety Management Systems; and
 - ❖ SANS 17090 – Health Informatics.
 - Engage regulators to reference SANS as solutions to achieve regulatory objectives.

- **Regional integration – AfCFTA:**
 - A **regional engagement framework** to support the implementation of the AfCFTA has been developed and will be discussed with **the dtic** in due in course.
- **Improving standards development process:**
 - Improvement in the **number of days to publish a standard** -
 - Year to March 2020: Average number of days to publish a standard improved to 412 days (FY2019: 497 days).
 - **Review of Committee structures** including membership as well as the programme of work and implementation of corrective actions.
 - A tool to monitor **staff productivity** is currently in the pilot phase of implementation.
 - The Standards Division is utilising **ISolutions ICT tools hosted by ISO:**
 - ISolutions Technical committee collaboration platform;
 - E-balloting tool;
 - ISolutions webstore; and
 - SABS is engaging ISO on additional functionality requirements to support national mirror committee collaboration.

- **Improving standards development process: (continued)**
 - The SABS committee rooms ICT upgrade ToR is currently under review for a phased upgrade and blended approach of face-to-face and virtual meetings i.e. use of virtual platforms for technical committee and stakeholder engagement meetings.
- **Promotion of standards:**
 - The current e-commerce platform for Standards Publications is a legacy system that requires immediate upgrade with additional functionality. The ToR for the upgrade will be finalised by 26 June followed by issuing of an RFP.

WHAT WE SET OUT TO FIX?

Improve operational efficiencies

- Implement a new **operating model to improve planning and scheduling (C4)**.
- Review and optimise **process flows**.
- Implement new **digital management system**.
- **Improve collaboration** across the various divisions.
- Ensure we **maintain our RvA and SANAS accreditation**.

Increase revenue

- Develop capacity to support **local content verification**.
- **Improve engagement** with industry associations and regulators.
- **Seek new revenue opportunities**
 - Consignment inspection.

Improving operational efficiencies:

- Implementing a new approved **operating model** which seeks to optimise resources by ensuring central planning and execution of key activities (C4) -
 - Secondment process has been completed. Broader implementation has been put on hold to accommodate the organisational design review (see below for more).
- The acquisition of a **digital operating management system** to improve operational efficiency has been approved -
 - The SABS' management system service offering to be operationalised by the end of October 2020. Product certification services to then follow.
- Process to define the **end-to-end certification process**, including customer feedback protocols, has been completed. Standardisation of processes across the division has commenced to ensure that consistent application of processes. This will be incorporated into the digital operating management solution.
- **Sales and operations forum established** with LSD, sales and marketing unit, procurement. Forum meets on a weekly basis.

Maintaining RvA accreditation:

- **Assessment conducted in May 2020 -**
 - Type of audit: Surveillance assessment, next year will be re-assessment for new accreditation cycle.
 - The assessment was conducted remotely via MS teams as mutually agreed before hand. The RvA team were able to access documentation from the SABS share-point remotely.

- **Findings -**
 - Total 10 non-conformities raised:
 - ❖ 1 major and 9 minor;
 - ❖ Major - provide corrective action plan within 20 days (due date - 17 June 2020); and
 - ❖ Minor 3 months to provide evidence of corrective actions.
 - Strong points noted during assessment:
 - ❖ Strong commitment of management and staff during the assessment and SABS team effort;
 - ❖ Progression noted in the transformation of the “many SABS” to the “One SABS” in the new structure in Certification division (although not complete);
 - ❖ The thorough approach of the risk assessments due to the COVID-19 pandemic across schemes; and
 - ❖ Many relevant data are available from the BI-tool (usage should be optimised in the ONE-SABS approach).

RvA accreditation: (continued)

- **Major non-conformance -**

- SABS could not demonstrate effective procedures for the identification and management of non-conformities in its operations:
 - No effective validation process to ensure corrective actions were working, including those for oversight functions (SABS Audit Tracker will assist close this gap); and
 - Operational level -
 - ❖ Ineffective (centralised) communication of requirements "Lessons Learnt" across SABS Certification division, e.g. OHS scheme vs FSMS scheme;
 - ❖ Inconsistent use of one source of data, including information or documentation from other support functions, e.g. there are procedures and documents from other support functions that do not form part of controlled documentation under Certification division. Organograms, BU structures, etc.; and
 - ❖ Inadequate training on use of the ICT tools, e.g. BI and CRM to ensure consistent approach and usage.

