

# ANNUAL PERFORMANCE PLAN 2022-2023

---

INSPIRING  
SOLUTIONS.

 **GRÉMENT**  
**SOUTH AFRICA**  
innovative construction product assessments





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## ACRONYMS & ABBREVIATIONS

<b>AA</b>	Accounting Authority
<b>AGSA</b>	Auditor General South Africa
<b>ASA</b>	Agrément South Africa
<b>CE</b>	Civil Engineering
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>CSIR</b>	Council for Scientific and Industrial Research
<b>EXCO</b>	Executive Committee
<b>GB</b>	General Building
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>MTSF</b>	Medium-Term Strategic Framework
<b>NNDPWI</b>	National Department of Public Works and Infrastructure
<b>NHBRC</b>	National Home Builders Registration Council
<b>NIBP</b>	National Infrastructure Build Programme
<b>NT</b>	National Treasury
<b>PEP</b>	Public Employment Programmes
<b>PFMA</b>	Public Finance Management Act
<b>SCM</b>	Supply Chain Management
<b>SMME</b>	Small Medium and Micro Enterprises
<b>WFTAO</b>	World Federation of Technical Assessment Organisations



## FOREWORD BY THE MINISTER

**Hon. Patricia De Lille, Minister of the  
Department of Public Works and Infrastructure,  
MP.**

## “The Executive Authority (EA) of ASA takes this opportunity to endorse the 2020-2021 ASA Annual Performance Plan and commits to supporting it and ensuring its implementation.”

The 2022-2023 Agrément South Africa (ASA) Annual Performance Plan addresses several key objectives to strengthen the organisation, enhance its core delivery capacity, improve its operational efficiencies and sustainability, and to support the socio-economic objectives of the country within the context of Public Works and Infrastructure. To which this stand-alone public entity reports. As the Executive Authority responsible, I hold the Board of ASA, who is the Entity's Accounting Authority, accountable for the achievement of the targets set in the 2022/23 Annual Performance Plan. Further, I expect ASA together with its Board to push the boundaries towards implementation of its mandate thereby contributing to the alleviation of some of the socio-economic problems that our country is facing.

The core mandate of ASA is the technical assessment and issuing of approval certificates for non-standardised construction related products and systems for which there are no South African national standards. In undertaking its core activities, ASA has committed itself to supporting the strategic goals of the National Development Plan

and the National Department of Public Works and Infrastructure (NDPWI), and specifically in contributing to the transformation of the construction and property sectors.

With only eight years remaining to achieve our targets that have been set in the National Development Plan 2030, we need to acknowledge that we have all fallen significantly short in achieving them.

We therefore need to step-up on our drive towards implementation, with specific reference to the Economic Reconstruction and Recovery Plan (ERRP). All interventions that are undertaken must tackle unemployment and poverty, in order to break the structural foundations of unemployment together with creating a cycle that supports growth. In this vain, I am pleased that, amongst others, ASA, through its research and development programme, aims to support new innovators, focusing on women, youth and people with disabilities, in getting their products and systems certified and ready for market.

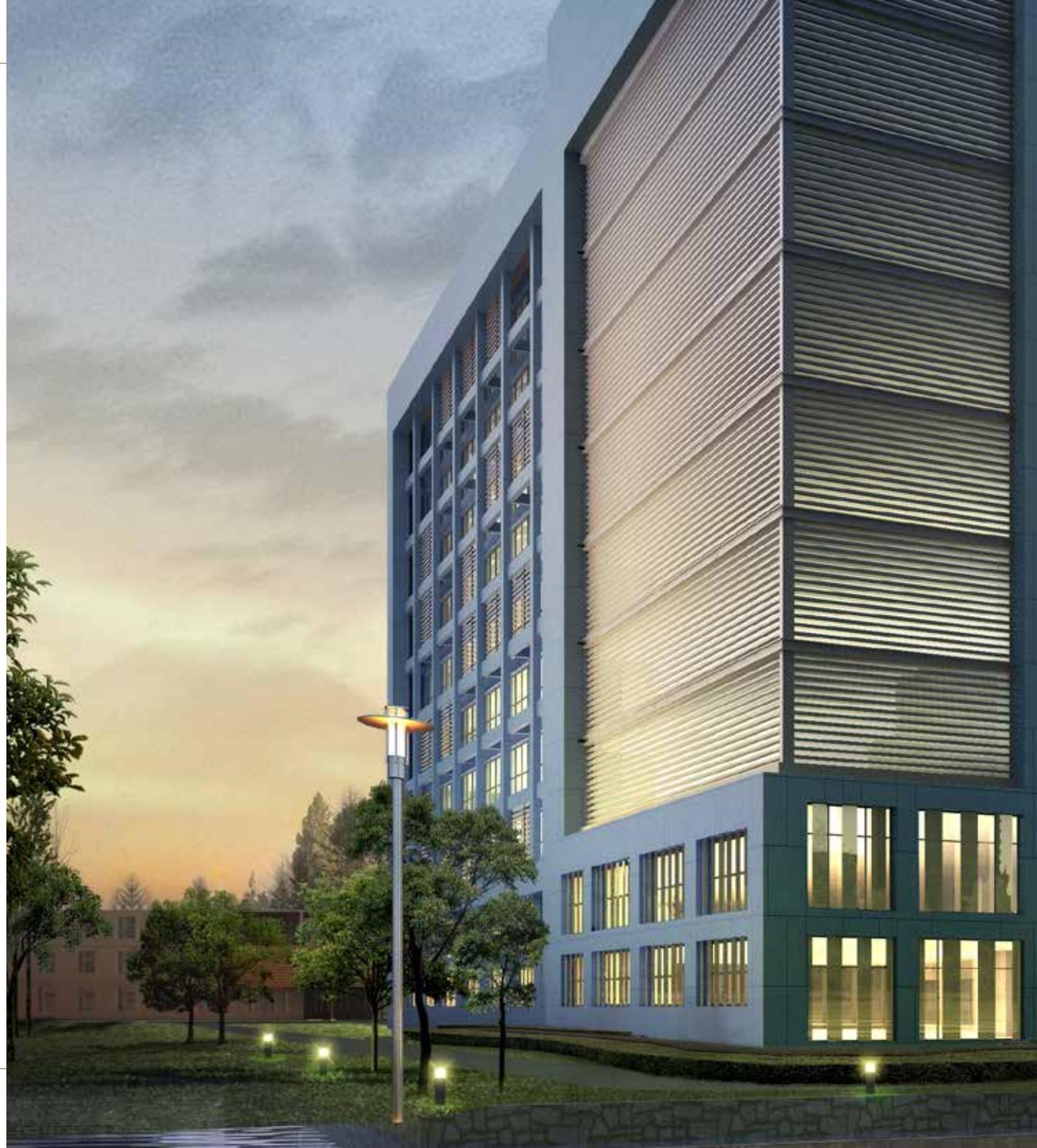
Starting in the 2022/23 Financial Year, I have also introduced a requirement, which is coupled to ASA's Shareholder's Compact, for an annual Performance Assessment whereby the ASA Board will be evaluated on the achievement on its legislative mandate, in accordance with the seven National Priorities and the value-add of the Entity as a whole. There is a sense of urgency, which is a call for us all to answer.

With the above in mind, as the Executive Authority responsible for ASA, I endorse the ASA 2022/23 APP and hereby commit to support the implementation of it. I thank the ASA Board, the Executives and staff of the ASA for the development of this APP and wish them success in its execution.

*P. de Lille*

**Hon. Patricia De Lille,**

***Minister of the Department of Public Works and Infrastructure, MP.***







## FOREWORD BY THE CHAIRPERSON

**Prof Jeffrey Mahachi,  
Acting Chairperson of the Board of Agrément  
South Africa.**

**“The Executive Authority (EA) of ASA takes this opportunity to endorse the 2020-2021 ASA Annual Performance Plan and commits to supporting it and ensuring its implementation.”**

ASA is a public entity that reports to the NDPWI, established in terms of the ASA Act, 2015 (Act 11 of 2015).

ASA presents its 2022-2023 Annual Performance Plan, developed after a Board planning session.

Over the next few years, ASA's focus will be on executing its mandate which is the technical assessment of innovative construction products and systems. ASA will step up its marketing and awareness program in line with the communications and marketing policy.

This Annual Performance Plan sets out how ASA will shift its current approach by expanding its current focus to ensure that its activities support the broader transformation and socio-economic objectives of the Executive Authority.

After the first year as an independent entity, ASA undertook an organisational diagnostic exercise which focused on people, processes and systems. The aim of the exercise was to identify critical gaps and develop a new operating model that supported ASA's long-term sustainability and address change management challenges which were not addressed prior the transition. This exercise looked

at ASA's policies, processes & procedures, systems and people gaps which all had an impact on ASA's overall performance and achievement of its mandate. One of the deliverables of the exercise was a revised organisational structure which was aligned to ASA's strategy. This made it possible to provide for critical positions and remove redundant positions.

In conclusion, I wish to thank my fellow Board members for their support in guiding and performing their oversight role. The Board also appreciates the proficient Agrément South Africa led by the Executive team and the Acting CEO, Mr Richard Somanje and look forward to continuing successful performance and growth of Agrément South Africa in the future.

**Prof Jeffrey Mahachi,  
Acting Chairperson of the Board  
of Agrément South Africa.  
On behalf of the Accounting Authority.**

A handwritten signature in black ink, appearing to read 'Mahachi'.

## OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the Executive Management of ASA under the guidance of the ASA Board and its Executive Authority, the NNDPWI;
- Takes into account all the relevant policies, legislation and other mandates for which ASA is responsible; and
- Accurately reflects the Impact, Outcomes and Outputs which ASA will endeavour to achieve over the period 2022-2023.

**Ms Lerato Magalo**  
*Executive Technical Services*



Signature: \_\_\_\_\_

**Vacant**  
*Executive Corporate Services*

Signature: \_\_\_\_\_

**Mr Lawrence Molepo**  
*Acting Chief Financial Officer*

  
Signature: \_\_\_\_\_

**Mr Richard Somanje**  
*Acting Chief Executive Officer  
(Accounting Officer)*

  
Signature: \_\_\_\_\_

**Prof Jeffrey Mahachi**  
*Acting Chairperson, Board  
of Agrément South Africa*

  
Signature: \_\_\_\_\_  
On behalf of the Accounting Authority

**Hon. Patricia De Lille**  
*Minister of the Department of Public Works  
and Infrastructure  
Executive Authority*

  
Signature: \_\_\_\_\_

**+**  
**PART A:**  
OUR MANDATE





- + The Executive Authority (EA) of ASA takes this opportunity to endorse the 2022 - 2023 ASA Annual Performance Plan and commits to supporting it and ensuring its implementation.

# 1. CONSTITUTIONAL MANDATE

The Constitutional mandate of ASA is derived from its Executive Authority, the NNDPWI. The Constitutional mandate for the NNDPWI is provided in Schedule 4, Part 4, of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). The NNDPWI is mandated to be the custodian and portfolio manager of national government's immovable assets. The NNDPWI is further mandated to coordinate and provide strategic leadership in job creation initiatives through the implementation of the Expanded Public Works Programme (EPWP) as well as transformation and regulation of the built environment sector.

In executing its mandate, ASA must observe the principles of good cooperative governance and intergovernmental relations, as provided for in Section 41 of the Constitution.

## 2. LEGISLATIVE AND POLICY MANDATES

### Primary legislative mandate

The ASA derives its primary legislative mandate from ASA Act No. 11 of 2015 (hereafter the "Act").

ASA is an entity of the NNDPWI, and its mandate is within the domain of the built environment and as such, the legislation and mandates that its impact on the built environment and public works guide the functioning and operations of ASA.

