



NATIONAL NUCLEAR REGULATOR

For the protection of persons, property and the environment
against nuclear damage

FINAL ANNUAL PERFORMANCE PLAN

2021–2022



caring



excellence



integrity



openness &
transparency



teamwork



safety & security

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ABBREVIATIONS**TABLE 1: LIST OF ABBREVIATIONS.**

CAP	Compliance Assurance Programme
CEO	Chief Executive Officer
CNSC	Canadian Nuclear Safety Commission
CNSS	Centre for Nuclear Safety and Security
CoCT	City of Cape Town
COVID-19	Coronavirus Disease 2019
CSS	Corporate Support Services
DMRE	Department of Mineral Resources and Energy
IAEA	International Atomic Energy Agency
ICRP	International Commission on Radiological Protection
ICT	Information and Communications Technology
IRP	Integrated Resource Plan
ISO/IEC	International Organization for Standardization and the International Electrotechnical Commission
KPI	Key Performance Indicator
KNPS	Koeberg Nuclear Power Station
LTO	Long Term Operation
MOV	Means of Verification
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NECSA	South African Nuclear Energy Corporation
NGO	Non-Governmental Organisation
NIL	Nuclear Installation Licence
NDP	National Development Plan
NNR	National Nuclear Regulator
NORM	Naturally Occurring Radioactive Material
NPP	Nuclear Power Plant
NRC	Nuclear Regulatory Commission
NRWDI	National Radioactive Waste Disposal Institute
NTN	Nuclear Technology and NORM
NVL	Nuclear Vessel Licence
ONR	Office for Nuclear Regulation
PoE	Portfolio of Evidence
POPIA	Protection of Personal Information Act
PPPFA	Preferential Procurement Policy Framework Act
RADCON	Directorate Radiation Control
RITS	Regulatory Improvement and Technical Services
SAHPRA	South African Health Products Regulatory Authority
SANAS	South African National Accreditation System
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SGR	Steam Generator Replacement
SMR	Small Modular Reactor
TSO	Technical Assessment Guide
UK	United Kingdom
UNSCEAR	United Nations Scientific Committee on the Effects of Atomic Radiation
USA	United States of America

¹Accounting Authority

The National Nuclear Regulator (NNR) is a regulatory body established in terms of section 3 of the National Nuclear Regulator Act, Act No. 47 of 1999. Past performance and industry requirements continue to affirm its relevance and future prospects in serving the country. The proposed energy mix announced in the Integrated Resource Plan buttresses the importance of an astute and well-managed nuclear regulator.

The previous strategy cycle focused on the Regulator's key growth areas, including the expansion of the NNR's independent radio-analytical verification capability. In keeping with this goal, our laboratory is working towards the accreditation of key methods such as gamma spectrometry.

The continued replacement of the steam generators at the nuclear power plant is under the Regulator's keen eye, albeit some key milestones were hampered by COVID-19 lockdowns. The NNR plans to recover any time that was lost as a result of the pandemic during the 2021–2022 planning cycle.

In light of the global trend in nuclear energy, our planning for 2021–2022 has considered discussions around the use of Small Modular Reactors (SMRs). We deemed it crucial for the NNR to determine its readiness to regulate SMRs and to begin benchmarking regulator practices and industry dynamics in this area in earnest.

The NNR Board of Directors and management would like to take this opportunity to express their gratitude to the Minister of Mineral Resources and Energy and the Department for their continued support for the Regulator's plans and operations.

The NNR remains committed to its mandate to protect persons, property and the environment against the harmful effects of radiation.

The NNR's Annual Performance Plan for the 2021–2022 financial year is hereby presented.

Dr. Thapelo Motshudi

Chairperson of the Board, National Nuclear Regulator

¹ As per section 49 (2) (a) of the Public Finance Management Act Section 49 (2) (a), – The NNR Board is the accounting authority of the NNR.

Accounting Officer Statement

The current planning cycle takes place amid the unexpected COVID-19 pandemic. All the more reason why, in line with the Revised Framework for Strategic Plans and Annual Performance Plans, a thorough analysis of the landscape has to be done. In this cycle, the NNR has introduced scenario planning as a strategic tool to envision multiple alternative future scenarios. In the present day world, we constantly face a myriad of changing circumstances, especially with regard to technology, which will no doubt have an impact on regulatory processes.

Cyber security continues to be a threat that, unlike physical security, is more challenging to monitor and enforce. For the Regulator, any threat posed to any of its authorised facilities is a threat to society, and, therefore, vigilance and innovative approaches towards nuclear regulation in South Africa remains a priority. Consequently, risk management of cyberattacks needs to be balanced with technological growth and applications that will allow the NNR to perform its regulatory duties to the highest standard.

Being neither a promotor nor a detractor of nuclear energy, the Regulator is interested in the safe and secure use of nuclear energy in line with its mandate. However, policy pronouncements that have been brought about by the approval of the Integrated Resource Plan in 2019 are welcome as they provide some measure of certainty that allows the Regulator to plan ahead.

As always, we look ahead in anticipation of implementing our planned objectives invariably aligned to the priorities of government as contained in the National Development Plan.

Dr. Mzibanzi Bismark Tyobeka

Chief Executive Officer, National Nuclear Regulator

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the Board of Directors and Management of the National Nuclear Regulator and;
- takes into account all relevant policies, legislation and other mandates for which the National Nuclear Regulator is responsible, and
- It accurately reflects the impact and outcomes which the NNR will endeavour to achieve over the period 2021-2022.