- **Other areas for concern -**

- Change management process;
- Risk analysis/impact analysis;
- Setting of objectives (KPIs), from Group to individual KPIs; and
- Managing impartiality and independence of commercial units.

RvA accreditation: (continued)

- **Lessons learnt -**

- Involvement of all stakeholders when doing root cause analysis, e.g. auditors, administrators, etc. .
- Involvement of oversight function, at root cause analysis stage. Once RCA is set, it becomes easy to follow up on the corrective actions.
- The need for having SABS wide policies, procedures and instructions where possible e.g. change management procedure, document control procedure, records management procedure, training, management of corrective actions, or management of impartiality (framework).

Revenue generation initiatives:

- **Local content verification -**
 - Preparing for expected increase in demand anticipated from mining companies to adhere to the Mining Charter (October 2020):
 - ❖ Training of auditors in local content verification methodology and processes commenced;
 - ❖ Seeking to multi-skill and repurpose auditors and bolster internal capacity; and
 - ❖ 30 auditors have been trained on first phase of the training programme. The second phase will include one assessment and one onsite practical verification. By end of Q2 of FY2021 a total of 60 (inclusive of the 30) auditors or ~50% of auditors, should have been trained.
- **Consignment inspection services -**
 - Growth opportunity to support government and local industries, especially with the export of products to the rest of Africa.
- **Partnership -**
 - To identify new opportunities early and build better relationships we are engaging various industry associations, regulators, government departments and the trade desk at **the dtic**.
- **Conducting desktop** audits during the lockdown period, where possible.
- Certification of **Personal Protective Equipment** on the back of the COVID-19 pandemic.

WHAT WE SET OUT TO FIX?

Upgrade and refurbishment of laboratories

- Phased **programme to upgrade** laboratories:
 - Process flows; and
 - Sample management.
- **Capex investment.**
- Improve laboratory **test conditions.**

Improve operational efficiencies

- **Improve planning and scheduling:**
 - Review and standardisation of Labware/LIMS software across the various laboratories.
- Filling of **critical vacancies.**
- **Address backlogs.**

Increase revenue

- Implement a **business development and revenue** programme.
- Develop **strategic partnerships.**

Upgrade and refurbishment of laboratories:

- **Refurbishment of four additional** laboratories has been completed, namely materials and installation at NETFA, fibre and polymers, electricity meters and lighting -
 - This brings the total number of laboratories refurbished in the past six months to six (cement and industrial chemistry previously completed).
 - Three laboratories - pump test, condom and plumbing, have been identified for refurbishment in quarter 1 of the new financial year, subject to the relaxation of lockdown regulations.
- **Investment in laboratory infrastructure and equipment to the value of R11.6 million spent in FY2020. R40m committed at 31 March 2020 (in PO phase) -**
 - Humidity chamber for Fibre and Polymer business unit (R1 million);
 - Element analyser for Richards Bay laboratory (R1.3 million);
 - Atomic Absorption Spectrometer for the Rubber and Plastics Laboratories (R0.8 million) -used to test heavy metal in paint samples which will be regulatory driven by the Department of Environmental Affairs);
 - Pharmaceutical Chemistry laboratory purchased a replacement Fourier-transform infrared spectrometer (R0.5 million), which is used for quantitative analysis and recording of infrared spectrum from samples;
 - Chromatographic Services laboratory received the GC-MSMS (R2.6 million);
 - Electrical safety testing equipment in the Appliances laboratory (R0.5 million) replacing existing equipment and supporting the laboratory capacity;
 - COP Testing hardware and software update for MaHa chassis dynamometers (R0.9 million); and
 - The NETFA High Power plant repair project (R4.0 million).

Upgrade and refurbishment of laboratories: (continued)

- **Improvement in the availability of testing environmental conditions** has been achieved following the successful completion of the plantroom refurbishment project conducted in December 2019.
- **Updated on cement lab -**
 - Improved testing conditions with the new HVAC system;
 - Backlog has not yet been eliminated as new equipment must still be delivered:
 - ❖ Reduction in turnaround times dependent on delivery of new equipment; and
 - Procurement of robotic arm delayed due to COVID-19.
- **Set-top box laboratory -**
 - SABS met with the Department of Communication in March. Awaiting feedback from the department on the new delivery model.