In undertaking its work, ASA must have regard to the key legislation that underpins the mandate of its Executive Authority, the NNDPWI as well as generally applicable legislation that impact ASA's core business.

- NNDPWI White Paper: Creating an Enabling Environment for Reconstruction, Growth and Development in the Construction Industry, 1999. The White Paper (1999), sets out Government's policy objectives for the construction industry and focuses on the need to enhance delivery, achieve greater stability, improve industry performance, create value for money and facilitates growth of the emerging construction sector.
  - » Construction Sector Transformation Charter, 2006. The Charter 2006 aims to:
    - provide the construction sector with the first quantitative method of monitoring and evaluating the progress of an enterprise towards achieving Broad-Based Black Economic Empowerment targets and thereby contributing to ending the malpractice of fronting;
    - expand the employment potential and absorption capacity of the sector by using labour-intensive approaches where, economically feasible and possible; and
    - address skills development in a manner that accelerates the advancement of black people, women and designated groups with emphasis on learner-ships, as well as technical and management training.
  - » Property Sector Transformation Charter, 2007. The Charter 2007 aims to promote the objectives contained in Section 2 of the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003) as these relate to the Property Sector including, to:
    - promote economic transformation in the Property Sector to enable meaningful participation of black people and women;
    - unlock obstacles to property ownership and participation in the property market by black people;
    - promote property development and investment in under-resourced areas which enhances basic infrastructure, encourages investment and supports micro and small enterprises; and
    - facilitate the accessibility of finance for property ownership and property development.
  - » Green Building Framework, 2001. This Framework outlines the NNDPWI's commitments to address key elements in the New Growth Path and the Industrial Policy Action Plan by promoting sustainable development, reducing greenhouse gas emissions, promoting energy efficiency, stimulating new green industries, etc.

There are several pieces of legislation which deal with, or have an impact upon, certification of innovative and non-standard construction products for infrastructure development. The relevant legislation and regulations are as follows:

- » Committee of Land Transport Officials (COLTO). Committee of Land Transport Officials recommend the use of ASA certificated products for product for which there are no national standards.
- » Environmental Conservation Act of 1989 (Act No. 73 of 1989). It provides for the protection and controlled utilization of the environment.
- » National Building Regulations and Building Standards (Act No. 103 of 1977). National Building Regulations and Building Standards Act No. 103 of 1977 provides for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and the prescribing of building standards.
- » Occupational Health and Safety (Act No. 85 of 1993). The Occupational Health and Safety Act No. 85 of 1993 provides for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery and the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work.
- » Preferential Procurement Policy Framework Act (Act No. 5 of 2000). The Preferential Procurement Policy Framework Act among other things seeks to promote socio-economic transformation, small enterprises, cooperatives, rural and township enterprises development and local industrial development.
- » Prevention and Combating of Corrupt Activities Act (Act No. 12 of 2004). Provides for the strengthening of measures to prevent and combat corruption and corrupt activities and to place a duty on certain persons holding position of authority to report certain corrupt activities.
- » Promotion of Administrative Justice (Act No. 3 of 2000). ASA is required to ensure that any administrative process conducted, or decision taken in terms of ASA Act is in accordance with the Promotion of Administrative Justice Act No. 3 of 2000.
  - Provides for the establishment of a legislative framework for the promotion of black economic empowerment;
  - Empowers the Minister to issue codes of good practice and to publish transformation charters; and
  - Establishes the Black Economic Empowerment Advisory Council.
- » The Broad-Based Black Economic Empowerment Act (Act No. 53 of 2003). The fundamental objective of the Act is to advance economic transformation and enhance the economic participation of black people in the South African economy.
- » The Construction Industry Development Board Act, 2000 (Act 38 of 2000) provides for establishment of the Construction Industry Development Board; to implement an integrated strategy for the reconstruction, growth and development of the construction industry and to provide for matters connected therewith.
- » The Council for the Built Environment Act, 2000 (Act No. 43 of 2000) makes provision for the establishment of a juristic person known as the Council for the Built Environment, the composition, functions, powers, assets, rights, duties and financing of that Council and for matters connected thereto.
- » The Employment Equity Act (Act No. 55 of 1998). Aims to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination and implementation of affirmative action measures to redress the disadvantages in employment experienced by designated groups.
- » The Labour Relations Act (Act No. 66 of 1995). Aims to promote economic development, social justice, labour peace and democracy in the workplace. It applies to all employers, workers, trade unions and employers' organisations.
- » The National Regulator for Compulsory Specifications (Act No. 5 of 2008). It enables the National Regulator for Compulsory Specifications (NCRS) to issue compulsory specifications (technical regulations) that require conformity of a product or service to health, safety or environmental protection requirements of a standard, or specific provisions of a standard. No person may import, sell or supply a commodity, product or service to which a compulsory specification applies

unless such commodity, product or service complies with and / or has been manufactured in accordance such specification and, if applicable, marked in the prescribed manner with a distinctive mark, which constitutes a declaration of conformity to requirements.

- » The National Treasury Regulations. The regulations, institute good financial governance including ensuring that government departments and State-Owned Entities (SOEs) efficiently and effectively manage public resources and corruption is prevented and detected.
- » The Promotion of Access to Information Act (Act No. 2 of 2000). Gives effect to the constitutional right of access to any information held by the State, and any information held by private bodies that is required for the exercise and protection of any rights.
- » The Public Finance Management Act (Act No. 1 of 1999) promotes the objective of good financial management to maximise service delivery through the proficient use of the limited resources.



### 3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PERIOD

As an entity reporting to NNDPWI and operating in the built environment sector, ASA also needs to consider the following policy mandates that are crucial for interventions and will assist ASA realise its contribution in achieving the aims of the MTSF and its mandate.

Agrément South Africa Act	Strategies over the five-year period.
To achieve its objects in terms of the Act:	Empowers ASA to exercise its powers as follows: <ul style="list-style-type: none"> <li>• Assess and, if satisfied, certify the fitness-for-purpose of a non-standardised construction related product or system;</li> <li>• Issue, amend, suspend, reinstate, withdraw or renew an ASA Certificate;</li> <li>• Enter into an agreement with a person, entity or organ of state, whose services are required to achieve an object or perform a function of ASA or the Board;</li> <li>• Provide services in relation to the objects of ASA to a person, entity or organ of state; and</li> <li>• Exercise any other power as may be prescribed or necessary to achieve the objects of ASA.</li> </ul>
ASA is required to:	<ul style="list-style-type: none"> <li>• Create appropriate structures to execute its executive and operational functions;</li> <li>• Develop any rules, processes, procedures, criteria or guidelines necessary to achieve the objects of ASA and the execution of its duties;</li> <li>• Monitor and evaluate the quality management systems of a certified construction related product or system, in its manufacture, application, installation or erection processes;</li> <li>• Communicate relevant information to stakeholders in respect of the technical, socio-economic and regulatory aspects of a non-standardised construction related product or system certified by ASA;</li> <li>• Support and promote the introduction and use of certified non-standardised construction related products or systems in the local or international market;</li> <li>• Establish and maintain international links with peer organizations; and</li> <li>• Encourage research and development of non-standardised construction related products or systems.</li> </ul>
A key element of the mandated functions is the process of certification as required by Section 6, 7 and 8 of the Act.	This requires ASA to: <ul style="list-style-type: none"> <li>• Make rules, determine the processes, procedures and forms for and relating to the (a) issuing; (b) amendment; (c) suspension; (d) reinstatement; (e) withdrawal; or (f) renewal, of an ASA Certificate;</li> <li>• Subject to the payment of the required fees, ASA issues a certificate in the prescribed form, if it is satisfied that a non-standardised construction related product or system is fit-for-purpose;</li> <li>• Monitor such certificates and manage the renewal of certificates; and</li> <li>• Establish and maintain a public register of the applications rejected and certificates issued, amended, suspended, reinstated, withdrawn and renewed.</li> </ul>

**Table 1: Institutional Policies and Strategies over the five-year period.**

ASA will review the Act and engage the executive authority to put in regulations to enable the implementation of the ASA Act within medium to long term period.

## 4. ALIGNMENT TO NATIONAL DEVELOPMENT PLAN (NDP), NEW GROWTH PATH (NGP) AND MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF)

In support of its Executive Authority, ASA aligns to the government-wide plans identified in the seven priorities of Government as stated by the President at the State of the Nation Address on the 20 June 2019. The priorities are meant to address the current harsh economic challenges facing the country. These seven priorities aimed at fast tracking South Africa's path to prosperity. The implementation of the plans will enable the country to realise the vision of the National Development Plan (NDP) and Vision 2030. The priorities will focus on actions with the greatest impact which will foster quick short-term and long-term benefits over the next 10 years. The stagnant economy will rely on the following seven priorities to kick-start the economy:

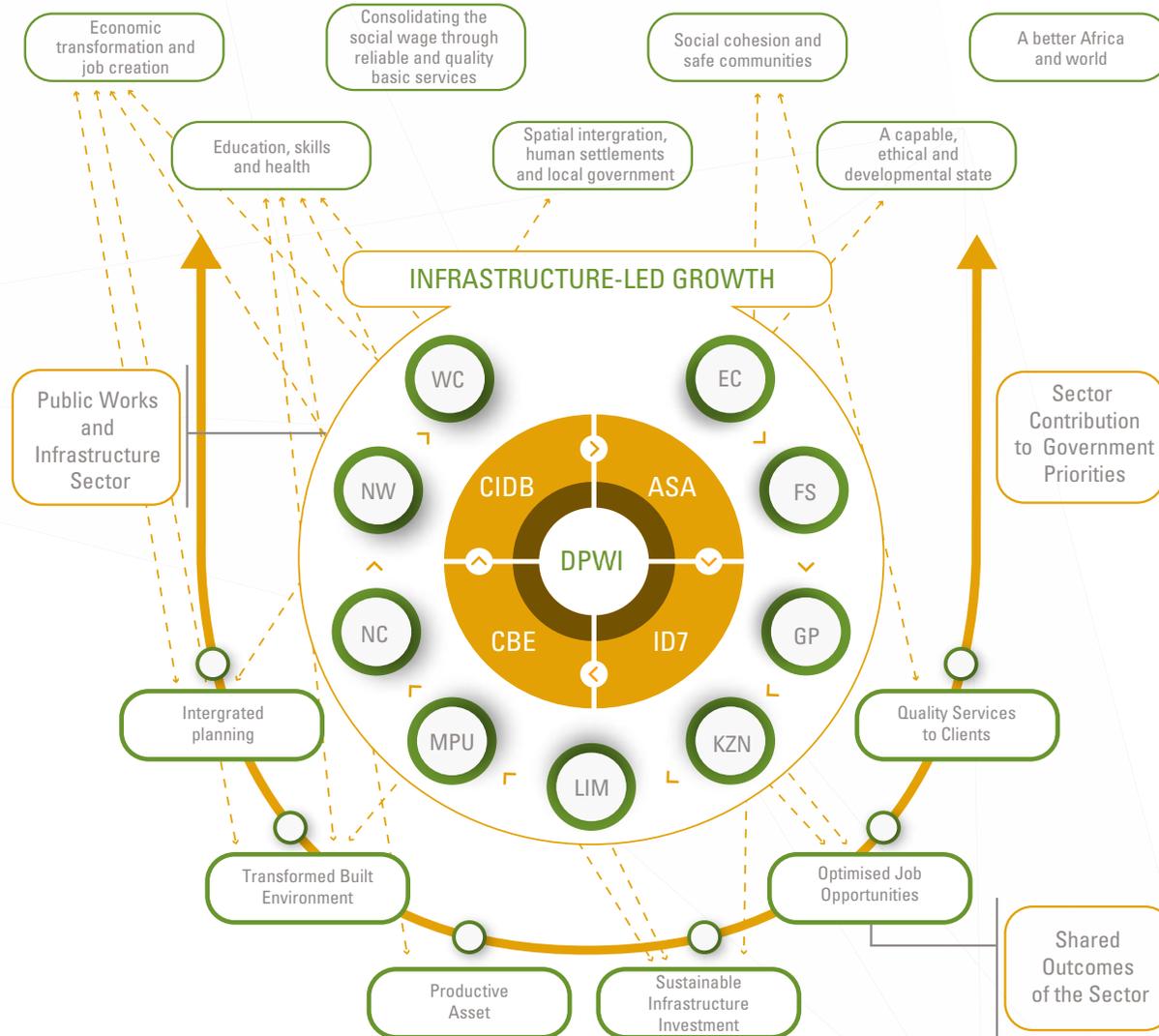
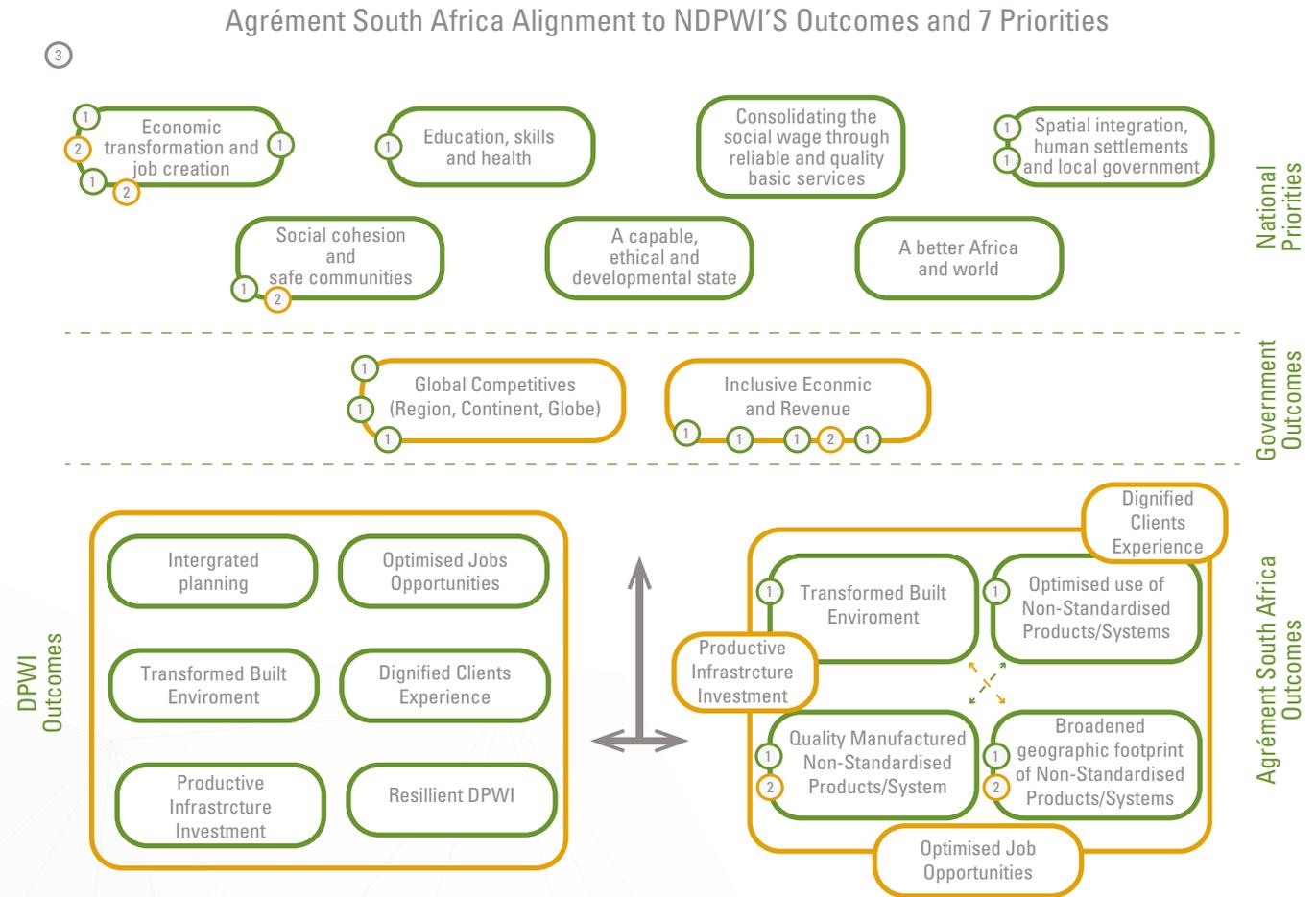


Figure 1: Direct Links to Sectoral, Provincial and Entity Priorities.  
 Source: NNDPWI, <http://www.publicworks.gov.za>

In this regard, ASA will contribute to the mandate of the NDPWI in addressing the issues of poverty alleviation and unemployment reduction in the country. The certificates awarded by ASA grant the users with an opportunity to build infrastructure within the country. The ASA certificates have been deemed to satisfy status within the National Building Regulations and thereby comply with the requirement of the National Building Standards. These ASA approved products will be used to deliver social infrastructure in the country. The construction of these social infrastructure will provide those involved in the delivery of these infrastructure with employment opportunities for the duration of the implementation of the projects and thereby contribute towards poverty alleviation and unemployment reduction amongst the beneficiary communities.

The ASA has identified four strategic outcomes for the 2020-2025 while the functions of ASA cut across the entire built environment sector its primary alignment is with the NDPWI's strategic outcomes as summarised below:



**Figure 2: ASA alignment to NNDPWI outcomes, NDP and MTSF 7 Priorities.**  
 Source: Agrément South Africa Strategy Workshop.

Below is the Agrément South Africa Strategy Map linked to NDPWI and aligned to the NDPWI outcomes, National outcomes and National priorities.

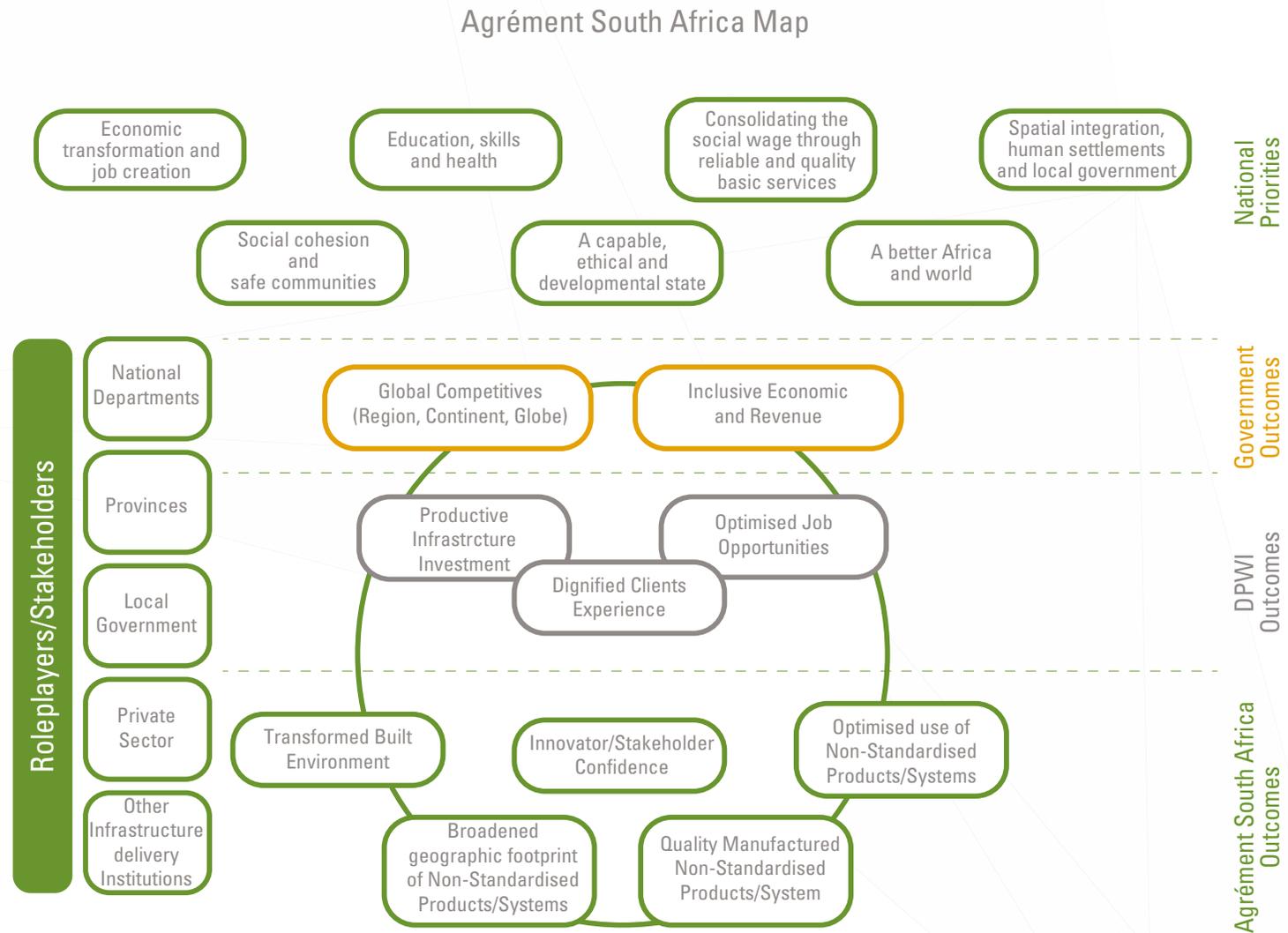


Figure 3: ASA Strategy Map linked to NDPWI.  
Source: Agrément South Africa Strategy Workshop.

## 5. RELEVANT COURT RULINGS

There are currently no court rulings which are relevant to ASA.



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# PART B:

OUR STRATEGIC FOCUS





✦ The Executive Authority (EA) of ASA takes this opportunity to endorse the 2020-2021 ASA Annual Performance Plan and commits to supporting it and ensuring its implementation.

## 6. VISION

Centre of excellence for non-standardised construction products and systems.

## 7. MISSION

To enhance ASA's position as impartial and internationally acknowledged South African centre of excellence:

- for assessment and confirmation of fitness-for-purpose of non-standardised construction related products or systems;
- Provide assurance to specifiers and users of the fitness-for-purpose of non-standardised construction related products or systems;
- Support and promote the process of integrated socio-economic development in the Republic as it relates to the construction industry;
- Support and promote the introduction and use of certified non-standardised construction related products or systems in the local or international market; and
- Support policy makers to minimise the risk associated with the use of a non-standardised construction related products or systems.

## 8. VALUES

ASA's values are aligned with the values espoused in the Constitution. The core values that underpin the culture of ASA are:

- People – Respect people for who they are, their knowledge, skills and experience as individuals and team members.

- Reputation – Upholding ASA's brand through excellence, integrity and quality.
- Ingenuity – Inspiring innovative solutions.
- Diversity – Embracing a dynamic and multi-cultural environment that respects the individual.
- Enthusiasm – Embracing a positive atmosphere through passion, drive and agility.

## 9. SITUATIONAL ANALYSIS

### 9.1 External Environment Analysis

ASA operates within the built environment sector, of South Africa (SA). The Board of ASA is the Accounting Authority. ASA reports to Parliament through the office of the Executive Authority, the Minister of NNDPWI in terms of the Public Finance Management Act (PFMA). The activities of ASA are aligned to the mandate of the organisation which, in turn, are aligned to the NNDPWI and national priorities. The activities of ASA are impacted by the macro-economy as well as the state of the built environment industry generally and the construction sector (especially housing construction) in particular.