Ms. Nontsikelelo Kote

Senior Manager: Strategy, and Organisational Performance

Date: _____

Mr. Dakalo Netshivhazwaulu

Chief Financial Officer

Date: _____

Dr. Mzubanzi Bismark Tyobeka

Chief Executive Officer

Date: _____

Approved by:

Dr. Thapelo Motshudi

Chairperson of the Board

Date: _____

PART A - OUR MANDATE

APPLICABILITY OF THE REVISED FRAMEWORK

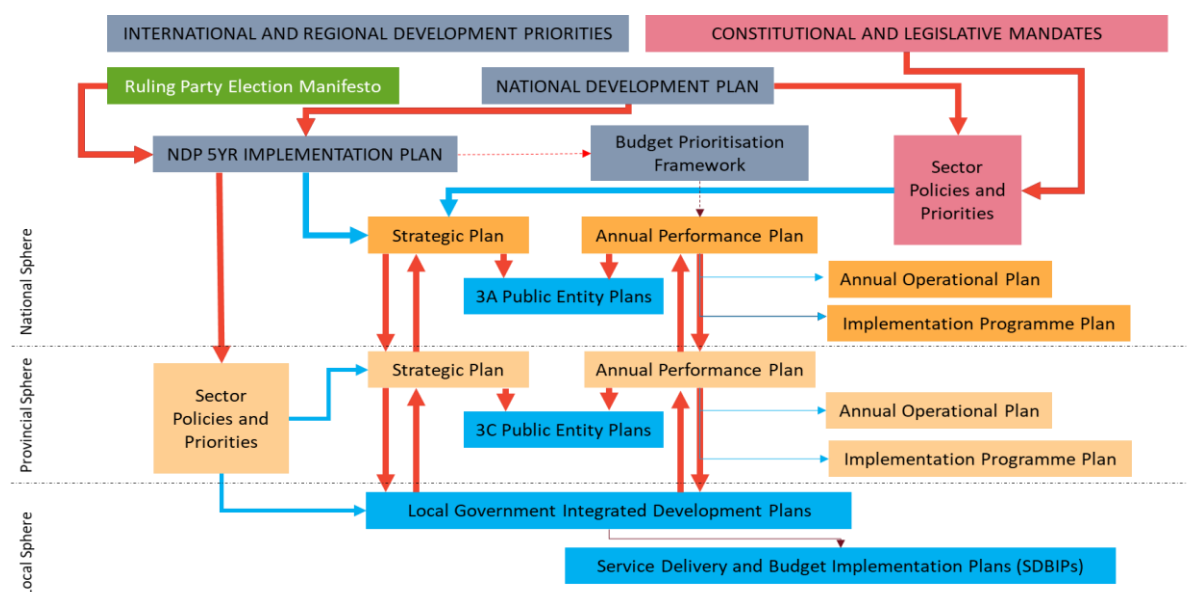
As a Schedule 3A public entity, the NNR is subject to government guidelines and stipulations insofar as strategic and financial planning is concerned. This is important for two reasons:

Using the Revised Framework assists the NNR's Annual Performance Plan to demonstrate alignment to the overall Energy Policy and the Department of Mineral Resources and Energy's (DMRE) strategy in both format and content; and

The extent to which the guidelines have been applied is an auditable criterion by the Auditor General of South Africa and thus the NNR must demonstrate adherence.

The NNR's Annual Performance Plan is determined by the manifesto and term of office of the ruling party, and will be developed as guided by the framework (see Figure 1).

Figure 1: Overview guideline of the Framework.



The Revised Framework applies to:

- All national departments, provincial departments and government components listed in Schedule 1, Schedule 2 and Schedule 3 of the Public Service Act (1994), as amended by the Public Service Amendment Act, Act No. 30 of 2007; and
- Constitutional institutions listed in Schedule 1 and public entities listed in Parts A and C of Schedule 3 of the Public Finance Management Act, Act No. 1 of 1999.

1. CONSTITUTIONAL MANDATE

The NNR is a public entity that is established and governed in terms of section 3 of the National Nuclear Regulator Act, Act No. 47 of 1999.

The fundamental objective of the NNR is to provide for the protection of persons, property and the environment against nuclear damage through the establishment of safety standards and regulatory practices. To this end, the NNR provides oversight and assurance that activities related to the peaceful use of nuclear energy in South Africa are carried out in a safe manner and in accordance with international principles and best practices.

The NNR derives its mandate from the Constitution of the Republic of South Africa in that it is vested with the legal obligation to protect the environment against nuclear damage. Hence the strategy adopted by the NNR seeks to be congruent with the provisions of section 24 of the Constitution, specifically chapter 2 of the Bill of Rights which reads as follows:

Everyone has the right –

- to an environment that is not harmful to their health or well-being; and
- to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that –
- prevent pollution and ecological degradation;
- promote conservation; and
- secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

2. LEGISLATIVE AND POLICY MANDATE

The NNR's mandate is derived from section 3 of the National Nuclear Regulator Act, Act No. 47 of 1999. The Act gives effect to the objects of the Regulator as stipulated in section 5.

The NNR also contributes to the nuclear programmes of the DMRE. These programmes include the following:

- Nuclear Safety and Technology;
- Nuclear Non-Proliferation and Radiation Security; and
- Nuclear Policy.

The following are some of the legislation that the NNR must comply with:

Table: 2 Overview of relevant Legislation Regulating the NNR.

Legislation	Legislation
Basic Conditions of Employment Act, No. 75 of 1997	Promotion of Administrative Justice Act, No. 3 of 2000
Broad Based Black Economic Empowerment Act, No. 53 of 2003	Protected Disclosures Act, No.26 of 2000
Compensation for Occupational Injuries and Diseases Act, No. 130 of 1993	Protection of Equality and Prevention of Unfair Discrimination Act, No. 4 of 2000
Constitution of the Republic of South Africa, 1996	Protection of Information Act, No.84 of 1982
Electronic Communications and Transactions Act, No. 25 of 2002	Protection of Personal Information Act, No. 4 of 2013
Employment Equity Act, No. 55 of 1998	Promotion of Access to Information Act, No. 2 of 2000
Government Immovable Assets Act, No.19 of 2007	Public Finance Management Act, No. 1 of 1999
Income Tax Act, No. 58 of 1962	Regulation of Interception of Communications and Provision of Communications and Provision of Communication-related information Act, No. 70 of 2002
Intergovernmental Relations Framework Act, No.13 of 2005	Skills Development Act, No.97 of 1998
Labour Relations Act, No. 66 of 1995	Skills Development Levies Act, No.9 of 1999
National Archives and Record Service of South Africa Act, No. 43 of 1996	Tobacco Products Control Act, No. 83 of 1993
National Environmental Management - Waste Act, No.59 of 2008	Unemployment Insurance Act, No. 63 of 2001
Occupational Health and Safety Act, No. 85 of 1993	Unemployment Insurance Contributions Act, No.4 of 2002
Pension Funds Act, No. 24 of 1956	Unemployment Insurance Act, No. 63 of 2001
Preferential Procurement Policy Framework Act, No. 5 of 2000	Use of Official Languages Act, No. 2 of 2012

3. INSTITUTIONAL POLICIES AND STRATEGIES

As outlined in the Revised Framework, government institutions are accountable to the citizens, through Parliament, for delivering on national development priorities. Therefore, the NNR's Annual Performance Plan must be aligned with government priorities.

