

South African National Accreditation System



ANNUAL PERFORMANCE PLAN 2024 - 2025

28 March 2024

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FOREWORD BY THE MINISTER

The 2024/25 Annual Performance Plan of the South African National Accreditation System (SANAS) reflects the continued efforts of the dtic Group to align our activities around a common purpose. It is grounded in efforts to support industrialisation to promote jobs and rising incomes, drive transformation to build an inclusive economy, and build a capable state to ensure the improved impact of public policies.

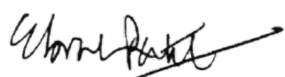
The APP contains a set of targets aimed at realising the vision of the SANAS governing legislation and utilising these regulations to meet their purpose of empowering a larger number of South Africans to contribute towards our shared prosperity. In the year ahead, the SANAS will play a critical role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

Since the start of the Sixth Administration, the Department of Trade, Industry and Competition and all entities in the dtic Group have begun a process of adopting a revised outcome-driven planning system – grounded in the objective of combining all our efforts towards creating real impact for South Africans.

In 2023/24, the dtic introduced 45 output targets, to which the SANAS makes a critical contribution. Such contribution focuses on the areas of industrial production, exports and trade as well as reducing red tape while increasing the capability of the state.

While the SANAS has incorporated many of these objectives into the APP, our next steps will be to further align the work of SANAS to meet these common objectives through the implementation of its governing legislation.

The 2024/25 APP is hereby submitted in accordance with the Revised Framework on Strategic and Annual Performance Plans.



EBRAHIM PATEL

MINISTER OF TRADE, INDUSTRY AND COMPETITION

Date: 28 March 2024

Annex

Output targets within the dtic-group of public entities.

2024/25 APP Functional focus of outputs

Section: 12.1 Functional focus of outputs

Additional outputs (programmatic, enabling or responsive to immediate needs) have been included in the APP. The following tables indicate the functional focus of these outputs. Output numbering refers to the classification in the consolidated table, found in the APP. Pillar numbering refers to the section in dealing with the aims of industrial policy. Outcome numbers refer to: Industrialisation (1), Transformation (2) and Capable State (3) though it should be seen as indicative, as one Output intended to cover a single Outcome can and does have positive spillover-effects on the other Outcomes.

Number	Output	Pillar	Outcome
Output 1	R350 billion in investment pledges secured across the state	4	1
Output 23	100 Investor facilitation and unblocking interventions provided	4	1
Output 17	1 new SEZs application considered for designation	4	1,2

12.1.2 Industrial production

Number	Output	Pillar	Outcome
Output 2	R60 Billion in additional local output committed or achieved	2	1
Output 11	R 200 Billion in black industrialist output achieved	1	1,2

12.1.3 Exports

Number	Output	Pillar	Outcome
Output 3	R900 Billion in manufacturing exports	3	1
Output 4	R400 Billion in manufacturing exports to other African countries	3	1,2
Output 5	R9 Billion in exports of Global Business Services (GBS)	3	1
Output 27	20 Successful Export Interventions to support the implementation of the AfCFTA	3	1
Output 28	10 High impact trade interventions completed	3	1,3
Output 41	5 Finalisation of legal instruments under the AfCFTA (Tariff offers, Schedule of Commitments, Rules of Origin, Protocols and Annexes to protocols)	3	3

12.1.4 Industrial support

Number	Output	Pillar	Outcome
Output 6	R32 Billion in support programmes administered by or in partnership with the dtic-group	1	1,2,3
Output 7	R15 Billion support programmes to enterprises in areas outside the 5* main metros	1	1,2
Output 8	R8 Billion in financial support programmes and procurement contracts approved to SMMES, women and youth-empowered businesses	1	1
Output 9	R 8 Billion in financial support programmes to enterprises in labour absorbing sectors	1, 6	1

Number	Output	Pillar	Outcome
Output 43	1 Operationalization of an Adjudication process for incentive applications	1	1, 3

12.1.5 Transformation

Number	Output	Pillar	Outcome
Output 10	R 900 Million in Equity Equivalent Investment Programme agreements	1	1,2
Output 15	20 000 additional workers with shares in their companies	1	1
Output 16	10 High-impact outcomes on addressing market concentration through the implementation of market inquiry outcomes	1	1,2

12.1.6 Jobs

Number	Output	Pillar	Outcome
Output 12	1 Million jobs supported or covered by the dtic group and/ or master plans	6	2
Output 13	100 000 jobs to be created (50 000 social economy fund part-time or temporary job opportunities and 50 000 full-time jobs)	6	1,2
Output 14	160 000 jobs in Black Industrialists firms retained	1, 6	1,2

12.1.7 Energy

Number	Output	Pillar	Outcome
Output 18	R 1 Billion Support to enterprises including SMMEs to mitigate impact of load shedding by IDC and NEF	5	1,2
Output 19	1500 Megawatts of energy from projects facilitated	5	1,3
Output 20	550 Megawatts of energy available for the grid	5	1,3
Output 21	3 Projects successfully managed through the Energy One-Stop Shop	5	3
Output 22	2 Expedited regulatory amendments and flexibility, to promote energy efficiency	5	1,2,3

12.1.8 Green economy targets

Number	Output	Pillar	Outcome
Output 29	4 Interventions to respond to green trade barriers	5	1
Output 30	1 EV white paper implementation	5	1
Output 31	1 Green hydrogen commercialisation framework implementation	5	1

12.1.9 Stakeholder engagement and impacts

Number	Output	Pillar	Outcome
Output 25	9 Business Forums hosted aimed at supporting increased FDI, exports and outward investment hosted	1	1,2,3
Output 32	1000 Case studies of firms, workers, entrepreneurs, professionals or communities' impacted by the dtic measures; including 12 local films/documentaries telling the SA story	1	1

Number	Output	Pillar	Outcome
Output 33	Community outreach programmes by the dtic group in 10 districts	1	1,2,3
Output 37	2 Conferences, summits, and international forums hosted	1	1,2,3
Output 45	10 Successful actions completed on price monitoring and excessive pricing or price gouging or price restraint	1	1,2,3

12.1.10 Addressing crime

Number	Output	Pillar	Outcome
Output 24	Grey-listing: 2 Implementation of remedial actions by CIPC of the Financial Action Task Force (FATF) requirements to meet immediate outcome 5 (IO5) in South Africa's Action Plan	1	3
Output 42	1 Metal trading system implemented	1,5	1,2,3

12.1.11 Red tape and state capability targets

Number	Output	Pillar	Outcome
Output 39	9 Impact evaluations of dtic programme or sub-programmes	All	3
Output 40	5 High-impact measures to reduce red tape or improve turnaround times in administration of incentives and work of agencies		
Output 44	6 Impact assessments or enhancements of trade instruments or measures	2,3	1,2,3

12.1.12 Improving the capacity and responsiveness of the state and social partnership

Number	Output	Pillar	Outcome
Output 26	4 Pieces of priority legislation amended, tabled or submitted to Executive Authority, Cabinet or Parliament	All	1,2,3
Output 34	8 Master Plans managed	All	1,2,3
Output 35	Oversight of IDC, NEF and ECIC to ensure that at least 96% of planned KPIs are achieved	All	1,2,3
Output 36	3 Projects to assist industrial innovation and support firms	All	1,2,3
Output 38	50 Mergers and acquisitions where public interest conditions have been incorporated	All	1,2

ACCOUNTING AUTHORITY STATEMENT

Through its 2024/25 Annual Performance Plan, SANAS continues its contribution to economic development by providing an internationally recognised accreditation service that supports the government's policy objectives related to regional integration, health, safety and the environment.

SANAS continues to deliver on its mandate to provide an internationally recognised and effective accreditation and monitoring system for the country, aimed at supporting the needs of the enterprises competing in a fast-paced global economy. In crafting its 2024/25 Annual Performance Plan, SANAS took into consideration its contribution to the National Development Plan (NDP), the Economic Reconstruction and Recovery Plan (ERRP) as well as the priorities of **the dtic**, amongst others. Furthermore, ensuring the achievement of our national priorities, particularly NDP and Medium-Term Strategic Framework (MTSF) priorities 2 and 7, is critical to our strategic direction for the upcoming Medium-Term Expenditure Framework (MTEF) period.

It gives me great pleasure to present SANAS' priorities for the fiscal year 2024/25 as committed to in its 2024/25 Annual Performance Plan. With regards to the outcome related to Competitiveness of South Africa's enterprises, SANAS will focus on increasing the number of accredited Conformance Assessment Bodies (CABs) as well as the implementation of Accreditation Programmes in the regulatory domain. To reduce turnaround times and improve service delivery, SANAS commits to issue certificates and scopes of accreditation within an average of thirteen (13) working days. The transformation of the assessor pool to include more black assessors is also a priority that SANAS will pursue over the medium-term.

To contribute to economic development, over the medium-term, SANAS will focus on facilitating national, regional, and global acceptance of conformity assessment results, allowing free passage of South African-produced goods and services into foreign markets, as well as exploring the introduction of new accreditation programmes. On the African front, SANAS, through the African Accreditation Cooperation (AFRAC), will play a role in African Continental Free Trade Area (AfCFTA) accreditation matters. AFRAC is one of the Pan African Quality Infrastructure (PAQI) institutions that coordinates technical infrastructure institutions across Africa.

Based on past performance, SANAS is committed to the implementation of its 2024/25 APP and the Board of Directors is looking forward to work together with SANAS to ensure optimal delivery on its mandate.

Ms Lindi Tlou

Interim Chairperson: SANAS Board of Directors

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of SANAS under the guidance of SANAS' Board of Directors;
- Takes into account all the relevant policies, legislation and other mandates for which SANAS is responsible;
- Accurately reflects the Impact, Outcomes and Outputs which SANAS will endeavour to achieve over the period 2024/25 - 2026/27.

Mr Farhad Osman
Executive Strategy and Development

Signature: 

Ms Busi Radebe
Executive Corporate Services

Signature: 

Mr Mpho Phaloane
Executive Accreditation

Signature: 

Mr Jonas Shai
Chief Financial Officer

Signature: 

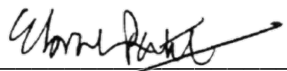
Mr Mpho Phaloane
Acting Chief Executive Officer

Signature: 

Ms Lindi Tlou
Interim Chairperson: SANAS Board of Directors

Signature: 

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

Signature: 

ABBREVIATIONS AND ACRONYMS

AB	ACCREDITATION BODY
AFRAC	THE AFRICAN ACCREDITATION COOPERATION
AfCFTA	AFRICAN CONTINENTAL FREE TRADE AREA
APP	ANNUAL PERFORMANCE PLAN
ARSO	AFRICAN REGIONAL STANDARDS ORGANISATION/AFRICAN ORGANISATION FOR STANDARDISATION
AU	AFRICAN UNION
B-BBEE	BROAD-BASED BLACK ECONOMIC EMPOWERMENT
BCP	BUSINESS CONTINUITY PLAN
BOD	BOARD OF DIRECTORS
BSE	BOVINE SPONGIFORM ENCEPHALOPATHY (MAD COW DISEASE)
CAB	CONFORMITY ASSESSMENT BODY
CEO	CHIEF EXECUTIVE OFFICER
CFO	CHIEF FINANCIAL OFFICER
COVID-19	CORONA VIRUS DISEASE OF 2019
DRP	DISASTER RECOVERY PLAN
EGAC	THE EGYPTIAN ACCREDITATION COUNCIL
EMS	ENVIRONMENTAL MANAGEMENT SYSTEM
ENAO	THE ETHIOPIAN NATIONAL ACCREDITATION OFFICE
EnMS	ENERGY MANAGEMENT SYSTEMS
EPC	ENERGY PERFORMANCE CERTIFICATE
ERRP	ECONOMIC RECONSTRUCTION AND RECOVERY PLAN
FSSC	FOOD SAFETY SYSTEMS CERTIFICATION
GCP	GOOD CLINICAL PRACTICE
GDP	GROSS DOMESTIC PRODUCT
GHG	GREENHOUSE GAS
GLP	GOOD LABORATORY PRACTICE
HRM	HUMAN RESOURCE MANAGEMENT
IAF	INTERNATIONAL ACCREDITATION FORUM
ICT	INFORMATION AND COMMUNICATION TECHNOLOGY
IEC	INTERNATIONAL ELECTROTECHNICAL COMMISSION
ILAC	INTERNATIONAL LABORATORY ACCREDITATION COOPERATION
IPPS	INDUSTRIAL POLICY PRIORITY SECTORS
ISMS	INFORMATION SECURITY MANAGEMENT SYSTEMS
ISO	INTERNATIONAL ORGANIZATION FOR STANDARDISATION
J-KPIs	JOINT KEY PERFORMANCE INDICATORS
KENAS	KENYAN ACCREDITATION SERVICE
MLA	MULTILATERAL RECOGNITION AGREEMENT
MTEF	MEDIUM-TERM EXPENDITURE FRAMEWORK
MTSF	MEDIUM-TERM STRATEGIC FRAMEWORK