Improving operational efficiencies:

- For the year ended March 2020, the division overall achieved a **72% on-time delivery** on contracted delivery times (target: 80%).
- **Labware LIMS** was recently updated -
 - Platform upgrade from version 6 to 7:
 - ❖ New functionality, ease of use and maintenance, performance improvements.
 - Enabled the delivery of an improved solution design to standardise the configured processes that would enable a rapid Labware LIMS roll out throughout SABS focusing on:
 - ❖ Sample management (quotation to test report);
 - ❖ User role matrix;
 - ❖ Methods;
 - ❖ Test reports templates; and
 - ❖ Quotations templates.
- Filled various **critical vacancies** -
 - Technical specialist at NETFA;
 - Senior Manager in Mining and Minerals Cluster; and
 - Various other roles in final appointment stage (COVID-19 lockdown delayed processes).

Improving operational efficiencies: (continued)

- **Appointed 9 graduates** in the fields of chemistry and engineering (industrial, electrical, civil and mechanical) to help improve operational efficiencies and provide a pipeline of future specialists. Recruitment of five additional graduates has been approved (COVID-19 lockdown delayed this process).
- Completion of an internal assessment of the **capacity and capabilities review of the mining and minerals department**. An external and policy perspective still needs to be explored to ensure a balanced approach is adopted.
- A request **for proposal for a forecasting and planning tool** has been issued. This is critical for capacity planning and tracking of turnaround times within the various business units in the division.

Update on backlogs:

- During the lockdown, **backlogs in some laboratories increased** -
 - Some laboratories remained open during Level 4 and 5.
 - All laboratories opened from level 3.
 - All laboratories are functioning at reduced capacity due to staff rotation requirements.
 - Movements in backlogs also impacted by fluctuations in demand for services.
 - We need to perform a balancing act between safe operations and servicing demand.
- **Action plans have been implemented**, where possible, to address backlogs -
 - Cement: 60% of backlog will be worked off by end June and 100% by mid-August.
 - Fluid Technology: Long--term tests, resulting in the backlog expected to be worked off mid August.
 - Condom testing: Backlog will be eradicated by mid July.
 - Materials and Installations (NETFA):
 - ❖ Materials: close all backlog by end September 2020 with operations normalising from October; and
 - ❖ Short circuit: The repairs project for the HP plant should be concluded in July 2020, and the plant should to be back in operation beginning of August 2020. Also commenced procurement process to replace 100kVA switchgear.
 - Plastic pipes – International subcontracting plus inability to move samples internationally makes it impossible to estimate when the backlogs will be eliminated.
 - Pharmaceutical chemistry: No backlog. Queue is growing due to reduced capacity and normalisation of market demand.
 - Appliances: No backlogs, but does have a long queue time due to its normal capacity.

Revenue generating initiatives:

- A **strategic partnership** is currently being finalised with a large company in the pump industry. The partnership and investment will open various opportunities in especially the broader pump industry.
- Repair of NETFA test infrastructure will open various opportunities in the testing of **medium- to high voltage transformers**.
- New opportunities in the **testing of cold storage** products are being pursued.
- **Planned capex** – Radiation Protection: R60 million over three years – secure revenue stream.
- Testing of **Personal Protective Equipment**.
- **Sector focused sales approach** in collaboration with Business Development and Certification has been initiated to improve the pipeline of revenue opportunities.

- **What we set out to fix?**
 - Implement a digital learning solution; and
 - Expand consulting services.
- **Progress:**
 - Process to acquire a **digital learning management system** for on-line learning has been approved. This will open new revenue generation opportunities for the SABS.
 - Currently implementing **one-day training courses via virtual platforms** -
 - ❖ Reviewing training material to host 3-4 day training courses via virtual platforms.
 - In the process of **establishing advisory and consulting portfolio of services** which includes the current provision of services to SMMEs i.e. development and implementation of management systems.

WHAT WE SET OUT TO FIX?

Group finance

- Address **external audit** findings.
- Refurbishment of **facilities and general infrastructure**, including security.
- Resolve **Q-block**.
- Reduce bottlenecks/turnaround times of **procurement** processes.
- Implement **new pricing strategies**.
- Develop **property optimisation** strategy.

Human capital

- Review **organisational design** and conduct **skills audit**.
- Improve **employee engagement**.
- Review of **key policies**.
- Filling of **critical vacancies** and implement a **graduate programme**.
- Drive a **high-performance culture**:
 - Implement new performance management system.

Marketing

- Improve marketing efforts.