These priorities, though enduring, are refined on an annual basis based on key governmental priorities as highlighted in the annual State of the Nation Address.

The framework stipulates that all national, provincial and local government institutions must ensure that National Development Plan (NDP) priorities are reflected in their institutional Strategic Plans and Annual Performance Plans, as described in the Medium Term Expenditure Framework (MTEF) for the relevant planning cycle.

In July 2019, government adopted seven priorities to take South Africa forward. The NNR adopted the theme of Social Cohesion and Safe Communities from amongst the priorities, which is achieved through the Regulator's mandate by providing for the protection of persons, property and the environment against nuclear damage.

4. RELEVANT COURT RULINGS

No new court rulings were identified in the current planning cycle. The MacDonald case regarding the development in zoned areas in 2011 remains the most recent ruling relevant to the NNR.

PART B: OUR STRATEGIC FOCUS

1. SITUATIONAL ANALYSIS OF THE NNR

A situational analysis provides a broad overview of an organisation's external and internal perspective, and allows the organisation to define its key drivers for the current strategy. For this planning cycle, the problem tree analysis was applied.

This planning tool allows the organisation to analyse its issues using the analogy of a tree where the top of the tree symbolises the visible effects, the trunk of the tree symbolises the issues that the organisation is currently facing, and the roots of the tree symbolise (often hidden) root causes that bring about the effects or impacts.

This analysis allows the organisation to establish causality and to carefully map out its plans with an understanding of cause and effect (see Figures 2,3,4 and 5). The possible solutions are addressed as part of our Outcomes, Outputs, Performance Indicators and Targets.

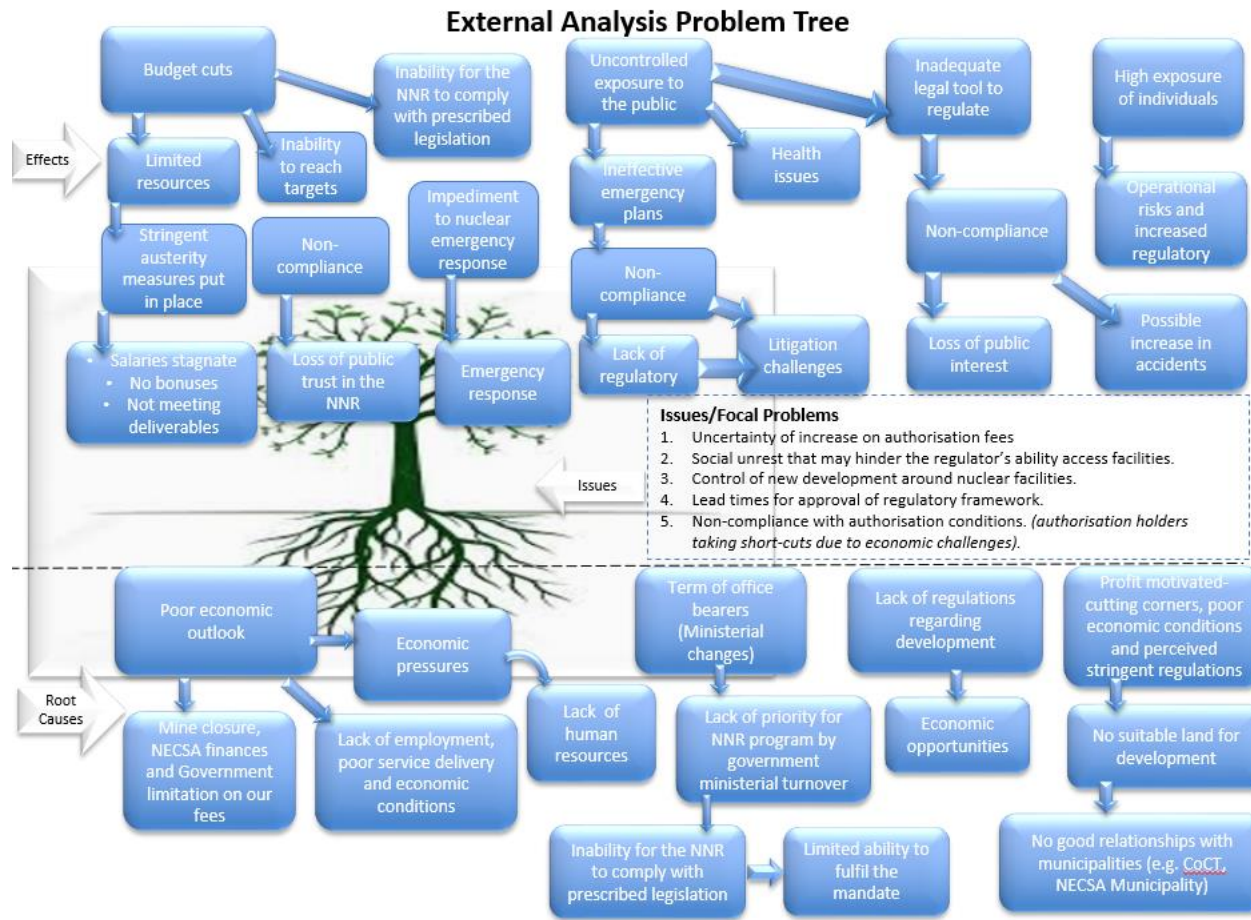
Figure 2: External Analysis Problem Tree.