The South African economy was affected by the global pandemic which adversely affected the construction industry. The impact was devastating resulting in several construction companies closing down their operations.

### Strategic links with members of the World Federation of Technical Assessment Organisations, cidb, CBE, NHBRC, SABS and National Government

ASA has and maintains strong strategic links with members of the World Federation of Technical Assessment Organisations (WFTAO) and shares technical information for mutual benefit. The NNDPWI continues to provide the strategic policy direction for the entities reporting to it. These sister entities include the Construction Industry Development Board (cidb) and the Council for the Built Environment (CBE). The ASA plays a role in some of the South African Bureau of Standards (SABS) Standards Generation Committees as well as the Industry Advisory Council of the National Home Builders Registration Council (NHBRC). Overall, ASA plays a key role in the safe introduction of fit-for-purpose innovative construction technologies for the built environment. The National Department of Human Settlements continued to rely on the technical assessments undertaken by the organisation in the selection process of non-standardised building systems and products. ASA deals with innovative construction products and systems, which are tested and certificated. The centre needs to increase its visibility and the benefits of innovative construction to a broader customer base that should include most of the population of South Africa.

## 9.2 Internal Environment Analysis.

Agrément South Africa has used a combination of SWOT analysis and Results-based methodology to inform the development of the Annual Performance Plan. The external factors that impact on the operations of Agrément SA include strengths, weaknesses, opportunities and threats are discussed below:

Below is ASA's internal analysis as it seeks to improve its effectiveness in the built environment:

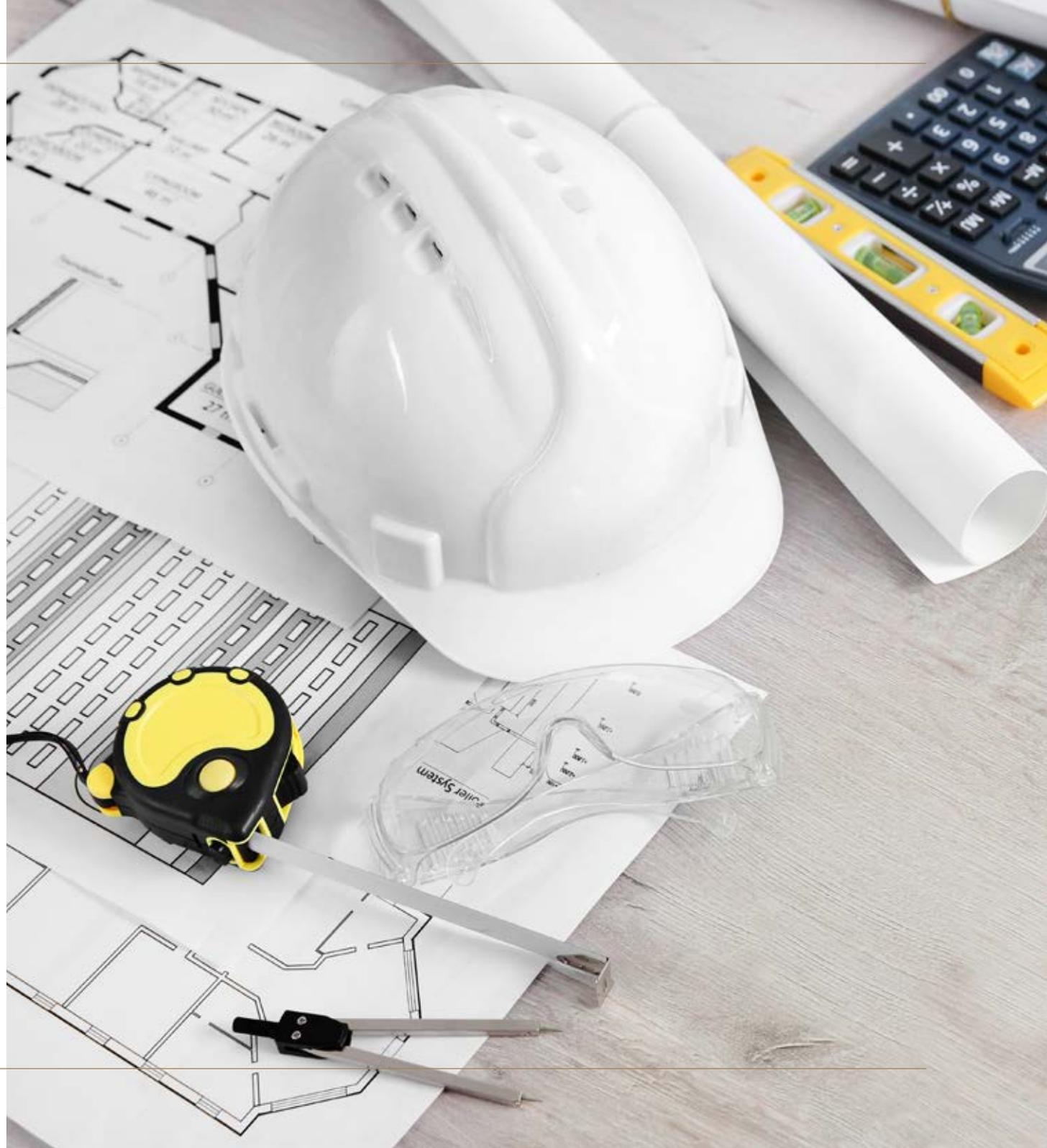


Figure 4: ASA SWOT Analysis.

From above internal analysis (see Figure 13), ASA executes its mandate by evaluating the fitness-for-purpose of a variety of innovation, construction products and systems. This includes not only building systems, construction related materials and products but also several sanitation products and various types of plumbing pipes and fittings, bathtubs, bathroom and toilet units, as well as sanitary disposal systems.

The following pathways to change were developed:

- Conduct technical assessment of innovative and non-standardised construction related products and systems and ensure that such products and systems are used for the intended purpose;
- Research the market on innovative ideas and participants, share information and empower new and emerging innovators on non-standardised construction related product or system;
- Develop any rules, processes, procedures, criteria or guidelines necessary for the manufacturing of quality Non-Standardised Products/Systems that are fit for purpose; and
- Promote the use of certified non-standardised construction related products or systems in most (where applicable) public social-economic infrastructure programmes ranging from refurbishment, replacement, upgrades to construction of public infrastructure across the country.

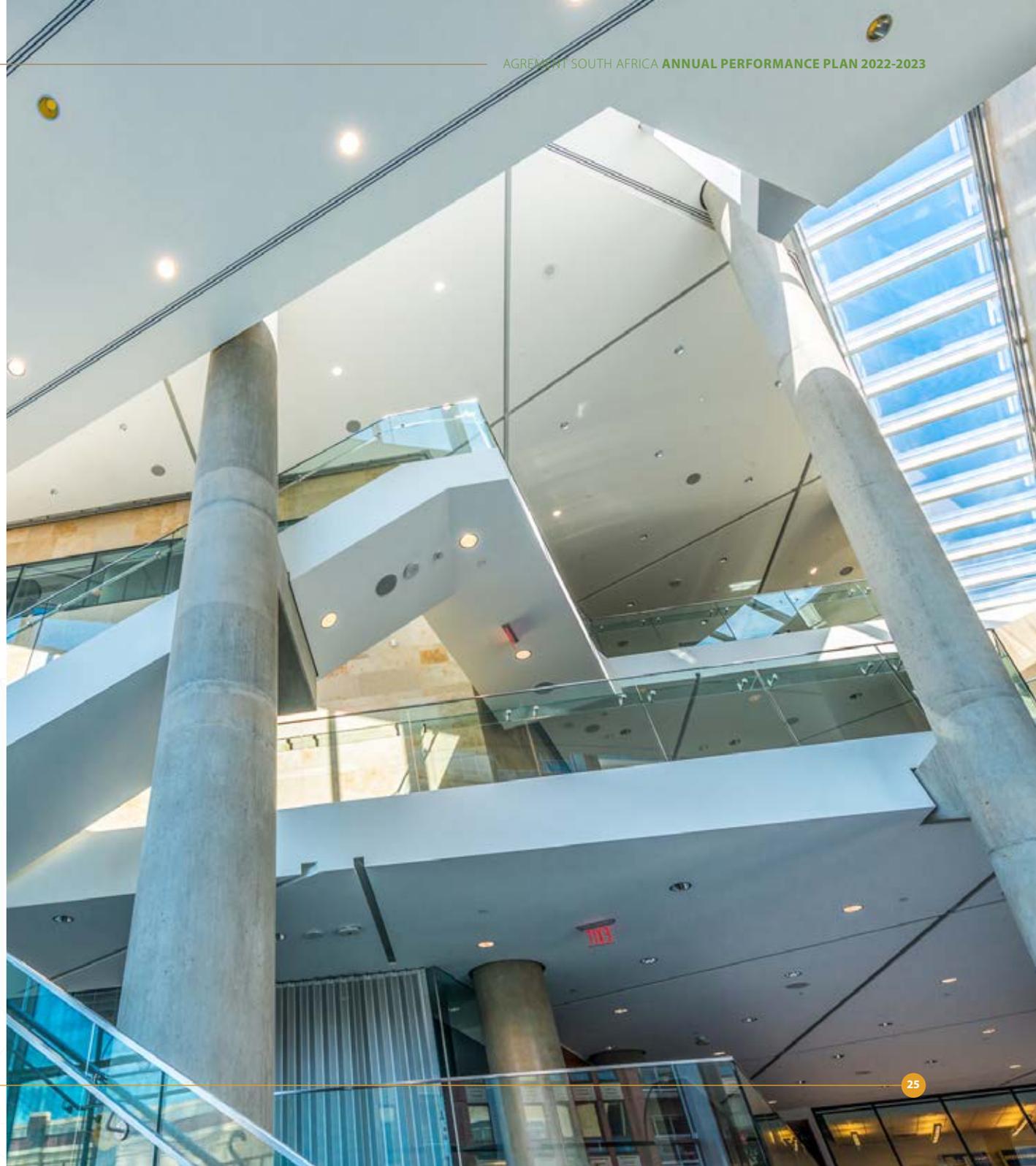


### 9.2.1 Trend Analysis on Prior Performance

As previously stated, Agrément South Africa fulfils its mandate through the assessment and certification of innovative and non-standardised products and systems. During the 2020-2021 financial year 16 certificates were issued and one was reinstated. Certificated products/systems include road products, building systems, traffic monitoring systems, paints, toilet systems and water storage tanks.

The performance of products and systems were assessed against set performance criteria while manufacture and, where applicable, installation or erection were assessed in terms of documented and approved quality management systems. The Technical Committee of the Board satisfied itself that due diligence was exercised during the assessment process. It involved confirmation that evaluations were completed as per assessment sub-programmes/contracts with favourable test results and assessments from external specialists and testing laboratories; ensuring that an approved, documented quality system was in place and on record with Agrément South Africa; and reviewing draft certificates.

Innovation can lead to efficiency and this has been proven in several countries around the world. In the context of the built environment this means reduced construction cost and construction time. Innovation can act as an agent of reform in the construction industry through job creation, assisting in the creation of a green economy, reducing the effectiveness of monopolies that may occur in certain sectors of the industry, material beneficiation etc. Most of the Agrément South Africa certified products and systems come with the above advantages.



### 9.2.2 Key stakeholders

The table below analyses the stakeholders with whom ASA interacts.