MRA	MUTUAL RECOGNITION ARRANGEMENT
NDP	NATIONAL DEVELOPMENT PLAN
NMISA	THE NATIONAL METROLOGY INSTITUTE OF SOUTH AFRICA
NRCS	THE NATIONAL REGULATOR FOR COMPULSORY SPECIFICATIONS
OECD	THE ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT
OHSAS	OCCUPATIONAL HEALTH, SAFETY MANAGEMENT SYSTEMS
PAIA	PROMOTION OF ACCESS TO INFORMATION ACT
PAJA	PROMOTION OF ADMINISTRATIVE JUSTICE ACT, 2000
PAQI	PAN AFRICAN QUALITY INFRASTRUCTURE
PFMA	PUBLIC FINANCE MANAGEMENT ACT
POPIA	PROTECTION OF PERSONAL INFORMATION ACT
PTB	PHYSIKALISCH-TECHNISCHE BUNDESANSTALT
QLFS	QUARTERLY LABOUR FORCE SURVEY
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
SEZ	SPECIAL ECONOMIC ZONES
SLA	SERVICE LEVEL AGREEMENT
SMME	SMALL, MEDIUM AND MICRO ENTERPRISES
TBT	TECHNICAL BARRIERS TO TRADE
the dtic	THE DEPARTMENT OF TRADE INDUSTRY AND COMPETITION
WTO	WORLD TRADE ORGANISATION

PART A: THE SANAS MANDATE

1. LEGISLATIVE AND POLICY MANDATES

1.1 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 the 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 1: Legislative Mandate

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

	<ul style="list-style-type: none"> • Promoting the competence and equivalence of GLP-Compliant facilities.
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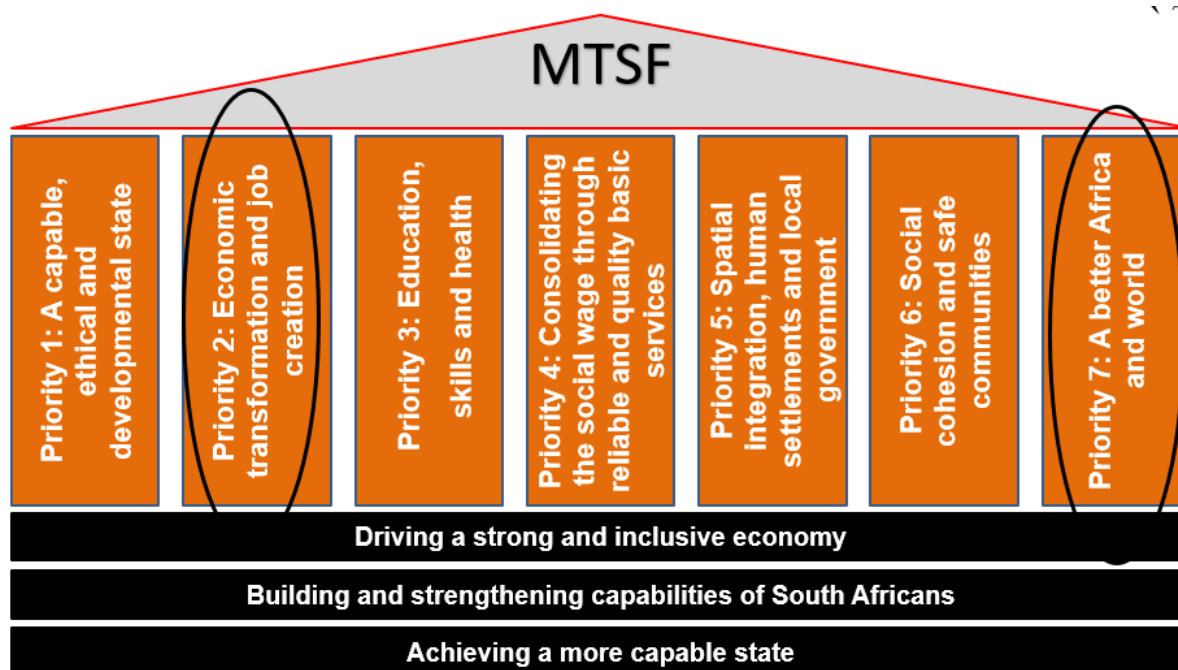
In executing its mandate, SANAS is also guided by various legislation, regulations, standards, including but not limited to:

- a) Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006);
- b) The Public Finance Management Act, 1999 (Act 1 of 1999);
- c) National Treasury's Regulations and Instruction Notes;
- d) Preferential Procurement Policy Framework Act 2000 (PPPFA);
- e) Public Service Act, 1994 (Act 103 of 1980) as amended;
- f) The Broad-Based Black Economic Empowerment Amendment (B-BBEE) Act (53 of 2003) as amended by the B-BBEE Act (46 of 2013);
- g) The Basic Conditions of Employment Act 75 of 1997; and
- h) International Organization For Standardisation (ISO) / International Electrotechnical Commission (IEC) 17011:2017: General requirements for accreditation bodies accrediting conformity assessment bodies.

1.2 Policy mandate

Although SANAS' key focus is on its legislative mandate, SANAS ensures that, through alignment with the relevant output targets of **the dtic** group, it also aligns to government's key priorities as espoused in the National Development Plan (NDP) and the Medium-Term Strategic Framework (MTSF). The Medium-term Strategic Framework for 2019 – 2024 outlines seven priorities of government for the five-year term which are anchored in three pillars, namely; "driving a strong and inclusive economy, building and strengthening capabilities of South Africans, and achieving a more capable state. However, more specifically, SANAS has a direct impact on the Priorities 2 and 7 as identified for the revised Medium Term Strategic Framework.

DIAGRAM 1: MTSF Priorities



a) Priority 2: Economic Transformation and Job Creation

Sustainable long-term growth is needed to sharply reduce unemployment. This requires both broad structural reforms as well as targeted interventions. To this end SANAS builds confidence on South African products through accreditation. Furthermore, in terms of Industrialisation, Localisation and Exports, SANAS will maintain and increase the accreditation scopes needed for industrialisation and exports in closer collaboration with **the dtic**.

By fulfilling its mandate, SANAS indirectly contributes to job creation through supporting and enabling economic transformation and growth. Economic transformation is both addressed at the national and international level. At the national level, economic transformation supports the participation of black individuals in the mainstream economy of the country. At the regional, continental and international level, it is to ensure the acceptance of South Africa's conformity assessment results and, thus, mitigate the technical barriers to trade to South African goods and services.

b) Priority 7: A better Africa, a better World

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

In the implementation of the AfCFTA, SANAS, through AFRAC, contributes to the discussion on addressing issues of acceptance of conformity assessment results related to products and services traded within the African continent. These discussions are at the African Union (AU) level and AFRAC is an important part of the Pan African Quality Infrastructure (PAQI). SANAS plays critical roles in the functioning of AFRAC through the secretariat and technical committee leadership roles that it holds.

2. INSTITUTIONAL POLICIES AND STRATEGIES

The acceptance of conformity assessment results has grown into one of the significant technical barriers to trade globally, as economic growth is closely linked to trade. It has, therefore, become imperative to focus on expanding the acceptance of conformity assessment results to yield a more significant part of Africa's inter-regional trade. The African Continental Free Trade Agreement which came into effect from the beginning of 2021 needs SANAS to play an active role within the work of the African Accreditation Cooperation (AFRAC) and the Southern African Development Community Cooperation in Accreditation (SADCA) on all matters related to the acceptance of conformity assessment results pursuant to the reduction/elimination of Technical Barriers to Trade within the continent.

SANAS provides an accreditation service that impacts directly on Conformity Assessment Bodies (CAB's), also referred to as accredited organisations, industry sectors and the economy, by facilitating the national, regional, and international acceptance of test, inspection, and certification results. Through the execution of SANAS' mandate, the risk of rejection of South Africa's goods and services is significantly mitigated.

Furthermore, SANAS accreditation supports South Africa's development objectives, as well as its regulators responsible for the protection of the health, safety, environmental, economic, and socio-economic welfare of the citizens. SANAS' goals are, therefore, aligned with those of **the dtic**, at both strategic and implementation levels, directly in some instances, and indirectly in others.

3. RELEVANT COURT RULINGS

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

PART B: THE SANAS STRATEGIC FOCUS

4. SITUATIONAL ANALYSIS

Accreditation provides confidence in the competence and integrity of conformity assessment activities and goes a long way towards unlocking the technical barriers to trade, locally, regionally and internationally. This affords companies the opportunity to have a competitive edge and, as a result, contribute to job creation and economic growth. 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. It is important to note that 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 South African economy was already in a weak position when it entered the pandemic after a decade of low growth, expanding only by an average 1% percent between 2012 and 2021, leading to a contraction of income per capita of 5.6% during this period. In terms of economic performance, as per the report released on 05 December 2023 by Statistics South Africa, after two consecutive quarters of growth, South Africa's real gross domestic product (GDP) contracted by 0,2% in the third quarter (July–September) of 2023. On the production (supply) side of the economy, five of the ten industries recorded weaker results. Weaker demand saw manufacturing production decline by 1,3%. The food and beverages and petroleum and chemical divisions were the biggest drags on manufacturing growth in the third quarter. On a positive note, the country exported slightly more in the third quarter, largely influenced by increased trade in vehicles and transport equipment; pearls, precious and semi-precious stones; precious metals, and vegetable products.

According to the Quarterly Labour Force Survey (QLFS), South Africa's unemployment rate dropped marginally in the third quarter to 31.9% from 32.6% in the second quarter of 2023. The results of the QLFS indicate that the number of employed persons increased by 399 000 to 16,7 million in the third quarter of 2023 compared to 16,3 million in the second quarter of 2023.

Following a three-month upswing, headline consumer inflation cooled to 5,5% in November 2023 from 5,9% in October 2023. The decline was mainly driven by a monthly decrease of 5,5% in the fuel price index, which drove the annual rate for fuel lower to 1,8% in November 2023. Longstanding structural constraints, such as electricity shortages, continue to contribute to the poor growth of an already fragile national economy.

South Africa remains a dual economy with one of the highest and most persistent inequality rates in the world. High inequality is perpetuated by a legacy of exclusion and the nature of economic growth, which is not pro-poor and does not generate sufficient jobs. Inequality in wealth is even higher, and intergenerational mobility is low, meaning inequalities are passed down from generation to generation with little change over time.

The poor economic climate, coupled with slow economic growth could have an impact on the operations of SANAS in the short- to medium term. SANAS could experience challenges such as a reduced demand for Accreditation Services, specifically in the voluntary space due to the related costs. There is a possibility of withdrawals from accredited Conformance Assessment Bodies (CABs) due to the challenging economic climate coupled with the perceived high cost of annual fees. The stagnating economic growth could also lead to delayed or non-payment of annual fees from CABs. SANAS will, therefore, continue to increase its fees at a below inflation rate. The Knowledge Transfer Services of SANAS could experience a decline in demand for commercial training services due to the costs of such services. In this regard, SANAS has considered freezing any fee increase related to Knowledge Transfer Services in light of the current economic climate. Furthermore, rising fuel prices as well as increasing inflation rate also has an impact on SANAS operational costs related to travel and accommodation costs.

SANAS has identified a number of interventions from the Economic Reconstruction and Recovery Plan (ERRP), where its role will be to assist government to achieve its goals with specific reference to developing export competitive sectors and further strengthen integration, trade and investment within the Africa continent through leveraging on the African Continental Free Trade Area.

SANAS has over the past years experienced a growth in the number of accredited organisations, even during the COVID-19 pandemic. Therefore, given that the worst of the pandemic is in the past and the focus is on economic reconstruction and growth, SANAS expects continued increase in the number of accredited organisations as well as increased uptake in its Knowledge Transfer courses to reach pre-pandemic level.

SANAS will continue to prioritise its activities to support the National Development Plan (NDP) outcomes as articulated through **the dtic** priority programmes assigned projects, while simultaneously contributing to the Economic Reconstruction and Recovery Plan. 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 plays 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.

The National Development Plan (NDP) serves as a lodestar and the Medium-Term Strategic Framework (five-year implementation plan) provides clear guidance on how South Africa should respond to the various challenges. SANAS' role as an accreditation body has a significant part to play, firstly as a trade facilitator on matters of conformity assessment, and secondly, to support the attainment of the NDP and MTSF priorities 2 and 7, **the dtic's** sectorial outcomes, masterplans, programmes and support public policy objectives and localisation. Furthermore, SANAS assists the regulators in their responsibility of protecting health, safety and the environment.

On the regional and international front, the African Accreditation Cooperation (AFRAC), 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 applied to the international network of accreditation bodies all over the world. The ILAC Mutual Recognition Arrangement (MRA), IAF Multilateral Recognition Agreement (MLA) and AFRAC MRA, 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-accredited CABs are recognised in different economies in the world that are also signatories to the MRAs and MLAs mentioned above. The prerequisite for accreditation bodies to remain signatories and to be part of the accreditation network is that they be evaluated at least every four years by the respective recognised regional accreditation co-operation (AFRAC). 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. SANAS will strengthen its capacity to play a major role in providing guidance and participation in support of South Africa's trade negotiations as well as to participate in the World Trade Organisation (WTO) Technical Barriers to Trade (TBT) committee. As identified in the MTSF strategies and priorities for 2019 - 2024, export is key to South Africa's economic development and growth.