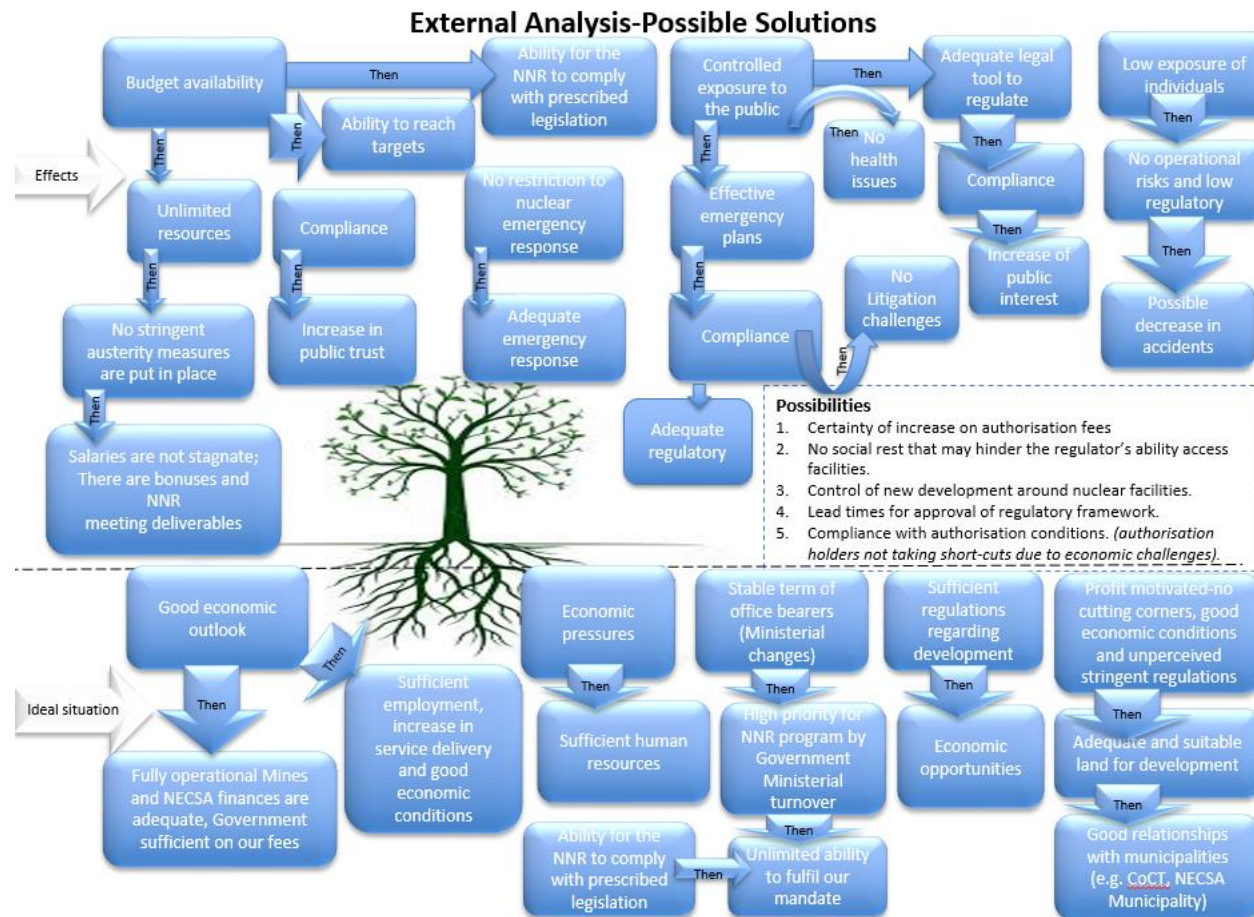
Figure 3: External Analysis Possible Solutions.