Stakeholder	Nature of Interest	Source of Power	Additional Comments
Building professionals.	Benefits associated with innovative construction technologies.	Innovative technology, products and systems are usually not specified.	Innovative construction systems can be safely introduced as they have been successfully assessed as being fit-for-purpose.
Certificate holders.	Facilitation of approvals and marketing.	ASA certification is deemed to satisfy the requirements of the building regulations.	The local authority, NHBRC and the bank ultimately accept the innovation. ASA intercedes on behalf of the certificate holder should certification not be accepted, which is seldom necessary.
Department of Human Settlements Water and Sanitation. (DHSWS).	The provision of housing subsidy.	The Department is mandated to decide where human settlements will be located and which construction technology/ methodology to employ.	The NHBRC acts as the DHS field agent, and in effect has to approve and monitor non- standard subsidy housing.
Department of Public Works and Infrastructure (NDPWI).	Tasked with encouraging the use of innovative products and systems to the benefit of South Africa.	Funding the day-to-day operations of ASA.	<p>Enhance working relationship; continue support to employment creation, such as the use of a compressed earth building system at the Gombani village in Limpopo.</p> <p>To support socio-economic development and promote the transformation agenda, ASA will run a competition to identify innovative ideas and assist young people register their innovation/ incubator models</p> <p>Engage with communities to come up with a strategy to introduce technology.</p> <p>Seek assistance to run out of budget visibility projects, e.g Television adverts.</p> <p>The Minister mentions NDPWI entities during speeches.</p>
Homeowners.	Benefits associated with innovative construction technologies.	Financial sustainability.	Innovative construction systems can be erected faster and usually cheaper than conventional construction, which increases return on investment.
Local authorities.	Plan approval is required by law. Promote uniformity in the understanding and implementation of National Building Regulations (NBR) made in terms of the National Building Regulations & Building Standards Act No. 103 of 1977.	The withholding of building plan approval; when present, professional architects and engineers are required to perform specific functions.	Tasked to ensure that buildings erected in their jurisdictions comply with NBR requirements. Responsible for NBR administration and the control of on-site activities on construction projects.

Stakeholder	Nature of Interest	Source of Power	Additional Comments
National Home Builders Registration Council (NHBRC) and Council for the Built Environment (CBE).	ASA will prioritise marketing awareness and visibility related activities by partnering with sister organisations like the NHBRC, and CBE in their various marketing activities. This will increase ASA's provincial footprint.	Management of risk associated with their structural and water penetration warranty scheme.  Refusal to register contractor and building, thereby denying insurance cover.	ASA will focus on strengthening relationships with strategic partners in line with governments' rationalisation of public entities initiative by signing an MOU with NHBRC to increase collaboration and foster closer working relationship.
SAICE	The Institution provides technical leadership in support and enhancement of poverty alleviation, sustainable development, and the development and maintenance of infrastructure.	SAICE has a worldwide liaison network and links with many international bodies. The Africa Engineers Forum, which was established by SAICE, currently commands a high level of credibility and respect across the globe.	ASA will work with SAICE for joint research development.
SACPCMP	To regulate Project and Construction Management Professionals to protect the public.	Registering professionals and maintaining a national register of professionals.  Identifying the type and scope of work for the Project and Construction Management Professions.	SACPCMP was established to create an enabling environment for the promotion, growth and transformation of Built Environment Management Professions through advocacy, research and best practice, ASA will prioritise marketing awareness to set footprint within professional bodies.
National Regulator for Compulsory Specifications (NRCS).	Government is responsible for protecting the health and safety of citizens, the environment and for ensuring fair trade.	Government is obliged to ensure that national and international trade is fair and based on reliable measurements.	NRCS is a public entity responsible to the Minister of Trade and Industry for administration of technical regulations, including compulsory specifications based on standards that protect human health and safety, and the environment.
Roads Agencies.	Benefits associated with innovative construction technologies.	Innovative construction technologies and products and systems are usually not specified.	The aim is to keep the economic "arteries" of South Africa's economy in good condition without harm to our environment; enhance citizens' travel experience and improve and maintain the national road network for the social development and economic growth of South Africa.
South African Bureau of Standards (SABS).	Promotes South African national standards to facilitate international trade and enhance South Africa's economic performance and transformation.	Develops, promotes and maintains standardisation and quality for commodities and the renders related conformity assessment services.	Ensure the continued existence of the SABS, as the prime national institution in its field; establish the SABS Board; provide for the repeal of the Standards Act No. of 1993; provide for transitional provisions and related matters.
South African Local Government Association (SALGA).	Acts as an employer body representing all municipal members and by agreement associate members.	Represents, promotes and protects the interests of local government and to raise the profile of local government.	Efficient service delivery.

**Table 2: Agrément South Africa Stakeholders.**

### 9.3 Organisational Structure

The ASA’s organisational structure has changed over time as the business model evolved. The figure below details ASA’s current functional structure. ASA will continue to review its structure to ensure proper resourcing and implementation of its mandate.



Figure 5: Current Agrément South Africa functional structure.

To address the above, Agrément South Africa will, amongst other things:

- Continue to review organisational design to implement these strategies.

Continuous improvements in implementing our mandate and any other additional mandate from executive authority. ASA is managed by the Chief Executive Officer (CEO) assisted by an Executive Management team made up of the Chief Financial Officer (CFO), Executive Manager: Corporate Services and the Executive Manager: Technical Services.

The above organisational structure reflects the current operational functions as well as the key support capabilities to deliver on its mandate.

ASA requires additional staff to assist in evaluating, assessing and approving existing infrastructure development technologies to better direct housing and human settlement investments, fast track delivery and ensure affordability and diversity of the products available in the market through enhanced quality and quantity of innovative construction technologies as well as supporting and encouraging the certification of products that utilise waste materials. As the evaluation and certification base of ASA grows, the need for additional technical evaluators/quality assurance, research and development and environmental specialists together with support functions will grow over the medium to long term.

Additionally, as the organisation seeks to address its legislated mandate (for instance, augmenting and promoting research and development) as well as broader socio-economic imperatives as determined by its Executive Authority, new sets of skills and competencies and additional staff will be required. This will necessitate a review of the current organisational structure and staffing approach in the short to medium term.

- Invest in information technology to respond to digital transformation and artificial intelligence.

ASA will keep abreast with changes in technologies and embraces digital transformation and artificial intelligence. This adaptation will ensure that the organisation is not

only agile, but its human capital is fully capacitated to respond to the changing environment.

In addition to this, ASA will embark on a Business Impact Analysis (BIA) which is a critical process in business continuity and disaster recovery planning.

- Review facilities to ensure fit-for-purpose as the organisation changes.

With the current and anticipated growth in the short to medium term, ASA will require additional office space, in line with Ergonomics best practice. This will ensure improved collaboration among internal teams.

- Effective and impactful marketing and communication strategies.

ASA will be embarking on a rigorous marketing and brand awareness process in the short to medium term. This will be achieved through strategic partnerships and collaboration with other built environment stakeholders. The table below reflects progressive organisational staff in the short to medium term period.

Position	Filled	Vacant	Total
<b>CEO's Office</b>			
Chief Executive Officer	0	1	1
Board Secretary	1	0	1
Group Assistant	1	0	1
Monitoring & Evaluation Manager	0	1	1
Language Editor	0	1	1
Legal Practitioner	1	0	1
QMS Coordinator	1	0	1
	<b>4</b>	<b>3</b>	<b>7</b>
<b>Finance</b>			
Finance Officer	0	1	1
Financial Accountant	1	0	1
Financial Manager	1	0	1
Management Accountant	0	1	1
Chief Financial Officer	1	0	1

Position	Filled	Vacant	Total
Procurement Manager	0	1	1
Procurement Officer	1	0	1
Procurement Specialist	0	1	1
	<b>4</b>	<b>4</b>	<b>8</b>
<b>Internal Audit</b>			
Chief Audit Executive	1	0	1
Audit & Risk Officer	0	1	1
Internal Audit Specialist	1	0	1
	<b>2</b>	<b>1</b>	<b>3</b>
<b>Corporate Services</b>			
Executive Manager: Corporate Services	1	0	1
Comms & Marketing Manager	0	1	1
Marketing and Communications Practitioner	1	0	1
Marketing Specialist	1	0	1
Human Resources Business Partner	1	1	2
Human Resources Manager	0	1	1
ICT Helpdesk Technician	1	0	1
ICT Manager	1	0	1
ICT Systems Administrator	0	1	1
Receptionist	0	1	1
Office Coordinator	1	0	1
Facilities Management Officer	0	1	1
	<b>7</b>	<b>6</b>	<b>13</b>
<b>Technical Services</b>			
Executive Manager: Technical Services	1	0	1
Administrative and Technical Officer	1	0	1
Lab Manager	0	1	1
Lab Technician	0	1	1

Position	Filled	Vacant	Total
Technical Group Leader: Assessments	1	0	1
Senior Technical Assessor	2	0	2
Technical Assessors	7	0	7
Draughtsperson	1	1	2
Eco Labelling Specialist	0	1	1
Technical Group Leader: Quality Assurance	1	0	1
QA Specialist	0	2	2
Quality Assurance Officers	3	2	5
Eco Labelling Quality Specialist	0	1	1
Technical Group Leader: Research & Development	1	0	1
Technical Research & Development Specialists	2	0	2
Technical Researchers	0	2	2
	<b>20</b>	<b>11</b>	<b>31</b>
<b>Total</b>	<b>37</b>	<b>25</b>	<b>62</b>

**Table 3: Agrément South Africa - Staff Establishment.**

Agrément South Africa has a total staff establishment of 62 posts of which 37 are filled permanently and on contract, 3 are filled additionally as Interns and 25 are vacant. The entity currently has a vacancy rate of 40%. The entity has embarked on the organisational structure to ensure that ASA achieves its mandate. The prioritised posts will be filled through an intensive recruitment drive subject to available budgetary allocation. The process is aligned to the integrated Human Resource Plan to ensure that ASA is capacitated to deliver on its mandate and respond to Government’s policy agenda taking into consideration the financial position of ASA.

Staff relationship will be improved by improving communications with all stakeholders by having scheduled meetings monthly.

## 10. ANNUAL PERFORMANCE PLANNING PROCESS

The strategic planning process was a combined ASA Board and Executive Management exercise and comprised one-on-one engagements with members of the ASA Board and the Executive Management, as well as a workshop to formulate and agree on the strategic direction for ASA.

The following are key steps undertaken by Agrément South Africa:

Activity	Timeframe
• Develop environmental scanning guidelines and templates and obtain Executive Committee endorsement.	30 April 2021
• Execute the environmental scanning process by undertaking research and business intelligence gathering.	7 May 2021
• Conduct Operational planning workshop to develop departmental operational plans.	7 May 2021
• Conduct Executive Committee annual performance planning session to process the environmental scan, strategy proposals, recommendation on proposals.	25 May 2021
• Conduct Board Committee annual performance planning session to process the environmental scan, strategy proposals, recommendation on proposals.	7 June 2021
• Conduct Follow-up Executive Committee Annual Performance planning session to develop impact statement, outcomes, outputs and output indicators.	15 September 2021
• Review the draft annual performance plan and present to Executive Committee for consideration in preparation for tabling to the Board for consideration.	27 September 2021
• Finalise the annual performance plan and budget (MTEF) and submit to the NNDPWI.	30 October 2021
• Receive NDPWI comments on annual performance plan documents.	30 November 2021
• Update annual performance planning document.	30 November 2021 to 14 December 2021
• Present annual performance plan document to Executive management.	15 December 2021
• Submit annual performance document to Audit and Risk Committee for approval.	07 January 2022
• Special EXCO to review annual performance plan.	14 January 2022
• Submit annual performance plan document to the Board on or approval before final submission to Executive authority.	21 January 2022 (Board) 31 January 2022 (EA)
• Received approval by executive authority.	End February 2022
• Implement the Annual Performance Plan.	1 April 2022
• Report annual performance implementation progress on a quarterly basis.	Quarterly

**Table 4: Description of the annual performance planning process.**



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# PART C:

MEASURING ASA'S  
PERFORMANCE





- + The Executive Authority (EA) of ASA takes this opportunity to endorse the 2022 - 2023 ASA Annual Performance Plan and commits to supporting it and ensuring its implementation.