- **Financial position:**
 - The SABS's financial and cash flow **position remains constrained**, exacerbated by the impact of the decline in economic activity due to COVID-19.
 - The financial situation of the SABS is being monitored on an ongoing basis and the SABS has embarked on an exercise to further reduce costs and generate additional revenue. The current challenge is that operating costs exceeds revenue generation.
 - The SABS understands that there is no further funding available due to the constrained fiscal environment and these cost cutting and revenue generating initiatives will ensure financial sustainability in the long term.
- **Qualified 2018/19 audit opinion: Addressing audit findings:**
 - Significant progress made regarding closure of audit findings -
 - Subscription revenue – closed;
 - Property, plant and equipment – closed;
 - Irregular expenditure – closed;
 - Completeness of laboratory revenue – closed; and
 - Accounting treatment of inter-company loan – closed.

Auditors are auditing some of these qualifications as part of the interim audit so that we are aware of any issues before the year end audit.

- **Capital expenditure for FY2020 totalled R43.0 million:**
 - Laboratory infrastructure and equipment spend to the value of R11.6 million and R57 million committed.
 - Upgrade of the plant room (chillers, water pumps and general upgrade) for R3.7 million and additional plantroom-upgrade shutdown costs of R1 million. R8.5 million was incurred in phase two of the plant room upgrade. Committed expenditure = R20 million.
 - R1.4 million on hygiene equipment in bathrooms and R0.9 million for electrical work done on the emergency power supply system.
 - R5.7 million has been spent on the procurement of ICT systems, laptops and related accessories.

- **Planned capex for FY2021:**
 - Laboratory – Radiation Protection: R60 million over three years;
 - Other laboratories/facilities = R30m;
 - New certification system: R8 million;
 - Online training solution: R8 million;
 - E-commerce and Digital Content Management: R8 million;
 - IT infrastructure (hardware, servers): R8 million; and
 - Upgrade of other IT systems (LIMS, Website, ERP): R20 million.

Facilities:

- Phase 2 of the plant room upgrade in progress. Installation of a Building Management System expected to be completed by August 2020.
- Q block – assessment completed by independent engineers. Second phase of project currently being completed by process engineers (July 2020). Once this is done, a final costing to repair the Q block can be prepared.
- Comprehensive maintenance schedule has been developed for FY2021 -
 - Recently procured a facilities and assessment management system that will ensure our ability to track maintenance of all assets going forward; and
 - Various other laboratory upgrades and maintenance activities – ongoing.

New pricing strategies were approved and implemented.

Long-term property development plan:

- SABS in discussion with **the dtic** regarding unutilised land and buildings.
- Rental income: Exploring options to rent out vacant space to earn additional rental income.
- A long-term property development strategy to be developed.

Procurement:

- Ongoing improvement in turnaround times (RFP turnaround times reduced to 52 days and RFQ turnaround times reduced to 23 days).
- New supplier development program implemented.
- Integrated demand plan prepared and submitted to National Treasury.
- Ongoing review of supplier contracts to ensure value for money.

Security:

- Security strategy for the SABS Group completed and implementation in progress.

- **Culture survey** conducted as part of organisational design review project.
- Divisional staff **job profiles** have been reviewed and completed. This will be used as part of the organisational design project.
- New **performance management system** rolled-out in April 2020:
 - Enables the organisation to ensure all employees contribute towards the achievement of organisational goals and objectives.
 - Online training conducted in preparation for the contracting process and to ensure the effectiveness of performance management process.
- Filing of **critical vacancies**:
 - 64 approved positions.
 - 41 positions filled, 13 on hold, 2 in offer stage, 7 in different stages of recruitment and 1 vacancy has been reclassified as non-critical.
- Appointed **28 graduates** as part of a structured “Graduate Recruitment and Development Programme” for a period of two years to October 2021.

- **Policies:**
 - Policy Review Committee in place and chaired by the Executive: Human Capital.
 - Since February -
 - Policies reviewed: Disciplinary Code and Procedure; Recruitment and Selection Policy and Procedure; SCM Procedure; COVID-19 Policy and Procedure.
 - Guidelines approved: Guidelines for protecting “at risk employees” and Guidelines for Working at home.

- Launched an **online health, safety and environmental training portal for employees** in May 2020:
 - Managing Infectious Diseases in the Workplace : COVID-19;
 - Health & Safety Representatives;
 - Fire Fighting;
 - OHS Act for Management;
 - Working at Heights;
 - COID - Compensation of Occupational Injury & Diseases;
 - Electrical safety;
 - HCS in the workplace;
 - Accident & Incident investigation;
 - Personal protective equipment;
 - Lifting machine operator safety; and
 - Driven machinery.