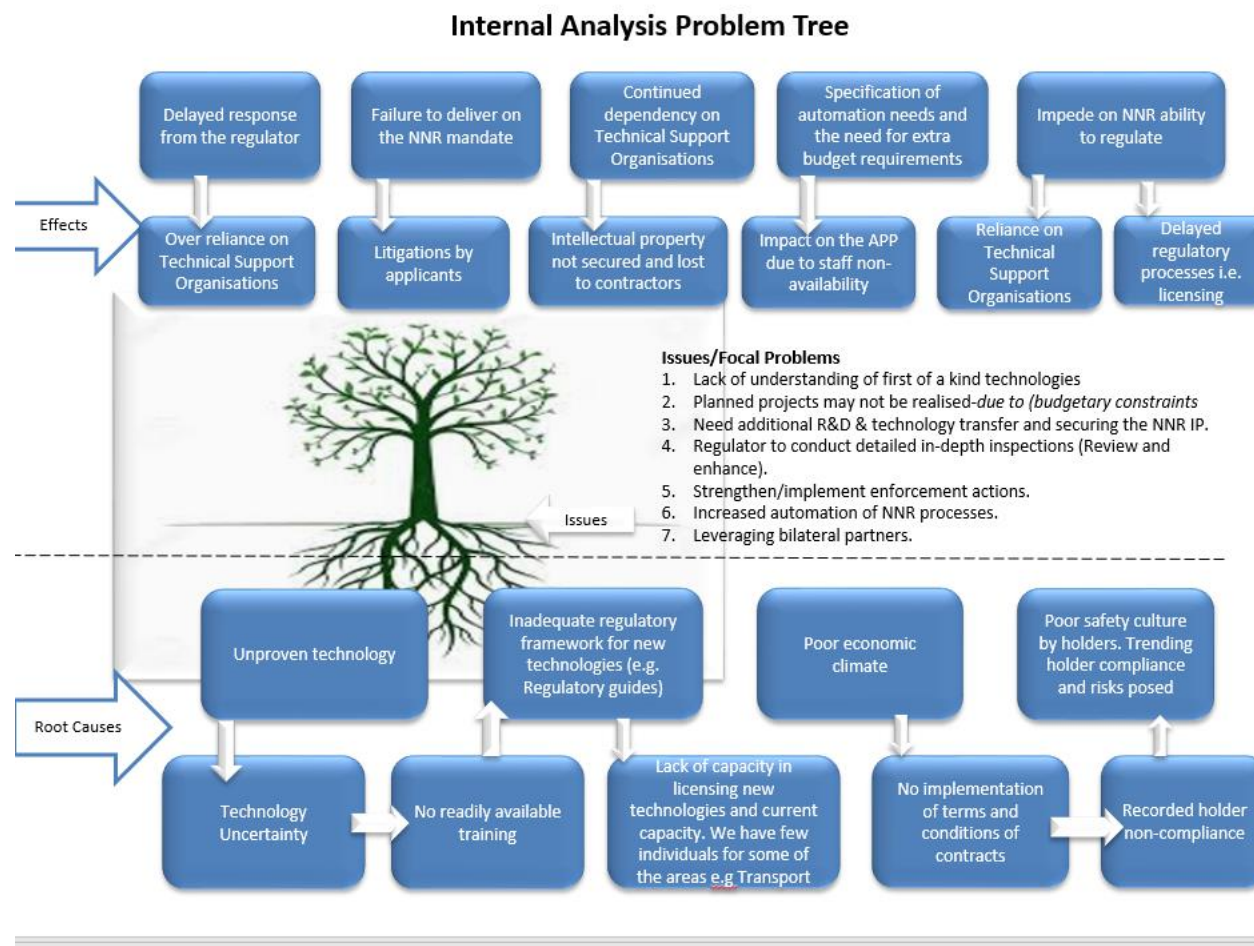
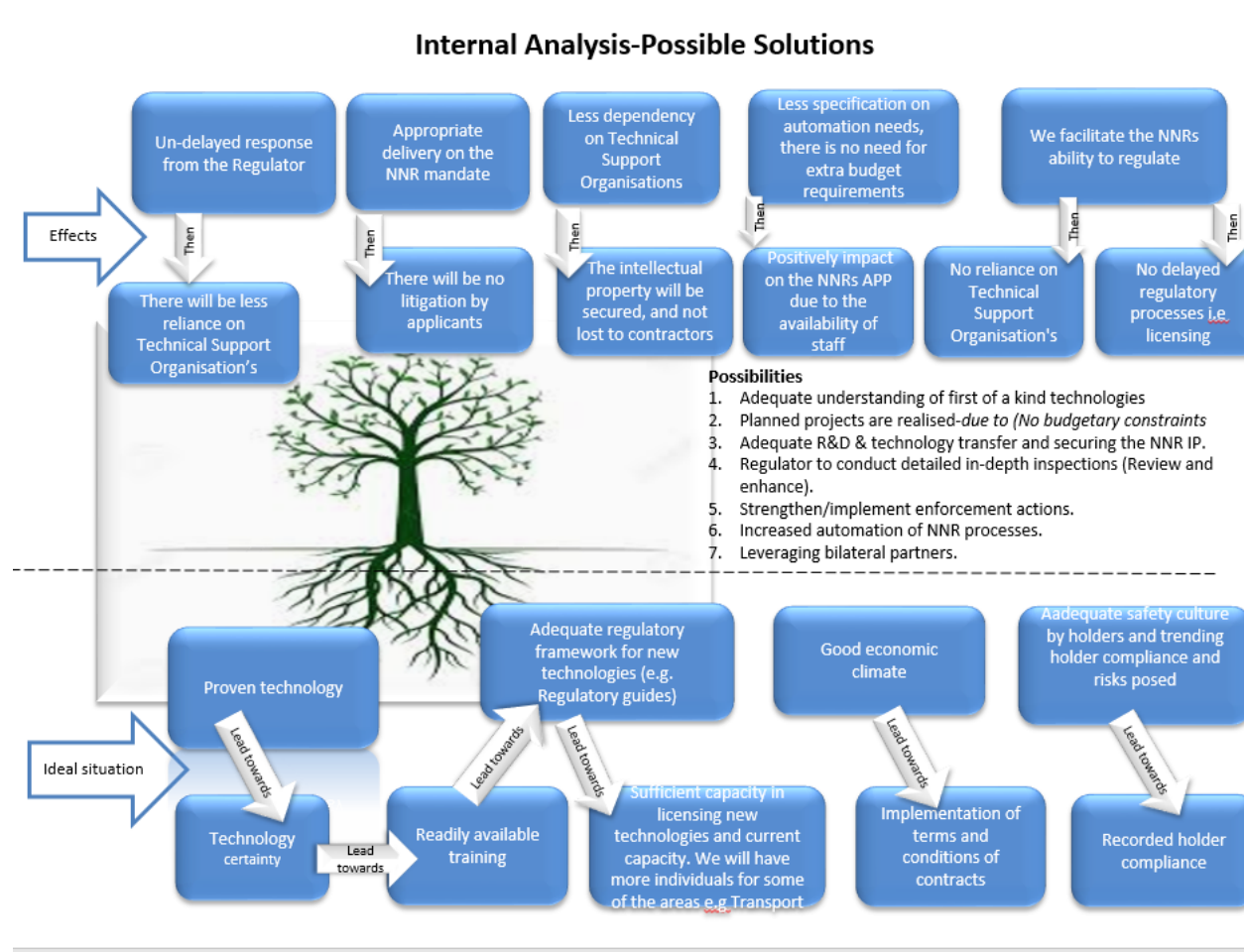
Figure 4: Internal Analysis Problem Tree.

Figure 5: Internal Analysis Possible Solution.

2. SCENARIO PLANNING



2.1 Building Scenarios

Scenario planning is a strategic planning method that affords an organisation the opportunity to envision multiple alternative future scenarios and to plan accordingly. The NNR plotted four scenarios based on two opposing factors, namely good economic performance versus poor economic performance.

These factors were combined with two possible futures: the first being maintained current capacity of nuclear energy, and the second being the implementation of the approved Integrated Resource Plan (IRP). The resultant scenarios are captured in figure 6 below.

Figure 6: Overview of Scenarios



2.1 Four Scenarios

- **Equilibrium:** Good economic performance and maintained current capacity of nuclear energy.
- **Nyakanyaka:** Poor economic performance and maintained current capacity of nuclear energy.
- **Leap of faith:** Poor economic performance and approved IRP implementation.
- **Full Steam Ahead – Safely:** Good economic performance and approved IRP implementation.

2.1.1 Scenarios Explained

Equilibrium scenario

Equilibrium is a scenario based on good economic performance and maintained current capacity (operations) of nuclear energy (1 800 MWe, SAFARI-1). Table 3 provides a breakdown of the equilibrium scenario.

Table 3: Equilibrium Scenario

Political	<ul style="list-style-type: none"> • Maintained cooperation with other regulators (regional, continental and international)
Economic	<ul style="list-style-type: none"> • Industry has capital to maintain current operations • Restructuring of Eskom, i.e. possible relicensing of a different corporate operator • Investment in Naturally Occurring Radioactive Material (NORM) operations
Social	<ul style="list-style-type: none"> • Improved engagement with stakeholders • Regional economic spin-offs leading to social stability
Technological and regulatory	<ul style="list-style-type: none"> • Improved nuclear safety and security • Licensing of the National Radioactive Waste Disposal Institute (NRWDI) continues • More research, training and development (capacity building and generation of intellectual property) • Industry investing in new technology • Attraction and retention of skills • NNR imposes financial provisions for decommissioning and rehabilitation • Operators have funds to implement compliance assurance programmes
Environmental	<ul style="list-style-type: none"> • Increasing number of applications for Certificates of Registration and increasing production of NORM waste
Legislative	<ul style="list-style-type: none"> • Government response to nuclear safety related approvals and amendments to legislation • Growth of NNR scope (take over relevant Hazardous Substances Act responsibilities)

Nyakanyaka Scenario

Nyakanyaka is a scenario based on poor economic performance and maintained current capacity (operations) of nuclear energy (1 800 MWe, SAFARI-1). Table 4 provides a breakdown of the Nyakanyaka scenario.