## 11. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

In line with the requirements of the PFMA Agrément South Africa plans to implement the following budget programmes in 2022/2023 to 2024/25.

Programmes	Sub-Programmes
1. Technical Services	Technical Services.
2. Administration.	Financial Services.
	Corporate Services.

### Programme: Administration of Agrément South Africa.

#### 11.1 Programme 1: Technical Services.

Purpose: The certificates granted promote improved methods of construction thereby contributing towards the impact of innovative non-standard construction related products and systems for which there are no South African national standards. Sub-Programme comprises the core service delivery functions of ASA. It includes Products / Systems Certification, Quality Audits and Research and Development.

- Products / Systems Certification: The purpose is to promote the introduction and use of innovative and non-standardised construction related products and systems through technical assessment of fitness-for-purpose and subsequent certification.
- Quality Audits: The purpose is to ensure that good-quality materials and satisfactory standards of design, manufacture and where appropriate, erection, installation or application of all ASA's certificate holders and licensees' systems or products are consistently maintained within defined ASA parameters.
- Research and Development: The purpose is to encourage and support business activities of ASA, in partnership with other sector stakeholders, as well as encourage development of non-standardised construction related products and systems.

#### 11.1.1 Outcome, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited / Actual performance			Estimated performance 2021/2022	MTEF Targets		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Optimised use of non-standardised construction related Products and Systems. (NDPWI outcome – Optimised job opportunities, dignified client experience and productive investment infrastructure)	Implementation of Eco Label Scheme.	Number of Eco Label Scheme specification approved by the Board.	Terms of reference for the Eco Label scheme developed and approved by the Executive Committee	Approved business model on Eco Label scheme.	2 Eco Label scheme specifications approved by the Board.	3 Eco Label Scheme specifications approved by the Board.	6 Eco Label Scheme specification approved by the Board.		-

Outcome	Outputs	Output Indicators	Audited / Actual performance			Estimated performance 2021/2022	MTEF Targets		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
		Number of Eco Labels issued	-	-	-	-	-	Issue 10 Eco Labels	Issue 15 Eco Labels
	Agrément certification projects managed and finalised within timeframes.	Percentage of Agrément certification projects managed and finalised within timeframes.	27 applications of non-standardised construction related products and systems approved.	58% (19 certification projects) of Agrément non-standardised construction related products and systems processed.	33% (4 certification projects) of Agrément non-standardised construction related products and systems approved within timeframes.	85% of projects assessed and completed as per the project timeframes.	87% of projects assessed and completed as per the project timeframes.	90% of projects assessed and completed as per the project timeframes.	95% of projects assessed and completed as per the project timeframes.
	Agrément certificates issued	Number of Agrément certificates issued	27 applications of non-standardised construction related products and systems approved.	19 Agrément certificates issued.	17 Agrément certificates issued.	18	20 Agrément certificates issued	24 Agrément certificates issued	28 Agrément certificates issued
	Analysis of usage of Agrément certified products and systems	Number of market and usage analysis reports	-	-	-	-	4 Agrément certified products and systems market and usage reports issued	4 Agrément certified products and systems market and usage reports issued	4 Agrément certified products and systems market and usage reports issued
	Promotion of the introduction and use of non-standardised construction related products or systems	Number of agreements signed with specifiers to specify Agrément certified products and systems in their bid specifications.	New Indicator.	New Indicator.	New Indicator.	New Indicator.	2 Agreements signed with specifiers*	3 Agreements signed with specifiers*	5 Agreements signed with specifiers*

Outcome	Outputs	Output Indicators	Audited / Actual performance			Estimated performance 2021/2022	MTEF Targets		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Quality Assurance. (NDPWI outcome – Optimised job opportunities, dignified client experience and productive investment infrastructure)	Quality Assurance on all certificates in use.	Percentage of quality and compliance inspections conducted for certificates in use.	76 quality assurance inspections of active Agrément certificates.	56% of certificate holders, with paid annual fees inspected.	92% achieved (196 out of 213 inspections were conducted).	Quality and compliance audits conducted for 85% of certificates in use.	Quality and compliance audits conducted for 90% of certificates in use.	Quality and compliance audits conducted for 92% of certificates in use.	Quality and compliance inspections conducted for 95% of certificates in use.

**Table 5: Sub-programme 1: Technical Services: Strategic objectives and medium-term targets for 2022/2023 – 2024/2025.**

### 11.1.2. Output Indicators, Annual and Quarterly Targets.

Output Indicator	Annual Target 2022/2023	Quarterly Targets			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Outcome: Optimised use of Non-Standardised construction related products and systems.</b>					
Number of Eco Label Scheme specification approved as per the business model.	6 Eco Label Scheme specification approved by the Board.	-	Public Consultation concluded for the 6 draft specifications.	TECO approval of the 6 specifications.	Board approval of the 6 specifications.
Percentages of Agrément Non standardised construction related products and systems certified and issued.	87% of projects assessed and completed as per the project timeframes.	87% of projects approved as per the project timeframes.	87% of projects approved as per the project timeframes.	87% of projects approved as per the project timeframes.	87% of projects approved as per the project timeframes.
Number of Agrément certificates issued	20 Agrément certificates issued	5 Agrément certificates issued	10 Agrément certificates issued	15 Agrément certificates issued	20 Agrément certificates issued
Number of market and usage analysis reports	4 Agrément certified products and systems market and usage reports issued	1 Agrément certified products and systems market and usage reports issued	2 Agrément certified products and systems market and usage reports issued	3 Agrément certified products and systems market and usage reports issued	4 Agrément certified products and systems market and usage reports issued
Number of agreements entered with specifiers, with the intention to promote non-standardised construction related products or systems	2 Agreements signed with specifiers.	-	1 signed agreement.	-	2 signed agreements.
<b>Outcome: Quality Assurance.</b>					
Percentage of certificates audited for compliance and quality management.	Quality and compliance audits conducted for 90% of certificates in use.	Quality and compliance audits conducted for 5% of certificates in use.	Quality and compliance audits conducted for 35% of certificates in use.	Quality and compliance audits conducted for 65% of certificates in use.	Quality and compliance audits conducted for 90% of certificates in use.

**Table 6: Sub-Programme 1: Technical Services: Indicators, Annual and Quarterly Targets for 2022/2023.**

### 11.1.3.Explanation of planned performance over the planning period.

**a) Contribution of its outputs achieving the intended outcomes and Impact.**

To create jobs and transform the economy of South Africa, ASA endeavours to process 87% of non-standardised construction products and systems certification requests, within reasonable timeframes, as agreed to with clients. ASA further endeavours to ensure that the quality and terms and conditions against which all certificates are issued are upheld. For this, we are targeting to inspect 90% of issued certificates, for their validity and compliance to quality management. These activities are expected to increase the confidence of stakeholder confidence in ASA certified products and systems.

**b) A description of planned performance in relation to the programme’s outputs.**

The built environment has witnessed market dominance by the same stakeholders and inventors, with very few new market entrants. This is at times seen in the difficulty with which new market entrants and innovators manage to have their products and systems certified. New innovators’ products and systems fail more often, resulting in continuous re-development of the products and systems, thus delaying introduction of the invention to the market. ASA endeavours, through its research and development programme, to support new innovators in getting their products and systems certified and ready for market. We plan to host country-wide education and awareness programmes and encourage new entrants to the innovative built environment market. We will educate new innovators on minimum performance standards to consider in development of their products and systems.

## 11.2. Programme 2: Administration - Financial Services.

Purpose: To provide overall financial and supply chain management, strategic leadership, operational efficiency, and service excellence and providing

organisational support services to operate and function as an organisation with a track record of quality, effective delivery, and professional service.

### 11.2.1. Outcome, Outputs, Performance Indicators and Targets.

Outcome	Outputs	Output Indicators	Audited / Actual performance			Estimated performance 2021/2022	MTEF Targets		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
Resilient, ethical and capable entity.	To ensure effective implementation of corporate governance across the board.	Clean external audit report without compliance issues.	Unqualified audit report with Emphasis of matter.	Unqualified external audit report, with Emphasis of matter.	Unqualified audit report, with compliance issues.	Clean external audit report without compliance issues.	Clean external audit report without compliance issues.	Clean external audit report without compliance issues.	Clean external audit report without compliance issues.
	To monitor compliance with the prescript of supply chain to ensure approved invoices are paid within 30 days.	Approved expenditure spent against approved budget.	N/A	N/A	98.0% (R34.0m of annual budget of 34.7m) of approved expenditure spent of the approved budget.	95% of approved expenditure spent of the approved budget.	96% of approved expenditure spent of the approved budget.	98% of approved expenditure spent of the approved budget.	98% of approved expenditure spent of the approved budget.

Outcome	Outputs	Output Indicators	Audited / Actual performance			Estimated performance 2021/2022	MTEF Targets		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
				A total expenditure of R34.0 million was paid within 30 days except three invoices amounting to R35,000.00 which was paid after 30 days.					
		All Payments made within 30 days.	N/A	N/A	N/A	All Payments made within 30 days.	All Payments made within 30 days.	All Payments made within 30 days.	All Payments made within 30 days.
Resilient, ethical and capable entity.	To monitor compliance with the prescript of supply chain to ensure zero irregular expenditure in implementing the budget.	Zero percent of irregular expenditure incurred of the approved budget.	R3,159,536.00	R116,270.00	R113,120.00	Approved budget spent with five percent or less of irregular expenditure.	Approved budget spent with four percent or less of irregular expenditure.	Approved budget spent with two percent or less of irregular expenditure.	Approved budget spent with two percent or less of irregular expenditure.
	To monitor compliance with the prescript of supply chain to ensure zero percent of fruitless and wasteful incurred of the approved budget.	Zero percent of fruitless and wasteful incurred of the approved budget.	R54,738.00	R61,193.00	R33,629	Approved budget spent with five percent or less of fruitless and wasteful expenditure.	Approved budget spent with four percent or less of fruitless and wasteful expenditure.	Approved budget spent with two percent or less of fruitless and wasteful expenditure.	Approved budget spent with two percent or less of fruitless and wasteful expenditure.

**Table 7: Sub-Programme 2: Financial Services: Strategic objectives and medium-term targets for 2022/2023 - 2024/2025.**

### 11.2.2. Output Indicators, Annual and Quarterly Targets.

Output Indicator	Annual Target 2022/2023	Cumulative Quarterly Targets			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Outcome: Resilient, ethical, and capable state</b>					
Clean audit.	100% of audit findings are addressed.	N/A as audit finalises in August 2022.	35% of audit findings addressed.	67% of audit findings addressed.	100% of audit findings addressed.
Approved expenditure spent against approved budget.	96% of approved expenditure spent of the approved budget.	Minimum of 15% of approved expenditure spent of the approved budget.	Minimum 30% of approved expenditure spent of the approved budget.	Minimum of 65% of approved expenditure spent of the approved budget.	Minimum 96% of approved expenditure spent of the approved budget.
All Payments made within 30 days.	All Payments made within 30 days.	All Payments made within 30 days.	All Payments made within 30 days.	All Payments made within 30 days.	All Payments made within 30 days.
Percentage of irregular expenditure incurred of the approved budget.	Approved budget spent with four percent or less of irregular expenditure.	Approved budget spent with four percent or less of irregular expenditure.	Approved budget spent with four percent or less of irregular expenditure.	Approved budget spent with four percent or less of irregular expenditure.	Approved budget spent with four percent or less of irregular expenditure.
Percentage of fruitless and wasteful incurred of the approved budget.	Approved budget spent with four percent or less of fruitless and wasteful expenditure.	Approved budget spent with four percent or less of fruitless and wasteful expenditure.	Approved budget spent with four percent or less of fruitless and wasteful expenditure.	Approved budget spent with four percent or less of fruitless and wasteful expenditure.	Approved budget spent with four percent or less of fruitless and wasteful expenditure.