4.1 Locking in exports from markets

the dtic recognises the country's capacity to assist manufacturers and exporters to comply with international standards, norms and technical regulations, and this underpins the potential for economic growth, both nationally and in the African region. The strengthening of technical infrastructure capacity in African countries is a precondition of industrialisation efforts with respect to technical regulations, metrology, standards, accreditation and conformity assessment.

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 capabilities (e.g., accredited testing, inspection, certification and calibration) as technical considerations would be one of the acceptable tools which can be defended and used to protect our markets from being flooded by inferior goods. 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. The scope of work is enormous and should, therefore, be prioritised.

SANAS is aligned to, and supports the South African NDP, ERRP, the MTSF. Therefore, it has 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 national sectoral priorities. In the Southern African Development Community (SADC), as well as the Continental Free Trade Area, 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, and optimisation of technology.

A set of sector-specific Master Plans have been developed by **the dtic**. As a Public Entity of which the Minister of **the dtic** is the Executive Authority, SANAS will prioritise these Master Plans in support of **the dtic**. SANAS accredited conformity assessment bodies are the vehicles through which SANAS will achieve its objectives. The organisational services available to both CAB's and other stakeholders must be of the highest standard as expected from an internationally recognised institution. Therefore, in its quest to deliver an effective accreditation system, SANAS will focus on maintaining its compliance to the international harmonised standard ISO/IEC 17011:2017 and will further its technical support and technology to improve communication and efficiency.

5. EXTERNAL ENVIRONMENT

An important obligation of SANAS is to continue funding the activities of AFRAC and SADCA, as the pioneer founding member and host to both AFRAC and SADCA secretariats. This is in line with the nomination and acceptance of this responsibility since the inception of both SADCA and AFRAC. Resources for the secretariat function of both regional bodies are provided by SANAS, with the support of the Physikalisch-Technische Bundesanstalt (PTB) for identified projects. PTB is the German funder of the AFRAC and SADCA activities.

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 17011:2017 that is set out by the International Organisation for Standardisation (ISO), and peer evaluated by the internationally recognised regional accreditation cooperation, African Accreditation Cooperation (AFRAC). A successful evaluation of compliance to the ISO/IEC 17011:2017, allows accreditation bodies to become signatories to the ILAC/IAF and AFRAC Mutual Recognition Arrangement (MRA), thus confirming the accreditation body's equivalence across national borders. Therefore, for SANAS to fulfil its mandate of providing an internationally, effective National Accreditation system, compliance with ISO/IEC 17011:2017 is crucial. SANAS underwent its four (4) yearly peer evaluation by AFRAC in August 2021 and was found to be in compliance with all the requirements of an accreditation body.

Factors such as the reduction in fiscal funding, and compliance to various regulations, acts, instructions and frameworks as well as the "new global reality" add to the broader

responsibilities that SANAS embraces. These regulations include, amongst others, compliance with the B-BBEE Act, Promotion of Access to Information Act (PAIA), Promotion of Administrative Justice Act (PAJA), PFMA, Preferential Procurement Act, Protection of Personal Information Act (POPI), etc. A key objective for the period of this plan is to improve SANAS' B-BBEE Level. As the body accrediting B-BBEE Rating 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.

DIAGRAM 2: Traditional Sectors Supported by SANAS Accreditation

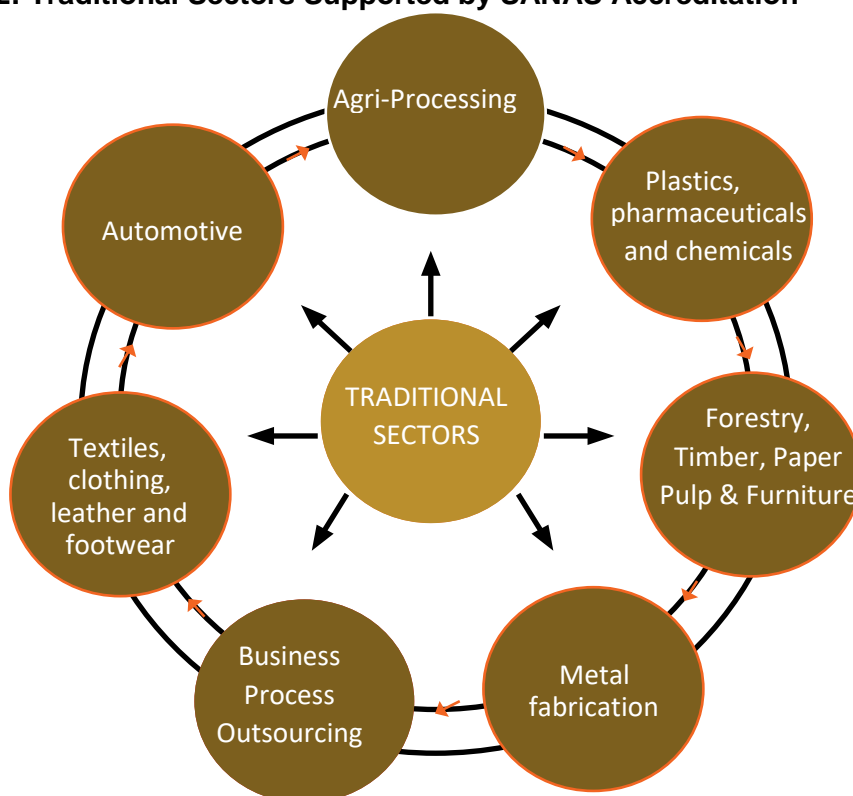
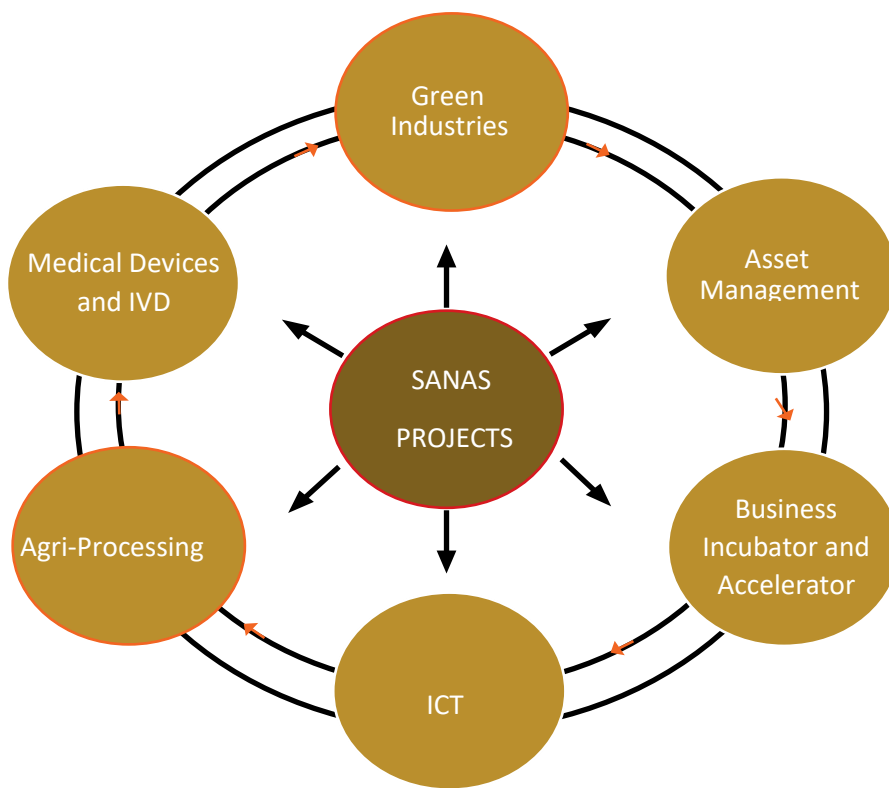


Table 2: Current SANAS Accreditation Programmes Supporting Specific Sectors

TESTING LABORATORIES	CERTIFICATION BODIES
<ul style="list-style-type: none"> • Chemical and microbiological testing; • Residue testing; • Toxicity testing; • Water testing; • Materials testing; • Software testing; and • Automotive testing. 	<ul style="list-style-type: none"> • Management systems: e.g. Environmental Management System (EMS); • Hazard Analysis and Critical Control Points (HACCP); • Food Safety Systems Certification (FSSC); • Forest Certification; and • Global Gap.
CALIBRATION LABORATORIES	INSPECTION BODIES

<ul style="list-style-type: none"> • Dimensional; Pressure; • Temperature; Force; • Flow; Mass and volume; • Humidity; • Acoustics and vibration; • Time and Frequency; • Gas metrology; and • Chemical viscosity. 	<ul style="list-style-type: none"> • Textile, clothing and footwear; • Energy efficiency verification; • Energy Performance Certificates for Buildings • Non-destructive inspection of metals • Fish and food; • Steel structures; • Automotive; • Occupational hygiene; and • Chemical and Mechanical.
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DIAGRAM 3: Energy and High-Technology Sectors Supported by SANAS Accreditation



6. INTERNAL ENVIRONMENT

As of 1 April 2022, SANAS returned to full on-site assessments, after communicating to CABs at least three months in advance of the change in approach. Despite the effects of COVID-19 and the poor economic climate, SANAS’ customer base grew from 1 529 to 2 129 over the past five years, translating to about 39% growth. Given that the worst of the pandemic is behind us, it is envisaged that such growth in the number of accredited CABs will continue to increase at a similar rate. Over the period of this Annual Performance Plan, SANAS will

continue to ensure enhancement of competencies in line with the national accreditation demands.

The scarcity of technical expertise in some specialised areas demands innovation and collaborations as higher compensation and privileges are not the panacea and can exert undue pressure 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 education 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 to maintain the technical integrity of the accreditation process. Other priorities identified include investment in Information and Communication Technology (ICT), such as purchasing of cutting-edge equipment for staff and protecting our IT infrastructure from cybercrime. In this regard, SANAS is in the process of implementing a Digital Transformation Strategy for the organisation.

SANAS was able to maintain a vacancy rate of under 3%, However the key position of the Chief Executive Officer (CEO) remains vacant. The position of the CEO is in the process of being filled and it is envisaged to be completed before the end of the 2024/25 financial year.

PART C: MEASURING SANAS PERFORMANCE

7. SANAS PROGRAMME PERFORMANCE INFORMATION

7.1 Introduction

The 2024/25 Annual Performance Plan is informed by the SANAS 2020 - 2025 Strategic Plan and, therefore, contributes to the achievement of the Impact Statement, Outcomes and five-year targets as committed to in the Strategic Plan.

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

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

SANAS covers 12 programmes under the management of eight accreditation managers. The SANAS accreditation programmes below are listed to reflect their importance to the South African economy. The SANAS Strategic Framework is outlined in Figure 4 below. The alignment of the SANAS Outcomes, as stated in the SANAS Framework is outlined in Table 3 below. The table shows the link between the Strategic Plan MTFS Priorities, the MTSF interventions, SANAS Outcomes, Interventions, Indicators, the Baseline, and the Five-year Targets. It shows the relationship between the Strategic Plan Outcomes and the APP Outputs, Output indicators and the MTEF targets.