Table 4: Nyakanyaka Scenario

Political	<ul style="list-style-type: none"> • Political interference • International interference • International Monetary Fund and World Bank loans (threats to sovereignty)
Economic	<ul style="list-style-type: none"> • No investment in nuclear new build • Financial woes (safety compromises) • Energy supply not secured due to failure of independent power producers to materialise (subdued economic activity) • Financial unsustainability of authorisation holders
Social	<ul style="list-style-type: none"> • Social unrest, increase in poverty and crime (illegal mining and theft of nuclear material) • Increased activism • Socioeconomic inequality • Loss of skills to other countries that have nuclear programmes
Technological and regulatory	<ul style="list-style-type: none"> • Increased automation of regulatory processes • Inability to comply with international obligations • Increased independent electricity generation
Environmental	<ul style="list-style-type: none"> • Coal is king • Dirty energy and pollution
Legislative	–

Leap of Faith Scenario

The leap of faith scenario is based on poor economic performance and implementation of the approved IRP. Table 5 provides a breakdown of the leap of faith scenario.

Table 5: Leap of Faith Scenario

Political	<ul style="list-style-type: none"> Change in administration could lead to no nuclear investment, i.e. nuclear energy remains constant or is scaled down in the new IRP
Economic	<ul style="list-style-type: none"> New nuclear build slows down, e.g. from 2 500 MW to 500 MW NNR plans to regulate new nuclear build and planned allocation of staff to new build (IRP adjustment). Initial growth in green energy (independent power producers) funded by international investors. Reduction over time (five years) in green energy investment (if the country is not offering returns to international investors). As nuclear energy remains constant, regulation of the existing authorisation holders continues with the following features: <ul style="list-style-type: none"> Poor performing economy due to budget cuts (reduction in grant allocated to the NNR by the DMRE) Mines shut down (impact on the NNR's scope of work) Staff reduction in some areas Non-compliance with licence conditions as authorisation holders take shortcuts and compromise on safety Increased corruption in both internal and external environments
Social	<ul style="list-style-type: none"> Social unrest, shutdown of facilities (NNR access to facilities for regulation purposes negatively affected)
Technological and regulatory	<ul style="list-style-type: none"> Introduction of SMRs limited when the economy is not performing. However, NNR needs to train staff on the new technology, which may require international training (negative impact on the NNR's budget) New regulations for SMRs need to be developed
Environmental	<ul style="list-style-type: none"> Waste generation at the mines increases waste management requirements in the long run, i.e. increased capacity, storage. Need for additional capacity from NNR to regulate these new developments
Legislative	<ul style="list-style-type: none"> New legislation/regulations, litigation by the environmental civil society groups (NNR may require additional budget to deal with court cases to defend regulatory decisions)

Full Steam Ahead – Safely Scenario

In the full steam ahead scenario we see good economic performance and full implementation of the approved IRP. Table 6 provides a breakdown of the full steam ahead scenario.

Table 6: Full Steam Ahead Scenario

Political	<ul style="list-style-type: none"> Increased intergovernmental cooperation for mandates that overlap
Economic	<ul style="list-style-type: none"> Prioritisation of other energy mix over nuclear
Social	<ul style="list-style-type: none"> Increased awareness of nuclear/safety Dispelling myths
Technological and regulatory	<ul style="list-style-type: none"> Enabling environment for capacity building of Regulatory staff Increased green energy into the mix, necessitating localization of technologies; Possible introduction of Small Modular reactors More nuclear/radiation science and technology applications Increased capacity i.e. Human, Financial, Security (physical/cyber) due to increased entities to be regulated Regulatory Research and Development will grow based on existing operating experience, and advise other countries in the region
Environmental	<ul style="list-style-type: none"> Remediation/rehabilitation of nuclear facilities in the event that policies change, i.e. Nuclear Power Plant (NPP) closure Decommissioning safety prioritised in mines and nuclear installations
Legislative	–

This plan is based on the leap of faith scenario since it is the most likely scenario in the medium term.

Therefore, the outcomes expressed by the Regulator have assumed an environment in which the economy continues to struggle, but the move towards implementing the IRP gains momentum.

3. STAKEHOLDER ENGAGEMENT

The NNR held a Stakeholder Engagement Session during the current planning cycle. The aim of the session was to hear from authorisation holders what the Regulator should anticipate in the medium to long term in the regulated activities.

Table 7 below provides a summary of the stakeholders, their key characteristics, their impact and influence on the NNR, as well as how the Regulator should respond.

Table 7: NNR Stakeholder Engagement.

Stakeholder	Key characteristics	Impact on the NNR	Influence on the NNR	NNR response/strategy
Department of Mineral Resources and Energy	<ul style="list-style-type: none"> Individuals who have high a level of knowledge and involvement in the nuclear regulatory industry. They are the decision makers and opinion leaders. The Minister of Mineral Resources and Energy appoints Board members. Individuals with a high level of knowledge and involvement in the mines the NNR works with as well as the nuclear regulatory industry. 	<ul style="list-style-type: none"> Key strategic stakeholder. If formal working relationships are not maintained, it will lead towards asymmetry of information. The NNR is dependent on their cooperation and goodwill. 	<ul style="list-style-type: none"> Have the ability to influence the NNR's independence. 	<ul style="list-style-type: none"> Continuous engagement and involvement in ensuring nuclear safety. Engagement regarding legacy sites. Strengthen stakeholder relationship. Continue having regular interactions, forums and meetings.
Sibanye-Stillwater, Harmony Gold and other relevant mining houses	<ul style="list-style-type: none"> Provide value creation for all stakeholders through responsible Mining and beneficiation of mineral resources. 	<ul style="list-style-type: none"> Key strategic stakeholder. Focuses on employee safety and health in the mining sector. 	<ul style="list-style-type: none"> The NNR is in a better position to provide for the Protection persons, property and the environment. 	<ul style="list-style-type: none"> Continuous engagement and involvement.
Necsa	<ul style="list-style-type: none"> Provide value creation through the nuclear research reactor and production of nuclear products. 	<ul style="list-style-type: none"> Key strategic partner. Government policy changes related to nuclear may impact on Necsa's future operations. 	<ul style="list-style-type: none"> The NNR is in a better position to provide for the protection of persons, 	<ul style="list-style-type: none"> Continue having regular interactions and strengthen cooperation.