*Table 8: Sub-Programme 2: Financial Services: Indicators, Annual and Quarterly Targets for 2022/2023.*

### 11.2.3 Explanation of planned performance over the planning period.

**a) Contribution of its outputs achieving the intended outcomes and Impact**

To ensure resilient, ethical and capable entity, ASA will continue to maintain the standards set of achieving unqualified audit opinion. In terms of ASA's total approved budget, a minimum procurement spends, of 96% of the total approved budget shall have a minimum of four or less percent on irregular expenditure, fruitless and wasteful expenditure. All payments made within 30 days.

**b) A description of planned performance in relation to the programme's outputs**

Since its establishment, ASA has achieved unqualified audit opinion and will continue to maintain the standards set, by putting in place internal financial controls to improve control environment and monitor compliance with applicable laws and regulations.

### 11.3 Programme 2: Administration - Corporate Services.

**Purpose:** To provide overall strategic leadership, operational efficiency and service excellence and providing organisational support services to operate and function as an organisation with a track record of quality, effective delivery and professional service.

#### 11.3.1. Outcome, Outputs, Performance Indicators and Targets.

Outcome	Outputs	Output Indicators	Audited / Actual performance			Estimated performance 2021/2022	MTEF Targets		
			2018/2019	2019/2020	2020/2021		2022/2023	2023/2024	2024/2025
A resilient, ethical and capable entity.	Empowered human capital.	Percentage of training implemented in line with the approved training plans and budget.	New Indicator.	New Indicator.	Q1: 100% Q2: 100% Q3: 80% Q4: 50% (5 of the 10 training plans were processed) implementation of planned training in line with the approved training plan, and budget	100% implementation of planned training in line with the approved training plans and budget.	100% implementation of planned training in line with the approved training plans and budget.	100% implementation of planned training in line with the approved training plans and budget.	100% implementation of planned training in line with the approved training plans and budget.

Table 9: Sub-Programme 3: Corporate Services: Strategic objectives and medium-term targets for 2022/2023 - 2024/2025.

**11.3.2 Output Indicators, Annual and Quarterly Targets.**

Output Indicator	Annual Target 2022/2023	Cumulative Quarterly Targets			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Outcome: A resilient, ethical and capable entity.</b>					
Percentage implementation of planned training in line with the approved training plans and budgetary constraints.	100% implementation of planned training in line with the approved training plans and budget.	100% implementation of planned training in line with the approved training plans and budget.	100% implementation of planned training in line with the approved training plans and budget.	100% implementation of planned training in line with the approved training plans and budget.	100% implementation of planned training in line with the approved training plans and budget.

*Table 10: Sub-Programme 3: Corporate Services: Indicators, Annual and Quarterly Targets for 2022/2023.*

**11.3.3. Explanation of planned performance over the medium-term period.**

**a) Contribution of its outputs achieving the intended outcomes and Impact.**

In ensuring ASA’s achievement of its mandate, the entity aims to fill prioritised critical vacancies to enable achievement of strategic objectives. ASA will continue to develop its staff to keep abreast of the trends and ensure the organisation is agile to respond to the changing demands.

**b) A description of planned performance in relation to the programme’s outputs.**

With current competition for Talent, ASA will ensure that it attracts and employs experienced individuals from designated groups to address the transformation challenge in the built environment. Furthermore, ASA aims to create its own pool of talent by developing its staff to become experts in the built environment.

## 12. PROGRAMME RESOURCE CONSIDERATION

At present ASA is funded from two main sources: an annual government grant and own revenues. In this regard, during the 2022/23 financial year, ASA had total revenue of R 36.8 million comprising R 34.0 million in the annual transfer from NNDPWI and R2.8 million in own revenue. The latter comprised R 1.8 million for the rendering of services and a further R 1,0 million from return on investments.

The table below summarises the MTEF budget for ASA. A key challenge evident in the medium term is nearly constant budget allocation which will require ASA to be more cost efficient and seek to increase its own revenues going forward.

Statement of financial performance	Budget	Audited Outcome	Budget	Audited Outcome	Budget	Audited Outcome	Audited Outcome	Approved budget	Approved budget	Medium Term Estimate		
R thousand	2017/18		2018/19		2019/20		2020/21		2021/22	2022/23	2023/24	2024/25
<b>Revenue</b>												
<b>Tax revenue</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Non-tax revenue</b>	<b>4,463</b>	<b>3,453</b>	<b>3,292</b>	<b>4,323</b>	<b>3,972</b>	<b>4,724</b>	<b>2,528</b>	<b>4,300</b>	<b>4,570</b>	<b>2,820</b>	<b>3,164</b>	<b>3,449</b>
Sale of goods and services other than capital assets	4,120	2,281	2,442	2,643	2,634	2,553	0	2,966	3,154	1,801	1,801	2,086
<i>of which:</i>												
<i>Administrative fees</i>	632	632	655	0	1,160	119	75	1,418	1,529	1,231	1,231	1,231
<i>Sales by market establishment</i>	3,488	1,649	1,787	2,643	1,474	2,434	1,294	1,548	1,625	570	570	855
<i>Other non-tax revenue</i>	343	1,172	850	1,680	1,338	2,171	1,159	1,335	1,416	1,019	1,363	1,363
<b>Transfers received</b>	<b>29,045</b>	<b>29,045</b>	<b>29,988</b>	<b>29,988</b>	<b>31,062</b>	<b>32,010</b>	<b>29,027</b>	<b>31,164</b>	<b>33,078</b>	<b>33,951</b>	<b>34,082</b>	35,613
<b>Total revenue</b>	<b>33,508</b>	<b>32,498</b>	<b>33,280</b>	<b>34,311</b>	<b>35,034</b>	<b>36,734</b>	<b>31,555</b>	<b>35,464</b>	<b>37,648</b>	<b>36,771</b>	<b>37,246</b>	39,062
<b>Expenses</b>												
<b>Current expenses</b>	<b>33,508</b>	<b>20,224</b>	<b>33,280</b>	<b>29,893</b>	<b>35,034</b>	<b>35,227</b>	<b>34,135</b>	<b>35,464</b>	<b>37,648</b>	<b>36,771</b>	<b>37,246</b>	39,062
Compensation of employees	15,014	10,975	19,541	15,127	20,810	19,059	22,063	21,175	23,010	25,025	25,447	26,555
Administration	15,014	10,975	19,541	15,127	20,810	19,059	22,063	21,175	23,010	12,775	12,673	13,192
Technical Services	0	0	0	0	0	0	0	0		12,250	12,774	13,363
Goods and services	17,860	9,000	13,099	11,237	13,974	14,083	9,047	9,916	14,192	10,833	11,332	11,875
Depreciation	634	249	640	3,624	250	2,084	2,711	0	446	913	466	632
Solidarity Fund	-	-	-	-	-	-	0	3,578	-	-	-	-
COVID-19 Expenses	-	-	-	-	-	-	314	795	-	-	-	-
<b>Total expenses</b>	<b>33,508</b>	<b>20,224</b>	<b>33,280</b>	<b>29,893</b>	<b>35,034</b>	<b>35,227</b>	<b>34,135</b>	<b>35,464</b>	<b>37,648</b>	<b>36,771</b>	<b>37,246</b>	<b>39,062</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>12,274</b>	<b>-</b>	<b>4,418</b>	<b>-</b>	<b>1,507</b>	<b>(2,581)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Table 11: Budget Allocation for programme as per the ENE.

## 13. UPDATED KEY RISKS

There are several attendant risks associated with the strategy. ASA has undertaken a comprehensive risk review and formulated a risk register aligned to the outcomes set out above. This is presented below.

### **Risk management**

ASA can be adversely affected by a variety of business risk and economic developments. A structured risk management process helps Executive management to better understand how risks might impact the organisation and to take appropriate risk mitigation initiatives. Doing business inherently involves taking risks. ASA strives for a culture of openness and transparency in which identified risks are disclosed pro-actively and unexpected events are reported as soon as they occur.

Executive management is responsible for designing, implementing and operating an adequately functioning risk management. The main objective is to identify and manage the strategic, operational, financial, performance and financial reporting and compliance risks which ASA is exposed, to promote effectiveness and efficiency in the ASA operations, to promote reliable performance and financial reporting and to promote compliance with laws

and regulations. Executive management is aware that such a framework can neither provide absolute assurance that its objectives will be achieved, nor can it entirely prevent material errors, losses, fraud and the violation of laws and regulations.

### **For proper implementation of risk management framework, the accounting authority, the Board is supported by the following pillars:**

#### **Executive management.**

This function owns and manage risk and are responsible for maintaining effective controls and for executing risk and control procedures daily. It involves identification and assessing risks being undertaken and establishing appropriate controls to mitigate the risks. There are adequate management controls in place to monitor ongoing compliance and to highlight control breakdown.

#### **Audit and Risk Committee**

This is an Oversight Committee of the board and support Executive management and help ensure that the risk and control procedures are operating as intended.

### **Internal Audit**

This function report to Audit and Risk Committee and provide independent objective assurance on the effectiveness of governance, risk management and internal controls including the way management manage and control risks. Internal Audit bring a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

In implementing our mandate, we are faced with several risks that may interfere with our business objectives. Some of these risks relate to our operational processes, while others relate to our business environment. It is important to understand the nature of these risks and the impact they may have on our business, financial conditions, economic conditions and results of operations. Some of the more relevant risks are described below, which may not be in order of likelihood or materiality. These risks are not the only ones we face, some risks may not yet be known to us and certain risks that we do not currently believe to be material could become material in the future.

The outcome together with significant risks currently considered relevant and applicable mitigation measures are outlined as follows:

OUTCOMES	KEY RISK	RISK MITIGATIONS
<b>Sub-program 1: Technical Services.</b>		
Optimised use of non-standardised construction related products and systems.	Inaccurate and unachievable predictions in revenue generation as per eco-label scheme business model.	Market analysis to be done, to inform an updated business model.
	Eco ASA not being recognised as a national scheme.	Implement the approved Marketing Strategy and plan, to market the scheme.
	Insufficient market penetration model and structure to attract new business in relation to certification of non-standardized product and system.	Implement the approved Marketing Strategy and plan, to market all ASA certification schemes.
	No regulation in place to support the implementation of the ASA ACT and ASA certification policies.	Gazetting of ASA rules, to support implementation of the ASA Act.
	ASA not being ISO 9001 certified.	ASA to maintain the ISO 9001 system and certification.
ASA Certification and Quality Assurance Processes not accredited, Assessors not recognised as professionally competent and ASA not able to fulfil its Mandate.	ASA to obtain SANAS accreditation as an ISO 9001 certification body.	
<b>Sub program 2: Finance Department.</b>		
A resilient, ethical and capable entity.	Non-compliance to applicable laws and regulations	Implementation of internal controls for financial and human resources services.
	Non-compliance to applicable laws and regulations	Implementation of internal procedures for the receipt, approval of invoices in line with supply chain prescripts.
	Non-compliance to applicable laws and regulations and potential financial loss to ASA.	Implementation of internal controls for financial services.
	Non-compliance to applicable laws and regulations and potential financial loss to ASA.	Implementation of internal controls for financial services.
<b>Sub program 3: Corporate Services Department</b>		
A resilient, ethical, and capable entity.	Inability to fully execute the mandate and achieve organisational objectives.	The CFO will explore and recommend financial measures to fill all positions in the new organisational structure to mitigate against unhealthy working conditions, staff burnout leading to poor work performance.
	Irrelevant applications resulting in delays in filling critical positions.	Carry out recruitment of Critical Posts as per the recommendations of the organisational diagnostic.
	Lack of appropriate skill and expertise.	Implementation of the annual staff training plans.