DIAGRAM 4: SANAS Strategic Framework

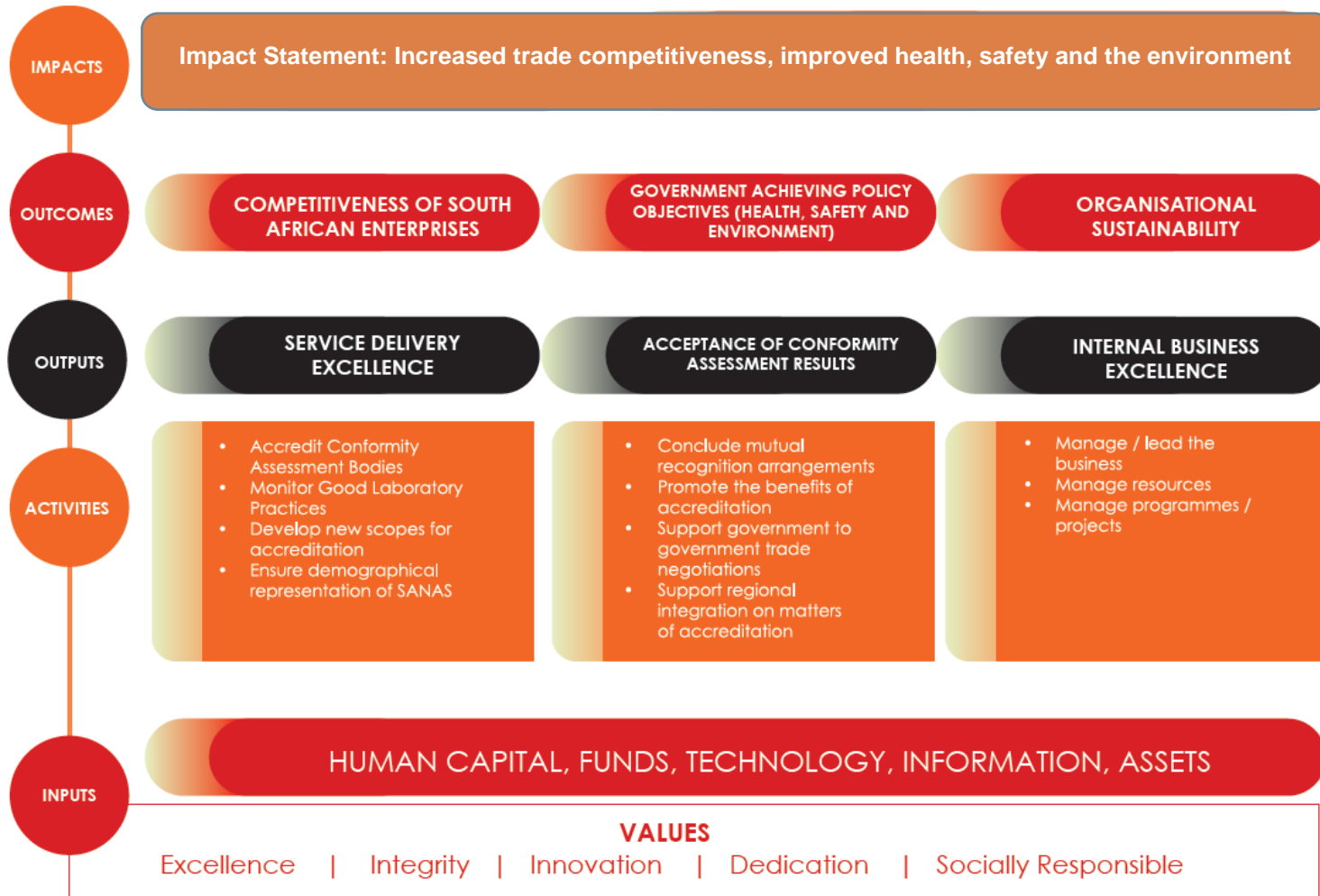


TABLE 3: Alignment to the Medium-Term Strategic Framework

MEDIUM-TERM STRATEGIC FRAMEWORK		SANAS ALIGNMENT TO THE MEDIUM-TERM STRATEGIC FRAMEWORK				
PRIORITIES	INTERVENTIONS	OUTCOMES	INTERVENTIONS	INDICATOR	SANAS BASELINE (2019/20)	5 YEAR-TARGETS
<p>Priority 2: Economic Transformation and Job Creation</p> <p>Priority 7: A better Africa and World</p>	<p>Implementation of AfCFTA and other trade agreements to grow intra-Africa trade. Conformity Assessment results in AfCFTA</p>	<p>Competitiveness of South Africa's enterprises</p>	<ul style="list-style-type: none"> To provide an effective accreditation system, in delivering excellent service in accrediting conformity assessment bodies and monitoring of good laboratory practice compliance To provide knowledge transfer and develop the new fields/scopes of accreditation to support industry and government's policy objectives 	<p>Number of Accreditation Scopes and Sub-scopes recognised under Regional and International (AFRAC, ILAC and IAF) Mutual Recognition Arrangements (MRA)</p>	<p>Seven (7) Accreditation Scopes</p> <p>One (1) Accreditation Sub-scopes</p>	<p>Nine (9) Accreditation Scopes</p> <p>Three (3) Accreditation Sub-scope</p>
<p>Priority 2: Economic Transformation and Job Creation</p> <p>Priority 7: A better Africa and World</p> <p>Priority 3: Education, Skills and Health</p>	<p>Create a conducive environment that enables national priority sectors to support industrialisation and localisation, leading to increased exports, employment, and youth and women owned Small, Medium and Micro Enterprises (SMME) participation.</p>	<p>Government achieving policy objectives (Regional integration Health, Safety, and Environment).</p>	<p>Ensure trust in the acceptance of South African produced goods and services nationally and globally, through meeting the needs of government, industry and consumers, and the international recognition of accreditation scopes.</p>	<p>Number of regulators programmes relying on SANAS accreditation for their conformity assessment needs (e.g. Energy efficiency, medical devices etc.)</p>	<p>13 Regulator programmes relying on SANAS accreditation for their conformity assessment.</p>	<p>16 Regulators programmes relying on SANAS accreditation for their conformity assessment.</p>
<p>Priority 2: Economic Transformation and Job Creation</p>	<p>Improve ease of doing business</p>	<p>Organisational sustainability</p>	<p>Increase stakeholder engagements in support of SANAS activities aligned to its mandate</p>	<p>Percentage completion of planned stakeholder</p>	<p>New measure</p>	<p>Roll out 100% of the annual Stakeholder Engagement Plan as</p>

MEDIUM-TERM STRATEGIC FRAMEWORK		SANAS ALIGNMENT TO THE MEDIUM-TERM STRATEGIC FRAMEWORK				
PRIORITIES	INTERVENTIONS	OUTCOMES	INTERVENTIONS	INDICATOR	SANAS BASELINE (2019/20)	5 YEAR-TARGETS
Priority 7: A better Africa and World				engagements in line with the approved annual Stakeholder Engagement Plan		approved by the relevant Executive
Priority 2: Economic Transformation and Job Creation Priority 1: A Capable, Ethical and Developmental State	Reduced reliance on government funding	Organisational sustainability	Costs containment, operational and financial sustainability, to ensure that SANAS can deliver on its mandate without compromising its independence.	Increased percentage ratio of SANAS income versus government grants	70:30 SANAS income to government grant	80:20 SANAS income to government grant

It must be noted that the following 5-year targets will not appear in the 2024/25 APP as the targets have already been achieved:

- *Increase the number of Accreditation Scopes and Sub-scopes recognised under Regional and International (AFRAC, ILAC and IAF) Mutual Recognition Arrangements (MRA) to Nine (9) Accreditation Scopes and Three (3) Accreditation Sub-scopes.*
- *Increase the number of Regulators' programmes relying on SANAS accreditation for their conformity assessment, to 16 Regulators Programmes.*

8. PROGRAMME 1: ADMINISTRATION

8.1 Purpose

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

8.2 Description of the Programme

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

8.2.1 Policy Development

SANAS Board of Directors, as the accounting authority, is responsible for providing strategic direction to SANAS, in keeping with the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006), as well as the Shareholder's Compact, which was concluded with the Minister of Trade and Industry as the executive authority. Through its Chief Executive Officer (CEO), SANAS management is responsible for the day-to-day implementation and control of the organisation's Strategic Plan. It provides the required assurance to SANAS Board of Directors (BODs) regarding effective and efficient operational management.

8.2.2 Financial Management

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

8.2.3 Legal Services

The Company Secretary provides legal services to SANAS as and when required on contractual, litigious, operational, and managerial legal matters. It also adopts a proactive

approach by ensuring that the legal implications of proposed decisions are examined to mitigate any future risks. SANAS has adopted an approach, in accordance with the provisions of the King Code and Report on Governance for South Africa (King IV), to resolve disputes in an amicable manner to avoid protracted litigious matters. This approach has yielded remarkable success in resolving potential litigious matters.

8.2.4 Company Secretary

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

8.2.5 International and Regional Developments

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

The recognition of the AFRAC MRA through the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF) supports regional and international trade by promoting confidence and acceptance of results generated by conformity assessment bodies accredited by its signatory accreditation bodies, i.e., SANAS (South Africa), SADCAS (SADC Economies), Egyptian Accreditation Council (EGAC) (Egypt), Ethiopian National Accreditation Office (ENAO) (Ethiopia), MAURITAS (Mauritius) and Kenyan Accreditation Service (KENAS) (Kenya). Technical barriers to trade (TBTs) such as re-testing, re-inspection, or re-certification of products/ services each time they enter a new economy, will thus be reduced if not eliminated. This international recognition of the AFRAC MRA is a key milestone in enabling the full integration of Africa into the world trading system. This will be achieved through the enhancement of regional and global market access, hence

accelerating economic growth within the continent. Accreditation provides confidence in the competence and integrity of conformity assessment activities, thus unlocking the technical barriers to trade, both locally and regionally as well as internationally, affording South African companies the opportunity of having a competitive edge. 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. It is important to note that non-acceptance of conformity assessments normally leads to rejection, costly retesting/re-inspection or re-certifying of such exported goods and services, making this uncompetitive in the global market. Such increased competitiveness will contribute to transformation and job creation within South Africa resulting in increased economic growth.

Furthermore, for the fulfilment of Africa's aspirations as provided for in the agenda 2063, this international recognition enables inclusive growth and sustainable development through the positioning of Africa as an influential global player and partner on conformity assessment and accreditation. As Secretariat of AFRAC and SADCA, SANAS will continue to play a leadership role to facilitate the participation of Africa as a Continent in the activities of IAF and ILAC.

8.3 Outcomes, Outputs and Quarterly Targets for Administration Programme

OUTCOMES	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Organisational sustainability	Reduced reliance on government funding	Percentage ratio of SANAS income versus government grant	69:31 SANAS income vs government grant	73:27 SANAS income vs government grant	75:25 SANAS income vs government grant	75:25 SANAS income vs government grant	80:20 SANAS income vs government grant	80:20 SANAS income vs government grant	80:20 SANAS income vs government grant
Organisational sustainability	Increased payment efficiency	Average number of days to process eligible payments	7.3% of eligible payments processed after 20 days (average payment made within 10 days)	2% of payments were processed after 20 days but within the legislated 30 days	Percentage of payments processed after 19 days were greater than 5%	14% of eligible payments processed after 19 days. 95% of eligible payments made within 30 days.	All eligible payments processed within an average of 19 days	All eligible payments processed within an average of 19 days	All eligible payments processed within an average of 19 days
Government achieving policy objectives (Regional integration health, safety and the environment)	Acceptance of conformity assessment results	Percentage implementation of AFRAC Secretariat's Annual Performance Plan	100% of the AFRAC Secretariat's Annual Performance Plan was implemented	90% of the AFRAC Secretariat's annual performance plan was implemented	100% of the AFRAC Secretariat's annual performance plan was implemented	90% of the AFRAC Secretariat's Annual Performance Plan implemented	At least 90% of the AFRAC Secretariat's Annual Performance Plan implemented	At least 90% of the AFRAC Secretariat's Annual Performance Plan implemented	At least 90% of the AFRAC Secretariat's Annual Performance Plan implemented
		Percentage implementation of SADCA Secretariat's Annual Performance Plan	Application for SADCA Peer Evaluation by ILAC and IAF was submitted	90% of the SADCA Secretariat's Annual Performance Plan was implemented	90% of the SADCA Secretariat's Annual Performance Plan was implemented	90% of the SADCA Secretariat's Annual Performance Plan implemented.	At least 90% of the SADCA Secretariat's Annual Performance Plan implemented	At least 90% of the SADCA Secretariat's Annual Performance Plan implemented	At least 90% of the SADCA Secretariat's Annual Performance Plan implemented

8.4 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET- 2024/25	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Percentage ratio of SANAS income versus government grants	80:20 SANAS income vs government grant	No target for this quarter	80:20 SANAS income vs government grant	80:20 SANAS income vs government grant	80:20 SANAS income vs government grant
Average number of days to process eligible payments	All eligible payments processed within an average of 19 days	All eligible payments processed within an average of 19 days	All eligible payments processed within an average of 19 days	All eligible payments processed within an average of 19 days	All eligible payments processed within an average of 19 days
Percentage implementation of AFRAC Secretariat's Annual Performance Plan	At least 90% of the AFRAC Secretariat's Annual Performance Plan implemented	60% of the AFRAC Secretariat's Annual Performance Plan implemented	70% (cumulative) of the AFRAC Secretariat's Annual Performance Plan implemented	80% (cumulative) of the AFRAC Secretariat's Annual Performance Plan implemented	90% (cumulative) of the AFRAC Secretariat's Annual Performance Plan implemented
Percentage implementation of SADCA Secretariat's Annual Performance Plan	At least 90% of the SADCA Secretariat's Annual Performance Plan implemented	40% of the SADCA Secretariat's Annual Performance Plan implemented	50% (cumulative) of the SADCA Secretariat's Annual Performance Plan implemented	70% (cumulative) of the SADCA Secretariat's Annual Performance Plan implemented	90% (cumulative) of the SADCA Secretariat's Annual Performance Plan implemented

8.5 Explanation of planned performance over the medium-term period

SANAS, under the Administration Programme will focus on the Outcome of Organisational sustainability through increasing the ratio of revenue generated by SANAS to reduce the dependency on the government fiscus while ensuring that payments of creditors is processed within an average of 19 days. In terms of its contribution to the Outcome of Government achieving policy objectives (Regional Integration, health, safety and environment), SANAS will continue its role as the Secretariat of both SADCA and AFRAC. In this regard, the Administration Programme will implement Secretariat's Annual Performance Plans for both the SADCA and AFRAC.

9. PROGRAMME 2: CORPORATE SERVICES

9.1 Purpose

The purpose of this programme is to oversee the provision of corporate services which plays an enabling role for the entity.

9.2 Programme Description

The sub-programmes that fall under this programme include ICT, Quality Management, ICT Security, HR Management, Facilities Management, Admin Coordination, Marketing and Communications.