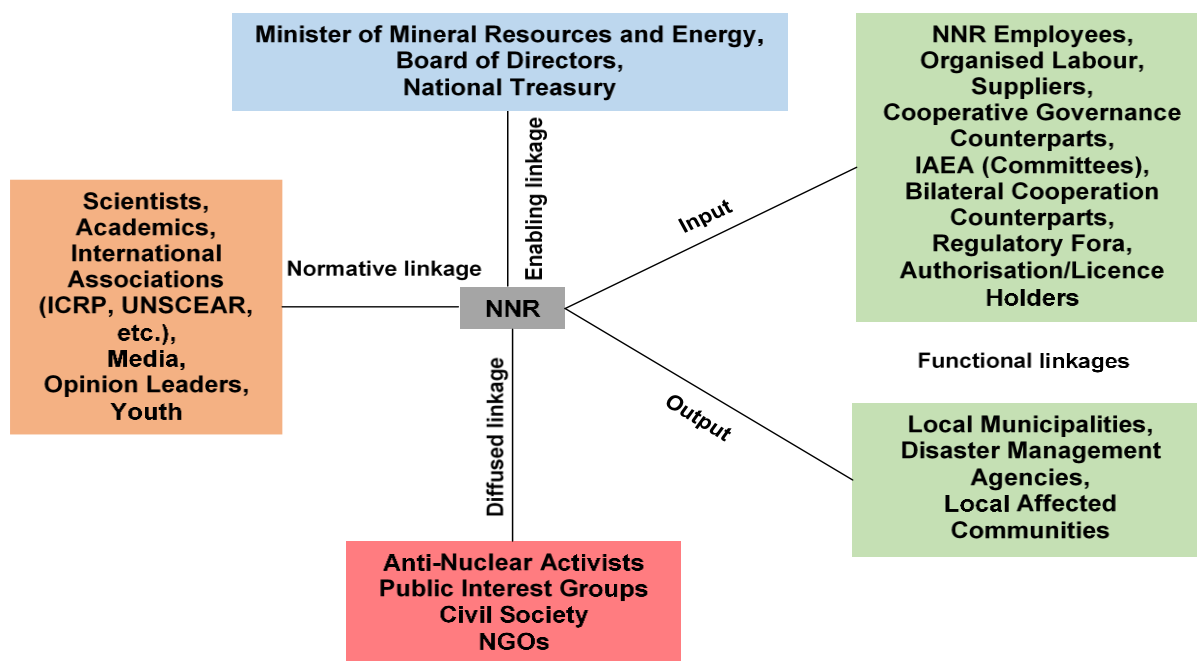
ANNUAL PERFORMANCE PLAN 2021–2022

Stakeholder	Key characteristics	Impact on the NNR	Influence on the NNR	NNR response/strategy
	<ul style="list-style-type: none"> Focus on people, safety and sustainability. 	<ul style="list-style-type: none"> Strives for enhanced safety culture. 	<ul style="list-style-type: none"> property and the environment. 	
NRWDI	<ul style="list-style-type: none"> Provide management and disposal of radioactive waste. Ensures the protection of persons, property and environment. 	<ul style="list-style-type: none"> Institutionalise a culture of nuclear safety and security. Vaalputs Nuclear Installation Licence (NIL). 	<ul style="list-style-type: none"> Provides the NNR with the ability to provide for the protection of persons, property and the environment. 	<ul style="list-style-type: none"> Continue having regular interactions and strengthen cooperation.
Eskom	<ul style="list-style-type: none"> Knowledgeable experts in nuclear power station operation. Subject matter experts. 	<ul style="list-style-type: none"> Eskom will take future direction on new build from the IRP. The Nuclear Energy Policy of 2008 designates Eskom as the majority owner and operator of NPPs in South Africa. 	<ul style="list-style-type: none"> Provides the NNR with the aim of ensuring the regulatory framework is enhanced for a new build programme. Commitment is needed to regulate Long Term Operation. 	<ul style="list-style-type: none"> More engagement and collaboration, particularly on the safe operation of the Koeberg Nuclear Power Station (KNPS).

4. STAKEHOLDER MAP

The strategy is more useful and effective when aligned with stakeholder needs. For that reason, the NNR has engaged in a stakeholder mapping exercise to define the types of linkages that the organisation has with various stakeholder groupings as per Figure 7 below.

Figure 7: NNR Stakeholder Map.



Enabling linkages are stakeholders who have some control and authority over the organisation and could include the Board of Directors, legislators and regulators, amongst others. The NNR is reliant on these stakeholders for decision- making, guidance and the directives necessary for its operation.

Normative linkages are those groups with whom the organisation shares a common interest, and shares similar values, goals or problems. There is sharing and exchange of information, knowledge, practices, etc.

Diffused linkages are those stakeholders who become involved based on specific actions. They could include the community, activists and special interest groups. These are interested parties who may share a similar goal with the Regulator, such as safety, but may have different views regarding processes. The Regulator needs to share information with this group in line with the key driver of communicating regulatory processes and decisions.

Functional linkages are essential for the functioning of the organisation. Some stakeholders are involved in the input of the organisation, while other form part of the output of the organisation. Stakeholders that provide inputs to the Regulator include internal stakeholders, such as employees, as well as partners and suppliers. The stakeholders such as consumers and retailers provide various outputs for review, assessment and inspection by the Regulator. These stakeholders expect approval, guidance and regulations.