**Table 12: Risk management.**

Agrément South Africa	Mandate	Key Outputs	Current annual budget
Agrément South Africa.	The core mandate of ASA is the technical assessment and issuing of approval certificates for non-standardised construction related products and systems for which there are no South African national standards.	Provide assurance to specifiers and users of the fitness-for-purpose of non-standardised construction related products or systems.	R12,250,000

*Table 13: Agrément South Africa's Mandate and Budget .*

## 14. INFRASTRUCTURE PROJECTS

There are no Infrastructure Projects planned.

## 15. PUBLIC PRIVATE PARTNERSHIPS

There are no Public Private Partnerships planned.

+

# PART D:

TECHNICAL INDICATOR  
DESCRIPTIONS





- + The Executive Authority (EA) of ASA takes this opportunity to endorse the 2022 - 2023 ASA Annual Performance Plan and commits to supporting it and ensuring its implementation.

## SUB-PROGRAMME 1: TECHNICAL SERVICES

Indicator Title:	Number of Eco Label Scheme specification approved by the Board.
<b>Definition:</b>	The indicator seeks to ensure development of specifications against which ASA will assess products' environmental impact, therefore eco-labelling, in line with the business model.
<b>Source of data:</b>	Approved ecoASA specifications.
<b>Method of calculation:</b>	Count the number of ecoASA specifications approved by the Board.
<b>Means of verification:</b>	Approved ecoASA Specifications. Board Resolutions.
<b>Assumptions:</b>	Correctness of market predictions in business model. Availability of technical experts to peer review.
<b>Disaggregation of Beneficiaries (where applicable):</b>	None.
<b>Spatial Transformation (where applicable):</b>	None.
<b>Calculation type:</b>	Cumulative.
<b>Reporting cycle:</b>	Quarterly
<b>Desired performance:</b>	6 Eco Label Scheme specifications.
<b>Indicator Responsibility:</b>	Executive Manager: Technical Services.

Indicator Title:	Percentage of Agrément Non-Standardised construction related products and systems processed.
<b>Definition:</b>	The indicator seeks to clarify the timeframes within which the organisation conducts technical assessment of innovative and non-standardised construction related products and systems.
<b>Source of data:</b>	Registered projects. Inspections Reports. Invoices. Evaluation Status Report. Technical Assessment Offers. Assessment reports. Projects Committee Minutes. TECO minutes.  The data will be collected from the Technical Assessments Department as well as from the Board Secretary (TECO Secretary).
<b>Method of calculation:</b>	Count the number of Agrément certification projects approved within the project timeframes and express this as a percentage of a total number of Agrément certification projects due during the quarter in review. The project timeframes are as per the project offer, project plan and any approved extensions.  <i>Total number of projects approved within project timeframes.</i> Total number of certification projects due during the quarter in review.
<b>Means of verification:</b>	List of Certificates presented to TECO (approved, deferred and non-approved).

<b>Indicator Title:</b>	<b>Percentage of Agrément Non-Standardised construction related products and systems processed.</b>
<b>Assumptions:</b>	Completeness of data.
<b>Disaggregation of Beneficiaries (where applicable):</b>	None.
<b>Spatial Transformation (where applicable):</b>	None.
<b>Calculation type:</b>	Non-Cumulative.
<b>Reporting cycle:</b>	Quarterly.
<b>Desired performance:</b>	87%
<b>Indicator Responsibility:</b>	Executive Manager: Technical Services.

<b>Indicator Title:</b>	<b>Number of agreements entered with specifiers, with the intention to promote non-standardised construction related products and systems</b>
<b>Definition:</b>	This indicator seeks to ensure promotion of the introduction and use of non-standardised construction related products or systems that quality of certified products and systems is upheld.
<b>Source of data:</b>	Agreements with specifiers.
<b>Method of calculation:</b>	Count the number of agreements entered with specifiers.
<b>Means of verification:</b>	Signed Agreements.
<b>Assumptions:</b>	Specifiers' willingness to enter such agreements.
<b>Disaggregation of Beneficiaries (where applicable):</b>	None.
<b>Spatial Transformation (where applicable):</b>	None.
<b>Calculation type:</b>	Cumulative.
<b>Reporting cycle:</b>	Quarterly.
<b>Desired performance:</b>	2 Signed Agreements.
<b>Indicator Responsibility:</b>	Executive Manager: Technical Services.

Indicator Title:	Percentage of quality and compliance inspections conducted for certificates in use.
<b>Definition:</b>	This indicator seeks to ensure that quality of certified products and systems is upheld.
<b>Source of data:</b>	Quality management inspections report.
<b>Method of calculation:</b>	Count the number of quality and compliance inspections conducted for certificates in use, plus the number of validity reviews conducted and express as a percentage of total number of Agrément certificates in use.  $\frac{\text{The number of quality and compliance inspections conducted} + \text{the number of validity reviews conducted for certificates in use.}}{\text{Total the number of Agrément certificates in use.}}$
<b>Means of verification:</b>	Annual inspections reports.  Validity review reports.
<b>Assumptions:</b>	All active certificates are in use.  Completeness of data.
<b>Disaggregation of Beneficiaries (where applicable):</b>	None.
<b>Spatial Transformation (where applicable):</b>	None.
<b>Calculation type:</b>	Cumulative.
<b>Reporting cycle:</b>	Quarterly.
<b>Desired performance:</b>	90%
<b>Indicator Responsibility:</b>	Executive Manager: Technical Services.

## SUB-PROGRAMME 2: FINANCIAL SERVICES

### Strategic Outcome: Resilient, ethical and capable entity

Indicator Title:	Clean external audit report without compliance issues.
Definition:	External audit management report.
Source of data:	Annual financial statement and annual report.
Method of calculation:	Count the cumulative number of audit issues raised over the period and divide by the number of audit issues for the same period and expressed as a percentage.  <i>Count the cumulative number of audit issues raised over the period.</i> Number of audit issues for the same period.
Means of verification:	External audit report.
Assumptions:	Accounting and reporting system availability.  Availability of support staff.
Disaggregation of Beneficiaries (where applicable):	None.
Spatial Transformation (where applicable):	None.
Calculation type:	Non-Cumulative for the quarter. Cumulative year to date.
Reporting cycle:	Quarterly.
Desired performance:	100%
Indicator Responsibility:	Chief Financial Officer.

<b>Indicator Title:</b>	<b>Approved expenditure spent against approved budget.</b>
<b>Definition:</b>	This indicator seeks to measure a percentage of approved expenditure spent against approved budget.
<b>Source of data:</b>	Quarterly Management report.
<b>Method of calculation:</b>	Count the cumulative actual amount spent over the quarter and divided by the approved budget for the same period and expressed as a percentage.  <i>Approved expenditure spent against approved budget over the quarter.</i> Approved budget for the same period.
<b>Means of verification:</b>	Accounting information and records.
<b>Assumptions:</b>	Accounting and reporting system availability.  Availability of support staff.
<b>Disaggregation of Beneficiaries (where applicable):</b>	None.
<b>Spatial Transformation (where applicable):</b>	None.
<b>Calculation type:</b>	Cumulative.
<b>Reporting cycle:</b>	Quarterly.
<b>Desired performance:</b>	96%
<b>Indicator Responsibility:</b>	Chief Financial Officer.

<b>Indicator Title:</b>	<b>Percentage of payments made within 30 days.</b>
<b>Definition:</b>	This indicator seeks to measure a percentage of approved payments made within 30 days.
<b>Source of data:</b>	30-Day payment period report.
<b>Method of calculation:</b>	Count the number of payments made within the quarter and divided by the total number of invoices received for the same quarter and expressed as a percentage.  <i>Count the number payments made within 30 days over the quarter.</i> Total number of invoices received within the quarter.
<b>Means of verification:</b>	Accounting information and records.
<b>Assumptions:</b>	Accounting and reporting system availability.  Availability of support staff.
<b>Disaggregation of Beneficiaries (where applicable):</b>	None.
<b>Spatial Transformation (where applicable):</b>	None.

<b>Indicator Title:</b>	<b>Percentage of payments made within 30 days.</b>
<b>Calculation type:</b>	Cumulative.
<b>Reporting cycle:</b>	Quarterly.
<b>Desired performance:</b>	100%
<b>Indicator Responsibility:</b>	Chief Financial Officer.

<b>Indicator Title:</b>	<b>Percentage of irregular expenditure incurred of the approved budget.</b>
<b>Definition:</b>	This indicator seeks to measure percentage of irregular expenditure incurred.
<b>Source of data:</b>	Quarterly Management and irregular, fruitless and wasteful expenditure reports.
<b>Method of calculation:</b>	Count the cumulative actual amount of irregular expenditure over the quarter and divided by the approved budget for the same period and expressed as a percentage.  <i>Count the cumulative actual amount of irregular expenditure over the quarter.</i> Approved budget for the same period.
<b>Means of verification:</b>	Accounting information and records.
<b>Assumptions:</b>	Accounting and reporting system availability.  Availability of support staff.
<b>Disaggregation of Beneficiaries (where applicable):</b>	None.
<b>Spatial Transformation (where applicable):</b>	None.
<b>Calculation type:</b>	Cumulative.
<b>Reporting cycle:</b>	Non-Cumulative for the quarter. Cumulative year to date.
<b>Desired performance:</b>	Zero irregular expenditure.
<b>Indicator Responsibility:</b>	Chief Financial Officer.

Indicator Title:	Percent of fruitless and wasteful expenditure incurred of the approved budget.
<b>Definition:</b>	This indicator seeks to measure a percentage of fruitless and wasteful expenditure incurred.
<b>Source of data:</b>	Quarterly Management and irregular, fruitless and wasteful expenditure reports.
<b>Method of calculation:</b>	Count the cumulative actual amount of fruitless and wasteful expenditure over the quarter and divide by the approved budget for the same period and expressed as a percentage.  <i>Count the cumulative actual amount of fruitless and wasteful expenditure over the quarter.</i> Approved budget for the same period.
<b>Means of verification:</b>	Accounting information and records.
<b>Assumptions:</b>	Accounting and reporting system availability.  Availability of support staff.
<b>Disaggregation of Beneficiaries (where applicable):</b>	None.
<b>Spatial Transformation (where applicable):</b>	None.
<b>Calculation type:</b>	Non-Cumulative for the quarter. Cumulative year to date.
<b>Reporting cycle:</b>	Quarterly.
<b>Desired performance:</b>	Zero fruitless and wasteful expenditure.
<b>Indicator Responsibility:</b>	Chief Financial Officer.

## SUB-PROGRAMME 2: CORPORATE SERVICES

Strategic Outcome: resilient, ethical and capable entity

Indicator Title:	Percentage implementation of planned training in line with the approved training plans, and budget.
<b>Definition:</b>	This indicator seeks to measure the training undertaken in improving the entity's capabilities to achieve its mandate.
<b>Source of data:</b>	Training Plan.
<b>Method of calculation:</b>	Count the cumulative actual number of training over the quarter and divided by the total training for the same period and expressed as a percentage.  <i>Count the cumulative actual number of training over the quarter.</i> Total training for the same period.
<b>Means of verification:</b>	Attendance registers and certificates.
<b>Assumptions:</b>	Availability of budget.  Procurement turn-around time in appointing training providers.
<b>Disaggregation of Beneficiaries (where applicable):</b>	None.
<b>Spatial Transformation (where applicable):</b>	None.
<b>Calculation type:</b>	Non-Cumulative for the quarter. Cumulative year to date.
<b>Reporting cycle:</b>	Quarterly.
<b>Desired performance:</b>	100%
<b>Indicator Responsibility:</b>	Executive Manager: Corporate Services.











public works

Department:  
Public Works  
REPUBLIC OF SOUTH AFRICA

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