9.2.1 Quality Management

Quality Management ensures SANAS' continued compliance with the international requirements for operating and maintaining an internationally recognised accreditation infrastructure, and, as such, the maintenance of SANAS international recognition. The focus during this three-year period is on the expansion of SANAS scopes to the AFRAC Arrangement, as well as the improvement of the SANAS Management system. As a signatory to the ILAC, IAF, AFRAC and SADCA MRA's, SANAS will continue to comply with its obligations to make peer evaluators available to participate in the evaluations of other regions and accreditation bodies.

9.2.2 Human Resources Management

Human Resource Management (HRM) is responsible for ensuring that SANAS has the human resources capacity to deliver on its mandate. HRM intends to strengthen its strategic role within SANAS, with the aim of ensuring that its services are aligned to the organisation's objectives. The activities of HR management during this three-year period will focus on workplace climate enhancement, talent optimisation strategies and human intellectual capital with great emphasis on learning and development, knowledge transfer and preservation. SANAS employees will be continuously upskilled to ensure that they are competent to support SANAS in its delivery of the mandate. HR will further focus on enhancing organisational culture and initiatives aimed at improving employee engagements.

9.2.3 Information and Communication Technology (ICT)

The ICT is responsible for enabling SANAS' operations by aligning the ICT goals with the organisation's strategic objectives through the identification of appropriate technologies, and by designing, developing, implementing, and maintaining the ICT infrastructure. The task of this sub-programme includes the provision of reliable ICT infrastructure through the ongoing refinement and automation of support services and delivering business value in compliance with legislation and best practices.

During the three-year period, the ICT programme will focus on further enhancement and automation of business processes customer facing processes largely through the implementation of its Digital Transformation Strategy. This will assist the business in delivering service excellence at quicker response times and ensure continued customer satisfaction and retention. Key to development of the ICT infrastructure is increasing the security of information assets efforts. Cyber-attacks are on the rise and information assets are increasingly exposed due to working from home arrangements, SANAS will invest in state-of-the-art ICT systems aimed at protecting our information assets. Critical to the process will be continued awareness and training of employees to ensure that they are vigilant in identifying various strategies of cyber-attackers and phishers.

9.2.4 Marketing and Communication

The Marketing and Communication department is responsible for the brand positioning and creating awareness of SANAS activities. In the three-year period, audience specific stakeholder engagement plans will be developed and implemented to ensure that brand awareness is created in a structured approach. This period will also be utilised for further enhancement of virtual marketing and communication systems which will ensure efficiency and effectiveness of all communication efforts.

9.3 Outcomes, Outputs and Quarterly Targets for Corporate Services Programme

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Organisation sustainability	Internal business excellence	Percentage roll-out the approved Stakeholder Engagement Plan	90% of the planned activities within the approved Annual Stakeholder Engagement Plan were rolled-out	90% of the planned activities within the approved Annual Stakeholder Engagement Plan were rolled-out	100% of the planned activities within the approved Annual Stakeholder Engagement Plan were rolled-out	100% of the approved Annual Stakeholder Engagement Plan rolled out	100% of the approved Annual Stakeholder Engagement Plan rolled out	100% of the approved Annual Stakeholder Engagement Plan rolled out	100% of the approved Annual Stakeholder Engagement Plan rolled out
Organisation sustainability	Internal Business Excellence	Percentage of vacancy rate of the total funded positions for the financial year	Average vacancy rate for the year was 1.7%	Average vacancy rate was less than 1%	Average vacancy rate for the year was 3.6%	Vacancy rate of less than 5% of the total funded positions	Maximum of 5% vacancy rate of the total funded positions for the financial year	Maximum of 5% vacancy rate of the total funded positions for the financial year	Maximum of 5% vacancy rate of the total funded positions for the financial year

9.4 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET – 2024/25	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Percentage roll-out the approved Stakeholder Engagement Plan	100% of the approved Annual Stakeholder Engagement Plan rolled out	Annual Stakeholder Engagement Plan developed and approved	100% of planned quarterly activities rolled out, in line with the approved annual	100% of planned quarterly activities rolled out, in line with the approved annual	100% of planned quarterly activities rolled out, in line with the approved

OUTPUT INDICATORS	ANNUAL TARGET – 2024/25	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
		100% of planned quarterly activities rolled out, in line with the approved annual Stakeholder Engagement Plan	Stakeholder Engagement Plan	Stakeholder Engagement Plan	annual Stakeholder Engagement Plan
Percentage of vacancy rate of the total funded positions for the financial year.	Maximum of 5% vacancy rate of the total funded positions for the financial year	Maximum of 6% vacancy rate of funded positions for the financial year	Maximum of 6% vacancy rate of funded positions for the financial year	Maximum of 5% vacancy rate of funded positions for the financial year	Maximum of 5% vacancy rate of funded positions for the financial year

9.5 Explanation of planned performance over the medium-term period

SANAS, under the Corporate Services Programme, will focus on the Outcome of Organisational sustainability in line with the purpose of the programme. The focus will be on the development and implementation of a Stakeholder Engagement Plan which is essential to creating awareness of the value of accreditation and the SANAS brand through relevant platforms. The Programme also ensures that SANAS is well capacitated from a human resource perspective through ensuring that the SANAS vacancy rate does not exceed a maximum of 5% of the total funded positions.

10. PROGRAMME 3: STRATEGY AND DEVELOPMENT

10.1 Purpose

The purpose of this programme is to provide effective direction and leadership in developing new accreditation programmes in additional fields and the transfer of knowledge to the SANAS assessor pool to accreditation clients and to industry at large. These initiatives are all aimed at driving the government's sub-regional, regional and international objectives pertaining to Industrial Policy Priority Sectors (IPPS) projects. Its purpose is also to give strategic input into SANAS' objective of effective regional integration by playing a leadership role in accreditation development in the SADC region and the African continent.

10.2 Programme Description

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

10.2.1 Knowledge Transfer

Over the years, the Knowledge Transfer division has developed a solid reputation nationally, regionally and internationally as the sought-after training provider in the accreditation field. In response to challenges presented by the COVID-19 pandemic in the provision of conventional contact training services, knowledge transfer has developed and still implements a hybrid service provision approach through contact and virtual live platforms.

The hybrid approach is underpinned by the Knowledge Transfer Integrated Service Model which includes key elements such as: Client Experience-Centric course design, Course Content Curation, Knowledge-sharing and collaboration and Experience delivery. The hybrid approach and the integrated service model, enables the advantageous use of technology to access current and formerly untapped national and international markets. This sub-programme will continue its innovative leadership drive through the provision of accreditation-related training courses that anticipate and respond to accreditation clients' needs, support of newly developing accreditation fields and contribution towards the diversification of the SANAS Assessor pool.

10.2.2 New Programme Development

New Programme Development will continue to focus on the development of new accreditation programmes as per the imperatives identified in the NDP, the ERRP, MTSF and South African industry needs. New programme development will continue to promote the use of accreditation in the implementation of public policies for health, safety and environment. The programme will further support government-to-government trade negotiations for conformity assessment procedures and results. Furthermore, we will continue promoting the use of accreditation by regulators in the technical regulations. New Programme Development will play a role within AFRAC to support the priorities of the African Continental Free Trade area through the PAQI.

10.3 Indicators, Annual and Quarterly Targets for Strategy and Development Programme

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Government achieving policy objectives (Regional Integration health, safety and environment)	Acceptance of conformity assessment results	Number of new accreditation programmes initiated (Technical dossier valuation)	Two stakeholders' meetings were convened in an effort to finalise the establishment of the working group	Technical Requirements were developed and Technical Assessors were sourced.	80% of the Business Incubators and Accelerator project was implemented as planned.	Business Incubator and Accelerator Programme rolled-out	1 new Accreditation Programme initiated in collaboration with SAHPRA (Technical dossier evaluation)	New Accreditation Programme developed (Technical dossier valuation)	New Accreditation Programme rolled out (Technical dossier valuation)
Government achieving policy objectives (Regional Integration health, safety and environment)	Acceptance of conformity assessment results	Developed Biobank Programme	Technical Assessors were sourced and trained. One application for accreditation was received	Engaged the Asset Management Industry Association and rolled-out the Asset Management Programme	Through engagements with the Asset Management Industry Association, the Asset Management System Accreditation Scheme was promoted via the SAAMA platform	Feasibility study undertaken on the Biobank Programme	Biobank Programme developed	Biobank Programme rolled out	1 new Accreditation Programme initiated
Government achieving policy objectives (Regional Integration health, safety and environment)	Contribution to the implementation of the relevant outputs of the dtic Group	Number of quarterly progress reports on SANAS contribution to the relevant	New Indicator	New Indicator	New Indicator	4 quarterly progress reports on SANAS contribution to the relevant outputs of the dtic Group developed	4 quarterly progress reports developed on SANAS contribution to the relevant	4 quarterly progress reports developed on SANAS contribution to the relevant	4 quarterly progress reports developed on SANAS contribution to the relevant

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
and environment)		outputs of the dtic Group					outputs of the dtic Group	outputs of the dtic Group	outputs of the dtic Group
Government achieving policy objectives (Regional Integration health, safety and environment)	Acceptance of conformity assessment results	Number of relevant initiatives of the PAQI structures, participated in	New Indicator	New Indicator	New Indicator	Participation in in 4 relevant initiatives of the PAQI structures	Participation in 4 relevant initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area	Participation in 4 relevant initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area	Participation in 4 relevant initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area

10.4 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET 2024/25	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Number of new accreditation programmes initiated (Technical dossier valuation)	1 new Accreditation Programme initiated in collaboration with SAHPRA (Technical dossier evaluation)	Engagements undertaken with SAHPRA	Engagements undertaken with SAHPRA	Engagements undertaken with SAHPRA	New Accreditation Programme initiated in collaboration with SAHPRA

OUTPUT INDICATORS	ANNUAL TARGET 2024/25	MTEF TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Developed Biobank Programme	Biobank Programme developed	Approval of the Feasibility study obtained	Stakeholders engaged in preparation for pre-working group meeting.	Pre-working group meeting hosted	Biobank working group established
Number of quarterly progress reports on SANAS contribution to the relevant outputs of the dtic Group	4 quarterly progress reports developed on SANAS contribution to the relevant outputs of the dtic Group	Quarter 1 progress report developed on SANAS contribution to the relevant outputs of the dtic Group	Quarter 2 progress report developed on SANAS contribution to the relevant outputs of the dtic Group	Quarter 3 progress report developed on SANAS contribution to the relevant outputs of the dtic Group	Quarter 4 progress report developed on SANAS contribution to the relevant outputs of the dtic Group
Number of relevant initiatives of the PAQI structures, participated in	Participation in 4 relevant initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area	Participation in AFRAC meeting	Participation in AFRAC meeting	Participation in PAQI meeting	Participation in PAQI meeting

10.5 Explanation of planned performance over the medium-term period

SANAS, under the Strategy and Development Programme will focus on the Outcome of Government achieving policy objectives (Regional Integration health, safety and environment). Focus will be on the development of new Accreditation Programmes, with a specific focus on developing the Biobank Programme and initiating a new programme in collaboration with SAHPRA. To measure its contribution to the relevant outputs of the dtic Group SANAS will develop 4 quarterly progress reports.

11. PROGRAMME 4: ACCREDITATION PROVISION

11.1 Purpose

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

11.2 Programme Description

This programme is the core business of SANAS as mandated through the Accreditation for Conformity Assessment, Calibration and Good Laboratory Act, 2006 (Act 19 of 2006). SANAS accredits Conformity Assessment Bodies in accordance with international standards as well as local standards. SANAS is also the National Authority for Good Laboratory Practice Compliant facilities in line with the principles of the Organisation for Economic Cooperation and Development (OECD). Accredited organisations service not only the local market and National Regulators, but the regional and global market at large.

The programme covers general testing laboratories, medical laboratories, blood transfusion facilities, veterinary laboratories, Good Clinical Practice (GCP)- and GLP-compliant facilities, pharmaceutical laboratories, forensic laboratories, certification bodies, mechanical and physical testing, calibration, repair and verification bodies as well as Broad-Based Black Economic Empowerment Rating Agencies.

As the sole national accreditation body for South Africa responsible for carrying out accreditation in respect of conformity assessment, SANAS provides accreditation services for the accreditation fields as discussed below and depicted in Table 2 above.

11.2.1 Calibration Laboratories, Proficiency Testing Scheme Providers and Reference Material Producers

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

Proficiency Testing Scheme providers deliver a service that allows testing laboratories to evaluate their performance against a higher order reference or against their peers. Proficiency testing is an essential component in confirming the competence of a laboratory or inspection body (where applicable). Reference Material Producers provide the link to metrological traceability where traceability cannot necessarily be established directly to the SI System of units. Certified Reference Materials are typically required by laboratories conducting chemical, mineral, biological and medical testing. Certified Reference Materials are also used to establish traceability for legal purposes such as blood alcohol level, and evidential breathalysers.

11.2.2 Testing Laboratories

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

11.2.3 Pharmaceutical Laboratories

The sole purpose of pharmaceutical laboratories is to provide a service to the South African pharmaceutical industry, for chemical and microbiological testing. The South African pharmaceutical industry is regarded as the largest in Africa, constituting about 33% of all the pharmaceutical sales in Africa. The pharmaceutical laboratories not only support this industry but also plays a vital role in fighting the numerous diseases that are persistent in our country. These laboratories also help in the testing of vaccines (Measles, Polio and Yellow Fever) which are essential in ensuring that the country fights against diseases.