SABS Digital Marketing:

Due to stakeholders mostly working from a home, SABS opted for a digital approach to marketing SABS services -

- MarCom developed video material that was shared on social media what in return created an increase of 602% on video views.
- Social media such as Facebook benefited from an engagement increase of almost 300%, a reach of over 300% (between May and June we reached over 42 000 people).
- LinkedIn has grown its followers to almost 25 000 and has a steady engagement rate between 2.5% and 3.0%.
- Standards campaigns have been consistent and have driven potential leads to our websites and our Customer Service Centre.
- Through our Digital Media channels we have put focus on Standards, Training and Local Content Verification through various campaigns, resulting in an increase in “marketing leads”.
- SABS Training Campaign has started for the coming months and has already attracted a lot of interest from our stakeholders.
- Promoting services on Municipality Procurement website for the coming 12 months.
- Due to COVID-19 SABS had to rethink their EXPO planning and we have engaged with EXPO Event companies to be part of their Webinars.
- MarCom is organising a SABS Standards Webinar that is a first of many.

SUPPORTING NATIONAL COVID-19 EFFORTS

- The SABS supports various **essential services industries** as well as **assists manufacturers and distributors** to prepare for licensing, approval of products and assisting government entities with procurement decisions.
- **Supplier product vetting and inspection:**
 - SABS **collaborating with Business for South Africa** in verifying the products and documents that are uploaded by potential suppliers on the B4SA COVID-19 manager website -
 - Ensure compliance with national and/or international requirements before possible procurement by the government and other interested organisations that are offering support to the government and the nation.
 - Started working on the project with 6 auditors on the 20 April 2020 and currently have 20 auditors working on the project on a rotational basis.
 - The SABS auditors also select samples for submission to the test laboratory for critical tests to be conducted.
 - SABS has **verified more than 1 500 products** to date and are also actively participating in supporting local manufacturers with compliance requirements.
 - SABS has also allocated two members from the management team to:
 - Ensure the effectiveness of the product verification process;
 - Co-ordinate the inspections and ensure that the turnaround times are as short as possible (between 4 and 24 hours);
 - Deal with all COVID-19 PPE queries; and
 - Chair the COVID-19 OHS/HTA QA Committee through the Wits Health Consortium.

- In supporting local manufacturers with the **certification of masks and hand sanitisers**, the SABS augmented the SABS Certification process to include a first phase certification and a second phase certification:
 - The SABS introduced a quick mechanism for the issue of letters of conformance (LoC) in terms of the SABS Product Certification (Mark) Scheme.
 - The LOC process allows for the new manufacturers of masks and hand sanitizers to be audited, tested in part and issued with a temporary license to supply their products into the market whilst the balance of the testing continues. The temporary license is valid for 8 months thereafter the second phase of certification would be completed and the permit issued for three years, subject to meeting compliance standards.
- SABS has also implemented the LoC process as a stand alone process for **manufacturers of fabric masks** according to the Updated Recommended Guidelines for Fabric Face Masks Manufactured by South Africa's Clothing and Textile Manufacturing Industry for General Public Use, dated 24 April 2020. The process includes:
 - The inspection of the manufacturing process.
 - Selection of samples and testing for particle penetration, breathing resistance, and practical performance.
 - Evaluating manufacturers information related to the product specifications, design of the product, fabric used and the end-user instructions.

- **Free access to limited set of standards:**
 - Made four business continuity management standards and several standards for PPE available to domestic companies at no-charge, this was after consultations with the International Standards Organisation (ISO) who owns the intellectual property (the list of standards is available on our website).
- **Laboratories operational during lockdown:**
 - Food microbiology (Pretoria and Cape Town);
 - Pharmaceutical chemistry;
 - Fiber & Polymers (standby);
 - Industrial chemistry (standby);
 - Condom (from 20 April 2020); and
 - Cement and Radiation Protection Services.
- SABS laboratories are **capacitated to test the following PPE:**
 - SANS 50149:2003 Respiratory protective devices - Filtering half masks to protect against particles [bacterial filtration efficacy].
 - FFP1, FFP 2 and FFP 3 Dust Masks, which protects against low levels of dust, as well as solid and liquid aerosols.
 - SANS 1853, 639, 1615, 639, 636 and 1196 for disinfectants to be used for general cleaning purposes.
 - SANS 11193 & 68 for the testing of sterile and non-sterile gloves.
 - The testing of SANS 1866:2008 surgical facemasks is subcontracted to Protechnik, a subsidiary of Armscor.

THANK YOU