11.2.4 Inspection Bodies

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

inspections on Gas Cylinders in accordance with the Pressure Equipment Regulations ensure that cylinders are safe for use by households, restaurants and industry.

11.2.5 Verification and Repair Bodies

The sole purpose of the Verification and Repair bodies is to protect consumers from unfair trade practices. These bodies perform verifications and repair functions on volume, mass and length measuring instruments in accordance with the requirements of the Legal Metrology Act and other related technical regulations to ensure consistent and reliable results.

11.2.6 Certification Bodies

SANAS accredits certification bodies to ISO/IEC 17021: Requirements for bodies providing the audit and certification of management systems to provide certification in a range of areas that provide supply chain confidence for those operating in the manufacturing sector. These include ISO 9001 - Quality Management Systems (QMS), ISO 14001 -Environmental Management Systems (EMS) certification, ISO 50001 - Energy Management Systems (EnMS), OHSAS 18001/ISO 45001 - Occupational Health, Safety Management Systems (OHSAS), ISO 27001 - Information Security Management Systems (ISMS), ISO 13485 – Medical Devices and ISO 3834 - Fusion Welding of Metallic Materials. Other accreditation programmes include ISO/IEC 17065 - Product Certification, ISO/IEC 17024- Personnel Certification and ISO 14065 – Greenhouse Gas verification and validation.

11.2.7 Medical Laboratories

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

11.2.8 Veterinary Laboratory Industry

It is important for South Africa to have a strong and competent Veterinary Laboratory Industry for the diagnosis of diseases, especially emerging diseases such as Bovine Spongiform Encephalopathy (BSE) or mad cow disease, and for testing the safety of meat and other animal products.

11.2.9 Forensic Laboratories

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

11.2.10 B-BBEE Rating Agencies

SANAS accredits Broad-Based Black Economic Empowerment (B-BBEE) Rating Agencies that supports government's national objective to advance economic transformation and enhance the economic participation of black people in the South African economy. B-BBEE Legislation focuses on Direct Empowerment, Human Resources Development and indirect Empowerment of Black People, Black Women and Black Designated Groups. Black Designated Groups include People with disabilities and Black Youth.

11.2.11 GLP Monitoring Authority

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

11.2.12 Blood Transfusion

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

TABLE 4: Accreditation Fields and Applicable Standards Used

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

11.3 Indicators, Annual and Quarterly Targets: Accreditation Programme

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Competitiveness of South Africa's enterprises	Growth in the number of CABs	Number of accredited Conformity Assessment Bodies (CABs)	1 874 (Cumulative)	1 960 (Cumulative)	2 059 (Cumulative)	120 CABs	95 additional CABs accredited	100 additional CABs accredited	100 additional CABs accredited
Competitiveness of South Africa's enterprises	Growth in the number of CABs	Number of applications processed for SAPS Forensic Science Laboratories	New Indicator	New Indicator	New Indicator	Engagements conducted with SAPS	3 accreditation applications processed for SAPS Forensic Science Laboratories	2 additional accreditation applications processed for SAPS Forensic Science Laboratories	2 additional accreditation applications processed for SAPS Forensic Science Laboratories
Competitiveness of South Africa's enterprises	Reduced turn-around times	Average number of working days to issue certificates and scopes of accreditation after completion of approvals process.	19 working days on average to issue certificates and scope of accreditation after completion of approvals process	13.5 working days on average to issue certificates and scope of accreditation after completion of approvals process	Certificates and scopes of accreditation were issued within 13 working days on average, after completion of approvals process	Certificates and scopes of accreditation issued within 13 working days on average, after completion of approvals process	Certificates and scopes of accreditation issued within 13 working days on average, after completion of approvals process	Certificates and scopes of accreditation issued within 13 working days on average, after completion of approvals process	Certificates and scopes of accreditation issued within 13 working days on average, after completion of approvals process
Organisation Sustainability	Transformation of the assessor pool	Number of black assessors registered	296 actual	304 actual	324 actual	Additional 20 black assessors registered	25 additional black assessors	30 additional black assessors	30 additional black assessors
Government achieving policy objectives	Acceptance of conformity	Number of engagements undertaken with	The EPC programme falls under the	Testing /Certification of PPE has	SANAS and SAHPRA concluded the	Relevant stakeholders engaged on	Maintain accreditation services	Maintain accreditation services	Maintain accreditation services

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
(Regional Integration health, safety and environment)	assessment results	Regulators relying on SANAS accreditation for their conformity assessment needs	Inspection Programme, as a new scope in the Regulatory domain (Dept of Energy)	been made a priority to combat Covid-19. SANAS engaged with regulators and specifically with SAHPRA, following which a MoU with SAHPRA was developed focused on relevant fields of accreditation.	MoU which informed the identification of priority areas and the development of relevant action plans.	accreditation requirements focused on increasing the number of Accreditation Programmes in the Regulatory Domain	offered to Regulators through undertaking four engagements with relevant Regulators	offered to Regulators through undertaking four engagements with relevant Regulators	offered to Regulators through undertaking four engagements with relevant Regulators

11.4 Indicators, Annual and Quarterly Targets

OUTPUT INDICATORS	ANNUAL TARGET – 2024/25	QUARTERLY TARGETS			
		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Number of accredited Conformity Assessment Bodies (CABs)	95 additional CABs accredited	22 CABs accredited	23 additional CABs accredited	25 additional CABs accredited	25 additional CABs accredited
Number of applications processed for SAPS Forensic Science Laboratories	3 accreditation applications processed for SAPS Forensic Science Laboratories	Engagements conducted with SAPS Forensic Science Laboratories.	Engagements conducted with SAPS Forensic Science Laboratories.	1 accreditation application for SAPS Forensic Science Laboratory processed.	2 additional accreditation applications for SAPS Forensic Science Laboratories processed.
Average number of working days to issue certificates and scopes of accreditation after completion of approvals process.	Certificates and scopes of accreditation issued within 13 working days on average, after completion of approvals process		Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process
Number of black assessors registered	25 additional black assessors	6 black assessors registered	6 additional black assessors registered	6 additional black assessors registered	7 additional black assessors registered
Number of engagements undertaken with Regulators relying on SANAS accreditation for their conformity assessment needs	Maintain accreditation services offered to Regulators through undertaking four engagements with relevant Regulators	1 engagement undertaken with relevant regulator focused on accreditation services	1 engagement undertaken with relevant regulator focused on accreditation services	1 engagement undertaken with relevant regulator focused on accreditation services	1 engagement undertaken with relevant regulator focused on accreditation services

11.5 Explanation of planned performance over the medium-term period

SANAS, under the Accreditation Programme will focus on the Outcome related to Competitiveness of South Africa's enterprises by increasing the number of accredited Conformance Assessment Bodies (CABs) by an additional 295 CABs over the medium term. The increase in the number of CABs is based on the trends over the last 5 financial years, between 2018/19 and 2022/23, in which an average of 72 additional CABs were accredited per financial year. SANAS will also focus on issuing certificates and scopes of accreditation within an average of 13 working days as well as through the implementation of Accreditation Programmes in the regulatory domain. Furthermore, SANAS will, over the medium term, register an additional 85 black assessors, based on SANAS capacity to train and monitor such assessors, which is aimed at ensuring that the number of black assessors represent the demographics of the country. The Accreditation Programme also contributes to the Outcome-related Organisational Sustainability through transforming the assessor pool by increasing the number of registered black assessors over the medium-term.

12. SANAS CONTRIBUTION TO THE OUTPUT TARGETS WITHIN the dtic GROUP OF ENTITIES

12.1 Output Targets within the dtic Group of Entities

Table below confirms the 45 Outputs identified within the **dtic** Group of Entities

Investment

Output
R350 billion in investment pledges secured across the state
100 Investor facilitation and unblocking interventions provided
1 new Special Economic Zones (SEZs) considered for designation

Industrial production

Output
R60 billion in additional local output committed or achieved
R200 billion in Black Industrialist output achieved

Exports and trade

Output
R900 billion in manufacturing exports

R400 billion in manufacturing exports to other African countries
R9 billion in exports of Global Business Services (GBS)
20 Successful Export Interventions to support the implementation of the AFCFTA
10 High impact trade interventions completed
5 Finalisation of legal instruments under the AfCFTA (Tariff offers, Schedule of Commitments, Rules of Origin, Protocols and Annexes to protocols)

Industrial support

Output
R30 billion in support programmes administered by, or in partnership with, the dtic group
R15 billion support programmes to enterprises in areas outside the five main metros
R8 billion in financial support programmes to SMMEs, and women and youth-empowered businesses
R8 billion in financial support programmes to enterprises in labour absorbing sectors
1 Operationalization of an Adjudication process for incentive applications

Transformation

Output
R900 Million in Equity Equivalent Investment Programme agreements agreed or administered
20 000 additional workers with shares in their companies
10 High-impact outcomes on addressing market concentration through the implementation of market inquiry outcomes

Jobs

Output
1 million jobs supported or covered by the dtic group and Master Plans
100 000 jobs to be created (50 000 social economy fund part-time or temporary job opportunities and 50 000 full-time jobs)
160 000 jobs in Black Industrialists firms retained

Energy

Output
R1billion in financial support to enterprises including SMMEs to mitigate impact of load shedding by IDC and NEF
1 500 Megawatts of energy from projects facilitated
550 Megawatts of energy available for the grid
5 Projects successfully managed through Energy One-stop Shop
4 Expedited regulatory amendments and flexibility, to promote energy efficiency

Green economy

Output
4 Interventions to respond to green trade barriers
1 EV white paper implementation
1 Green hydrogen commercialisation framework implementation

Stakeholder engagement and impacts

Output
9 Business Forums hosted aimed at supporting increased FDI, exports and outward investment.
1 000 Case studies of firms, workers, entrepreneurs, professionals or communities impacted by the dtic measures: including 12 local films/documentaries telling the SA story
Community outreach programmes by the dtic group in 10 districts
2 Conferences, summits, and international forums hosted
10 Successful actions completed on price monitoring and excessive pricing or price gouging or price

Addressing crime

Output
Grey-listing: 2 Implementation of remedial actions by CIPC of the Financial Action Task Force (FATF) requirements to meet immediate outcome 5 (IO5) in South Africa's Action Plan
1 Metal trading system implemented

Red tape and state capability targets

Output
9 Impact evaluations of dtic policy or programme interventions
5 High-impact measures to reduce red tape or improve turnaround times in the administration of incentives and work of agencies

Output
6 Impact assessments or enhancements of trade instruments or measures

Improving the capacity and responsiveness of the state and social partnership

Output
4 Pieces of priority legislation amended, tabled or submitted to Executive Authority, Cabinet or Parliament.
8 Master Plans managed
Oversight of the dtic entities to ensure that at least 96% of planned KPIs are achieved
3 Projects to assist industrial innovation and support firms
50 Mergers and acquisitions where public interest conditions have been incorporated

12.2 SANAS Contribution to the Output Targets

The following tables demonstrate SANAS contribution to the relevant Output Targets within the dtic Group.

FOCUS AREA	OUTPUTS OF the dtic GROUP	SANAS OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
				AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
INDUSTRIAL PRODUCTION	R60 billion in additional local output committed or achieved	Growth in the number of CABs	Number of accredited Conformity Assessment Bodies (CABs)	1 874 (Cumulative)	1 960 (Cumulative)	2 059 (Cumulative)	120 CABs	95 additional CABs accredited	100 additional CABs accredited	100 additional CABs accredited
EXPORTS AND TRADE	R900 billion in manufacturing exports			Acceptance of conformity assessment results	Developed Biobank Programme	Technical Assessors were sourced and trained. One application for accreditation was received	Engaged the Asset Management Industry Association and rolled-out the Asset Management Programme	Through engagements with the Asset Management Industry Association, the Asset Management System Accreditation Scheme was promoted via the SAAMA platform	Feasibility study undertaken on the Biobank Programme	Biobank Programme developed
	R400 billion in manufacturing exports to other African countries									
EXPORTS AND TRADE	20 Successful Export Interventions in support of the	Acceptance of conformity assessment results	Number of relevant initiatives of the PAQI structures, participated in	New Indicator	New Indicator	New Indicator	Participation in 4 relevant initiatives of	Participate in 4 relevant initiatives of the PAQI	Participate in 4 relevant initiatives of the PAQI	Participate in 4 relevant initiatives of the PAQI

FOCUS AREA	OUTPUTS OF the dtic GROUP	SANAS OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
				AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	implementation of the AfCFTA 5 Finalisation of legal instruments under the AfCFTA						the PAQI structures	structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area	structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area	structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area
STAKEHOLDER ENGAGEMENT AND IMPACTS	1 000 Case studies of firms, workers, entrepreneurs, professionals or communities impacted by the dtic measures: including 12 local films/documentaries telling the SA story	Showcasing of SANAS success stories	Number of Case Studies, showcasing success stories	New Indicator	New Indicator	New Indicator	20 Case Studies developed	20 Case Studies developed	20 Case Studies developed	20 Case Studies developed
GREEN ECONOMY	1 Green hydrogen commercialisation framework implementation	Accreditation of Verification Certification Bodies in support for the National Greenhouse Gas Emission	Number of accredited Validation and Verification Certification Bodies	New Indicator	New Indicator	New Indicator	One accredited Validation and Verification Certification Body	1 additional Validation and Verification Certification Body accredited through participation in the	1 additional Validation and Verification Certification Body accredited through participation in the	1 additional Validation and Verification Certification Body accredited through participation in the

FOCUS AREA	OUTPUTS OF the dtic GROUP	SANAS OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
				AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORM-ANCE	MTEF PERIOD		
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		Reporting regulation.						Greenhouse Gas (GHG) Validation and Verification accreditation scheme that will support National Greenhouse Gas Emission Reporting regulation.	Greenhouse Gas (GHG) Validation and Verification accreditation scheme that will support National Greenhouse Gas Emission Reporting regulation.	Greenhouse Gas (GHG) Validation and Verification accreditation scheme that will support National Greenhouse Gas Emission Reporting regulation.
RED TAPE AND STATE CAPABILITY	5 High-impact measures to reduce red tape or improve turnaround times in administration of incentives and work of agencies	Reduced turn-around times	Average number of working days to issue certificates and scopes of accreditation after completion of approvals process.	19 working days on average to issue certificates and scope of accreditation after completion of approvals process	13.5 working days on average to issue certificates and scope of accreditation after completion of approvals process	Certificates and scopes of accreditation were issued within 13 working days on average, after completion of approvals process	Certificates and scopes of accreditation issued within 13 working days on average, after completion of approvals process	Certificates and scopes of accreditation issued within 13 working days on average, after completion of approvals process	Certificates and scopes of accreditation issued within 13 working days on average, after completion of approvals process	Certificates and scopes of accreditation issued within 13 working days on average, after completion of approvals process

12.3 Output Indicators: Annual and Quarterly Targets for 2023/24

OUTPUT INDICATORS	ANNUAL TARGETS	QUARTERLY TARGETS			
		Q1	Q2	Q3	Q4
Number of accredited Conformity Assessment Bodies (CABs)	95 additional CABs accredited	22 CABs accredited	23 additional CABs accredited	25 additional CABs accredited	25 additional CABs accredited
Developed Biobank Programme	Biobank Programme developed	Approval of the feasibility study obtained	Stakeholders engaged in preparation for pre-working group meeting.	Pre-working group meeting hosted	Biobank working group established
Number of relevant initiatives of the PAQI structures, participated in	Participate in 4 relevant initiatives of the PAQI structures, focused on reducing the technical barriers to trade within the African Continental Free Trade Area	Participation in AFRAC meeting	Participation in AFRAC meeting	Participation in PAQI meeting (TBC)	Participation in PAQI meeting (TBC)
Number of Case Studies, showcasing SANAS success stories	20 Case Studies developed	5 Case Studies developed	5 Case Studies developed	5 Case Studies developed	5 Case Studies developed
Number of accredited Validation and Verification Certification Bodies	1 additional Validation and Verification Certification Body accredited through participation in the Greenhouse Gas (GHG) Validation and Verification accreditation scheme that will support National Greenhouse Gas Emission Reporting regulation.	No target for this quarter	No target for this quarter	No target for this quarter	1 additional Validation and Verification Certification Body accredited

OUTPUT INDICATORS	ANNUAL TARGETS	QUARTERLY TARGETS			
		Q1	Q2	Q3	Q4
Average number of working days to issue certificates and scopes of accreditation after completion of approvals process.	Certificates and scopes of accreditation issued within 13 working days on average, after completion of approvals process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process	Certificates and scopes of accreditation issued on an average of 13 days after completion of the approval process

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

13.1 Programme 1: Administration

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

The purpose of operational and financial sustainability is to ensure that SANAS can deliver on its mandate without compromising its independence and to ensure that SANAS remains 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 the government contribution to SANAS, therefore, this programme will focus on further increasing SANAS income while reducing dependence on the fiscus.

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

13.2 Programme 2: Corporate Services

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

In ensuring an optimally functional organisation SANAS will ensure that the organisational structure is fully capacitated. SANAS will ensure that the vacancy rate does not exceed 5% throughout the financial year.

13.3 Programme 3: Strategy and Development

In line with SANAS' mandate regarding economic development and public policy objectives, the strategy and development programme focus during this period is on supporting the National Development Plan as well as **the dtic** sector and product focus. As such, it will contribute to the outcome as it relates to government achieving its public policy objectives by developing at least one new programme per year in line with government outcomes, NDP and MTSF priorities. Furthermore, the acceptance of conformity assessment procedures and results is critical to the acceptance of our goods and services in foreign markets. It is therefore important that our trade agreements include a need for the recognition of conformity assessment results. The research and development department will provide technical guidance to our trade negotiators, as required.

13.4 Programme 4: Accreditation

The accreditation department is the core of SANAS' operations contributing to SANAS' mandate with respect to facilitating international trade, enhancing economic performance and transformation. Therefore, the focus during this period is to ensure maintenance of SANAS' international recognition while increasing the number of accredited organisations in line with industry and governments' conformity needs. The focus is on improving service delivery through reductions in the turn-around times of issuing certificates and scopes of accreditation after completion of approvals process.

SANAS ensures that accreditation plays a role in the African Continental Free Trade Area (AfCFTA) within the ambit of the African Cooperation in Accreditation (AFRAC), which is one of the four pillars of Pan African Quality Infrastructure (PAQI). Going forward, AFRAC is to be informed of priority sectors/products or services within the AfCFTA and this will cascade to National Accreditation Bodies such as SANAS.

14. PROGRAMME RESOURCE CONSIDERATIONS

Table 5: Budget allocation for programme and subprogrammes as per the ENE

ADMINISTRATION							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Total Expenditure	36 040	41 641	40 764	47 724	50 349	53 118	56 308
CORPORATE SERVICES							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Total Expenditure	4 509	10 502	14 756	13 596	13 999	14 405	15 125
STRATEGY AND DEVELOPMENT							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Total Expenditure	915	1 006	2 278	8 895	9 384	9 900	10 395
ACCREDITATION PROVISION							
ECONOMIC CLASSIFICATION	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2020/21	2021/22	2021/22	2023/24	2024/25	2025/26	2025/26
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Total Expenditure	43 316	49 455	66 296	63 290	69 533	70 151	74 138

Table 6: Medium-Term Budget Estimates

Details	Approved budget	Medium-term estimate			
		2023/24	2024/25	2025/26	2026/27
R thousand					
Sales by market establishment	89,520	97,152	99,639	105,607	
Other non-tax revenue	14,082	14,873	15,672	16,678	
Transfers received	30,738	32,118	33,185	34,315	
Total revenue	134,340	144,143	148,496	156,600	
Expenses					
Compensation of employees	71,679	75,263	79,026	83,514	
Goods and services	55,526	61,513	61,864	65,434	
Depreciation	6,300	6,489	6,684	7,018	
Transfers and subsidies	835	878	922	634	
Total expenses	134,340	144,143	148,496	156,600	
Surplus/(Deficit)	-	-	-	-	

14.1 Explanation of the contribution of resources towards achievement of outputs

The entity's income and expenditure are expected to increase by an average of 5.2 per cent per annum over the medium term. Budgeted income is expected to be R144 143 million for the 2024/25 financial year. Income is expected to increase to R156 600 million in 2026/27 financial year due primarily to the growth in CABs being accredited.

The entity's spending on compensation of employees is expected to remain at an average of 53 per cent of the total budget over the period. The compensation budget will increase by an average of 5.2 per cent over the medium term from R75 263 million in 2024/25 to R83 514 million in the 2026/27 financial year.

Expenditure for the provision of accreditation services is expected to constitute an average of 49% of the entity's total budget over the period. The Accreditation Provision Programme is responsible for accrediting calibration, testing and verification laboratories, certification bodies, inspection bodies and ratings agencies. Its work contributes to industrial development, the protection of health and the environment, and the improvement of safety standards which further contributes to economic development. By aligning local standards with those of global partners, the entity promotes the attractiveness of South Africa's exports.

15. KEY RISKS

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
Competitiveness of South Africa's enterprises	1.	Rejection of South Africa's goods and services	Active participation in the WTO/ TBT's and Free Trade Agreements (FTA's) by invitations.	10	6
			Improve participation in Regional and International for a (ILAC / IAF / AFRAC / OECD / PAQI, TBT and Non-tariff barrier committees)		
			Continued confirmation of competence of SANAS accredited CABs.		
Organizational sustainability	2.	Inability to maintain adequate revenue levels and expenditure within budgets.	Review and update financial policies and procedures, taking into account the current economic climate	15	9
			Realistic, stringent budgets and closer monitoring of budget		
			Development of a Strategic Sourcing plan to ensure optimal procurement of goods and services		
			Use of debt collectors to collect outstanding debts from customers		
			Application for retention of surpluses to National Treasury.		
	3.		Interventions are in line with the competency framework	8	6

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
Organisational sustainability		Shortage and loss of critical and core skills (Employees)	Monitoring and evaluation of identified talent pool by the Succession Planning Committee		
			Culture surveys are conducted annually to assess whether interventions are effective.		
			Review of HR Policy.		
	4.	Insufficient technical expertise required to assess specific accreditation scopes.	Sourcing, training and qualification of assessors.	20	12
			Actively engage CABs where there is perceived conflict of interest with specific assessors		
			Monitoring of the 3-year validity period of certificates for assessors		
			Reporting on assessor age analysis profile on an annual basis and competency replenishment		
			Implementing conditions for assessors also contracted with other Accreditation Bodies		
			Engage with other ABs during the Twinning Agreement Partnership (TAP) meetings on mitigation of the usage of the SANAS assessor pool.		
	5.		Annual scheduled internal audits and continuous reviews of systems or processes to improve efficiency or effectiveness	20	12

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
		Failure in ICT Governance and IT Security	<p>Monthly reviews of strategic SLAs with service providers in place for IT infrastructure and services maintenance</p> <p>Annual personnel development plans and continuous knowledge sharing amongst IT personnel</p> <p>Implementation of resolutions of governance structures</p> <p>Review of IT policies, procedures and plans as required by changes in the environment</p> <p>Review and implement IT security policies, procedures and plans in place.</p> <p>Conduct continuous staff cyber security awareness training</p> <p>Audits and reviews of overall IT security, (e-mail, virus, network protection and VPN. Penetration testing and vulnerability assessment)</p> <p>Conduct annual IT DRP/BCP simulations</p> <p>Continuous SLA monitoring of outsourced managed IT security services</p>	12	9
	6.	Inability to meet the increased government requirements/changing legislative	<p>Maintain the SANAS's active participation in / hosting of Technical infrastructure institutions meetings, CEO meetings as per the schedule</p> <p>Continue with quarterly meetings with the dtic oversight unit</p>		

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
		requirements and policy	Annual review and alignment of Strategic Plan and APP to government objectives	15	9
			Continue hosting annual Regulators meetings. Development of MOUs with regulators where no MOUs exist.		
			Monitoring of legislation in the regulatory universe document		
			Continuous review of Policies as necessary to incorporate new/amended requirements		
			Compliance with relevant planning frameworks		
	7.	Lack of impartiality in SANAS accreditation processes.	Internal Auditing processes by the Quality Department in place.	15	9
			Monitoring of the performance of AC members.		
			Consistent monitoring of Staff declarations on annual basis and monitored by the Board and Risk Committee, as well as audited by the independent Auditors.		
			Declarations of all interests and pressures by Board members and committee members on annual basis.		
			Policies and procedures reviewed/revised annually.		
			Assessment procedures and guides including Assessor decisions, Assessor monitoring programmes audited annually		
			Review of the resource plan.		

OUTCOME	RISK NO.	KEY RISK	RISK MITIGATION	INHERENT RISK LEVEL	RESIDUAL RISK LEVEL
			Independent complaints and appeals processes will be put in place, audited and monitored.		
			Policies and procedures will be reviewed/revised annually		
			Assessment procedures and guides including assessor decisions and assessor monitoring programmes audited annually		
	8.	Inability to continue SANAS business in the event of business disruptions	Review and testing of BCP and Disaster Risk Management Plan.	16	9

Explanation related to Risk 4 and 5:

- **Risk No. 4:** There is still some room of improvement in the current controls aimed at mitigating the risk. Management is of the view that there are further actions that need to be implemented in order to mitigate the risk as reflected in the mitigation plans. The implementation of such actions will be closely monitored.
- **Risk No. 5:** Further actions need to be implemented to minimise the risk of scams, phishing and any other ICT related fraudulent activities that may impact negatively on the operations of the organisation. Management is also considering the potential consequences of the risk should it materialised, such as business disruptions, cyber-attacks, inefficient operations and poor customer service.

PART D: TECHNICAL INDICATOR DESCRIPTION

The tables below outline the Technical Indicator Descriptions for the APP Targets related to Programmes 1, 2, 3 and 4.

1. PROGRAMME: ADMINISTRATION

Indicator Title	Percentage ratio of SANAS income versus government grants
Definition	Reducing dependency on the government grant through increasing income generation
Source of data	Financial reports
Method of Calculation / Assessment	Ratio of self-generated income vs government grants
Means of Verification	Analysis of financial reports
Assumptions	<ul style="list-style-type: none"> •Positive market response to SANAS' offerings •New programmes rolled out as planned •Economic environment conducive to support increase in fees
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Chief Financial Officer

Indicator Title	Average number of days to process eligible payments
Definition	Payment of eligible invoices within an average of 19 days from receipt. Average of 19 days is measured from the time SANAS receives the eligible invoice for processing. The indicator refers to payment of eligible invoices only and not the payment of claims which are paid through the payroll i.e. claims from assessors and board members that are not paid through the payroll are included but claims from assessors (independent contractors) and employees are excluded. In line with relevant prescripts, all payments are to be made within 30 days, except to suppliers for whom there are signed contracts in place stipulating specific payment timeframes.
Source of data	Summarised records of creditor payments from SAGE
Method of Calculation / Assessment	The calculation is based on the number of average days taken to process eligible payments during the relevant reporting period.
Means of Verification	Summary analysis of payment data from SAGE
Assumptions	All invoices are fully compliant ready (eligible) for payment and without disputes.
Disaggregation of Beneficiaries (where applicable)	•N/A
Spatial Transformation (where applicable)	•N/A
Calculation Type	Quarterly

Reporting Cycle	Quarterly
Desired performance	Annual target met or exceeded
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage implementation of AFRAC Secretariat's Annual Performance Plan
Definition	The support provided by the AFRAC Secretariat on regional integration matters related to accreditation on the continent and globally, through implementation of the AFRAC Secretariat's APP
Source of data	Quarterly progress reports on the implementation of the AFRAC Secretariat's APP
Method of Calculation / Assessment	The cumulative percentage of activities of the AFRAC Secretariat's Annual Performance Plan successfully completed
Means of Verification	Simple count of the activities successfully completed and reported on
Assumptions	<ul style="list-style-type: none"> •Activities on the AFRAC Annual Performance Plan under the responsibility of the Secretariat are not influenced by external factors or reliant on external interventions. •The SANAS BOD is in support of SANAS maintaining the AFRAC Secretariat
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	AFRAC Secretariat (Quality Manager)

Indicator Title	Percentage implementation of SADCA Secretariat's Annual Performance Plan
Definition	The support provided by the SADCA Secretariat and Regional Coordinator on regional integration matters related to accreditation in SADC through implementation of the SADCA Secretariat's APP
Source of data	Quarterly progress reports on the implementation of the SADCA Secretariat's APP
Method of Calculation / Assessment	The cumulative percentage of activities of the SADCA Secretariat's Annual Performance Plan successfully completed
Means of Verification	Simple count of the activities successfully completed and reported on
Assumptions	<ul style="list-style-type: none"> •Activities on the SADCA Annual Performance Plan under the responsibility of the Secretariat are not influenced by external factors or reliant on external interventions. •The SANAS BOD is in support of SANAS maintaining the SADCA Secretariat
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Cumulative

Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	SADCA Secretariat (Quality Manager)

2. PROGRAMME: CORPORATE SERVICES

Indicator Title	Percentage roll-out the approved Stakeholder Engagement Plan
Definition	Improving and maintaining stakeholder relations, as well as increasing accreditation awareness and the role of SANAS, through the implementation of the approved Stakeholder Engagement Plan
Source of data	Approved annual Stakeholder Engagement Plan reflecting planned quarterly activities and evidence of their achievement
Method of Calculation / Assessment	The number of stakeholder engagement activities and events rolled out as a percentage of the planned activities in the Stakeholder Engagement Plan approved by the relevant Executive
Means of Verification	Simple count: The number of Stakeholder Engagement activities successfully completed as a percentage of planned activities in line with the approved annual Stakeholder Engagement Plan
Assumptions	The annual Stakeholder Engagement Plan will be timeously approved.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Contribution to spatial transformation priorities: N/A •Spatial impact area: N/A
Calculation Type	Actual percentage
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Corporate Services and Marketing Manager

Indicator Title	Percentage of vacancy rate of the total funded positions for the financial year
Definition	Reduce SANAS' vacancy rate to ensure organisational effectiveness and efficiency in delivering its services
Source of data	HR staff movement list against funded positions
Method of Calculation / Assessment	Percentage of vacant funded positions as a percentage of the total number of positions to be filled by the end of the financial year. Average of the percentage of the four quarters of the financial year.
Means of Verification	Simple count: Number of full-time employees including formally appointed acting individuals during the period
Assumptions	<ul style="list-style-type: none"> •All current positions remain filled. •Vacant position with someone officially appointed to act will be considered filled. •Rate of resignations does not exceed the projected rate of 5%.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Contribution to spatial transformation priorities: N/A •Spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly

Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Corporate Services and Human Resource Manager

3. PROGRAMME: STRATEGY AND DEVELOPMENT

Indicator Title	Number of new accreditation programmes initiated (Technical dossier valuation)
Definition	The initiation, development and roll-out of the technical dossier valuation programme in collaboration with SAHPRA
Source of data	Progress information on initiating the programme
Method of Calculation / Assessment	Completion of the activities of the project in line with the project plan.
Means of Verification	Analysis of Quarterly progress reports on the initiation of the new Accreditation Programme in line with the project plan
Assumptions	Active engagement from relevant stakeholders as required.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Strategy and Development

Indicator Title	Biobank Programme developed
Definition	The initiation, development and roll-out of the Biobank Programme for other government institutions / industry
Source of data	Progress information on the Biobank Programme
Method of Calculation / Assessment	Completion of the activities of the project in line with the project plan.
Means of Verification	Analysis of quarterly progress reports on the Biobank Programme
Assumptions	<ul style="list-style-type: none"> •Input from stakeholder institutions as required. •Active participation from relevant stakeholders
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Strategy and Development

Indicator Title	Number of quarterly progress reports on SANAS contribution to the relevant Outputs of the dtic Group
Definition	Contributing to the implementation of the relevant Outputs of the dtic Group in line with SANAS mandate.

Source of data	Quarterly Progress Reports on SANAS contribution to the relevant Outputs of the dtic Group
Method of Calculation / Assessment	Calculation of the number of quarterly progress reports produced
Means of Verification	Simple count of the number of quarterly progress reports produced
Assumptions	•Cooperation from other Technical Infrastructure Institutions
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Strategy and Development

Indicator Title	Number of relevant initiatives of the PAQI structures, participated in
Definition	As its contribution towards reducing the technical barriers to trade within the African Continental Free Trade Area, SANAS plans to participate in 4 relevant initiatives of the PAQI structures.
Source of data	Attendance confirmation of SANAS in relevant initiatives of the PAQI structures
Method of Calculation / Assessment	Calculation of the number of initiatives SANAS participated in with regards to relevant initiatives of the PAQI structures
Means of Verification	Simple count of the number of number of initiatives SANAS that participated in
Assumptions	Planned PAQI structures will take place as scheduled
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Strategy and Development

4. PROGRAMME: ACCREDITATION

Indicator Title	Number of accredited Conformity Assessment Bodies (CABs)
Definition	Accreditation of Conformity Assessment Bodies (CABs)
Source of data	Statistics of number of accredited CABs per Accreditation Programme
Method of Calculation / Assessment	The number of new accreditations undertaken
Means of Verification	Analysis of statistics from Accreditation Database
Assumptions	Accreditation Database accurately updated on time
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Accreditation

Indicator Title	Number of applications processed for SAPS Forensic Science Laboratories
Definition	Processing of accreditation applications for SAPS Forensic Science Laboratories
Source of data	Statistics of cumulative number of applications processed for SAPS Forensic Science Laboratories
Method of Calculation / Assessment	The number of applications processed for SAPS Forensic Science Laboratories
Means of Verification	Analysis of number of applications received
Assumptions	Applications timeously submitted by SAPS
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive Accreditation

Indicator Title	Average number of working days to issue certificates and scopes of accreditation after completion of approvals process.
Definition	The timely management of issuing of certificates and scope of accreditation after completion of the approvals process
Source of data	Certificates and scope of accreditation register indicating average statistics over a 3-month period
Method of Calculation / Assessment	Number of working days taken, on average, to issue the certificates and scope of accreditation after completion of the approvals process over a 3-month period. The last month of each quarter is not included as it will be calculated in the following quarter.
Means of Verification	Simple count: Number of average working days from final date of decision until the date of issuing the certificate and scope of accreditation

Assumptions	i) Availability of signatories ii) Efficient implementation of processes
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Actual
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Accreditation

Indicator Title	Number of black Assessors registered
Definition	SANAS' registered assessors reflecting the demographics of South Africa
Source of data	Assessor Database
Method of Calculation / Assessment	The number of additional black people registered as SANAS assessors
Means of Verification	Counting the number of black people registered as SANAS assessors
Assumptions	i) Assessor training and qualification realised ii) Required assessor records are in place
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive Accreditation

Indicator Title	Number of engagements undertaken with Regulators relying on SANAS accreditation for their conformity assessment needs
Definition	Undertaking a minimum of four engagements with relevant/identified Regulators relying on SANAS accreditation for their conformity assessment needs so as to meet their accreditation requirements.
Source of data	Evidence of engagements with relevant/identified Regulator per quarter.
Method of Calculation / Assessment	The number of engagements held per quarter with relevant/identified Regulator
Means of Verification	Simple count: Number of engagements held per quarter
Assumptions	•Cooperation from Regulators and relevant stakeholders
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Actual
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive Accreditation

SANAS Contribution to the Output Targets of the dtic Group

The tables below outline the Technical Indicator Descriptions related to SANAS' contribution to the relevant Output Targets of the dtic Group.

Indicator Title	Number of accredited Conformity Assessment Bodies (CABs)
Definition	Accreditation of Conformity Assessment Bodies (CABs)
Source of data	Statistics of number of accredited CABs per Accreditation Programme
Method of Calculation / Assessment	The number of new accreditations undertaken
Means of Verification	Analysis of statistics from Accreditation Database
Assumptions	Accreditation Database accurately updated on time
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Accreditation

Indicator Title	Biobank Programme developed
Definition	The initiation, development and roll-out of the Biobank Programme for other government institutions / industry
Source of data	Progress information on the Biobank Programme
Method of Calculation / Assessment	Completion of the activities of the project in line with the project plan.
Means of Verification	Analysis of Quarterly progress reports on the Biobank Programme
Assumptions	<ul style="list-style-type: none"> •Input from stakeholder institutions as required. •Active participation from relevant stakeholders
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Strategy and Development

Indicator Title	Number of relevant initiatives of the PAQI structures, participated in
Definition	As its contribution towards reducing the technical barriers to trade within the African Continental Free Trade Area, SANAS plans to participate in 4 relevant initiatives of the PAQI structures.
Source of data	Attendance confirmation of SANAS in relevant initiatives of the PAQI structures

Method of Calculation / Assessment	Calculation of the number of initiatives SANAS participated in with regards to relevant initiatives of the PAQI structures
Means of Verification	Simple count of the number of number of initiatives SANAS participated in
Assumptions	•Initiatives of PAQI structures will take place as scheduled
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Strategy and Development

Indicator Title	Number of Case Studies, showcasing SANAS success stories
Definition	Development of identified case studies showcasing the impact of SANAS accreditation services
Source of data	Site visits to identified CABs for the development of relevant case studies
Method of Calculation / Assessment	The number of case studies developed
Means of Verification	Simple count of case studies developed
Assumptions	Cooperation from identified CABs
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> •Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Accreditation

Indicator Title	Number of accredited Validation and Verification Certification Bodies
Definition	Accreditation of a Validation and Verification Certification Body through participation in the Greenhouse Gas (GHG) Validation and Verification accreditation scheme that will support National Greenhouse Gas Emission Reporting regulation
Source of data	Progress information on accreditation of a Validation and Verification Certification Body
Method of Calculation / Assessment	The number of Validation and Verification Certification Bodies accredited
Means of Verification	Simple count of the number of Validation and Verification Certification Bodies accredited by SANAS
Assumptions	Receipt of applications for accreditation by Validation and Verification Certification Bodies
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> •Target for Women: N/A •Target for Youth: N/A

	•Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	•Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Accreditation

Indicator Title	Average number of working days to issue certificates and scopes of accreditation after completion of approvals process.
Definition	The timely management of the issuing of certificates and scope of accreditation after completion of the approvals process
Source of data	Certificates and scope of accreditation register indicating average statistics over a 3-month period
Method of Calculation / Assessment	Number of working days taken, on average, to issue the certificates and scope of accreditation after completion of the approvals process over a 3-month period. Last month of each quarter is not included as it will be calculated in the following quarter.
Means of Verification	Simple count: Number of average working days from final date of decision until the date of issuing the Certificate and scope of accreditation
Assumptions	i) Availability of signatories ii) Efficient implementation of processes
Disaggregation of Beneficiaries (where applicable)	•Target for Women: N/A •Target for Youth: N/A •Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	•Reflect on contribution to spatial transformation priorities: N/A •Reflect on the spatial impact area: N/A
Calculation Type	Actual
Reporting Cycle	Quarterly
Desired performance	Target met or exceeded
Indicator Responsibility	Executive: Accreditation