5. NNR STRUCTURE

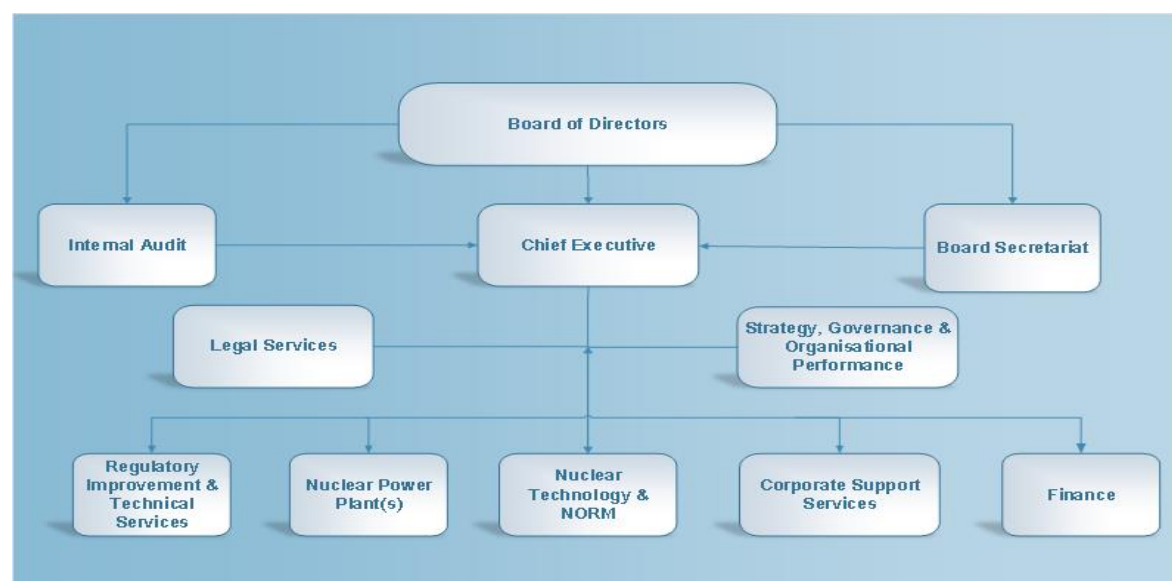
The NNR structure defines the major categorisation of roles in the organisation. The NNR is led by a Board of Directors in line with the prescripts of the NNR Act. The Board is appointed by the Minister of Mineral Resources and Energy, and is assisted and advised by three sub-committees, namely. The Transformation and Development Committee, the Audit and Risk Management Committee, and the Technical Committee.

The Chief Executive Officer (CEO) is appointed by the Minister of Mineral Resources and Energy in line with the NNR Act. The CEO, in consultation with the Board, appoints the Executives. Currently, the NNR has five Executives from the following divisions: Finance, Nuclear Power Plant, (NPP), Nuclear Technology and NORM (NTN), Regulatory Improvement and Technical Services (RITS), and Corporate Support Services (CSS), which includes Communications and Stakeholder Relations.

The strategic units are placed under the ambit of the CEO and/ or the Board. The Internal Audit services the Board and reports to the Chairman of the Audit and Risk Management Committee (functionally) and the CEO (administratively). The Board Secretariat services the Board and reports to the Chairman of the Board, Legal Services, Risk Management and Compliance as well as Strategy, Governance and Organisational Performance. Collectively, these units are referred to as the Office of the CEO.

The NNR staff complement is 177, including interns, temporary workers and inspectors in training. The approved structure of the NNR is depicted in Figure 8.

Figure 8: NNR Structure.



PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PROGRAMME INFORMATION

A broad overview of the NNR's functions are listed in table 8.

Table 8: Programme Information.

Functions	Purpose
Board of Directors	<p>The Board sets the direction and governs the Regulator in accordance with the NNR Act.</p> <p>The Board develops the Strategic Plan and oversees the organisation's performance with regards to the stated strategic objectives. It also oversees the risk based Internal Audit.</p>
Office of the CEO	<p>As the face of the organisation, the Office of the CEO has overall responsibility for the organisation. The functions in this office include:</p> <ul style="list-style-type: none"> • Legal Services and Enterprise Risk Management; • Strategy, Governance and Organisational Performance, which is responsible for the implementation of the organisation's Strategic Plan and Annual Performance Plan and oversees the performance of operations, including the development of organisational performance reporting, monitoring of strategic projects and maintaining order through governance; and • Internal Audit, which is responsible for conducting risk-based internal audits in all divisions/departments of the NNR.
Financial Management	<p>This programme provides organisational support in the area of financial management and administration. This is achieved through the following key functional streams:</p> <ul style="list-style-type: none"> • Financial Planning and Management; • Financial Reporting; • Asset Management and Supply Chain Management (Procurement); • Accounts Payable • Accounts Receivable and Cash Book Management, and Payroll Management.
Regulation of Nuclear Power Plant (NPP)	<p>NPP focuses on a holistic approach towards regulating safety and security for nuclear power plant technology. In terms of its core functions it delivers the following:</p> <ul style="list-style-type: none"> • Compliance Assurance and Enforcement activities; and • Reviews and Assessments and general oversight of the KNPS licence. • Additionally, the programme focuses on issuing of authorisations for Nuclear Vessel Licences (NVL), licence change requests, and management of NPP projects throughout the facility's life cycle.

Functions	Purpose
Regulation of Nuclear Technology and NORM (NTN)	<p>NTN comprises two sub-programmes that focus on the following:</p> <ul style="list-style-type: none"> • The regulation of nuclear technology and waste projects, including various nuclear and radiation facilities on the Necsa Pelindaba site and the Vaalputs National Radioactive Waste Disposal Facility; and • The regulation of facilities and activities involving NORM and public radiation exposure from previously contaminated NORM sites as well as radon. • NTN provides a holistic approach towards regulating nuclear and radiation safety as well as nuclear and radiation security. The programme focuses on the issuing of nuclear authorisations, including Nuclear Installation Licences (NIL), Nuclear Vessel Licences (NVL), Certificates of Registration (CoR) and Certificates of Exemption (CoE) and amendments thereto, as well as conducting reviews and assessments related to the safety of these facilities and activities. <p>Furthermore, it delivers compliance assurance and enforcement activities, which include conducting inspections, investigations, surveillances and environmental monitoring and sampling related to nuclear technology facilities and activities, radioactive waste management and all identified NORM facilities.</p>
Regulatory Improvement and Technical Services (RITS)	<p>RITS provides cross-cutting nuclear safety services to all NNR technical departments. In terms of its core functions, RITS performs the following:</p> <ul style="list-style-type: none"> • In-depth nuclear safety reviews and assessments for all regulated facilities; • Independent verification by computer codes; • Emergency Preparedness and Response services; • Laboratory services; • Development of regulatory standards and nuclear projects; and • Coordination of nuclear security, and safety and security culture functions. • A key component of this programme is the regulatory research and development which is conducted on emerging issues regarding nuclear and radiation safety housed under the Centre for Nuclear Safety and Security (CNSS).
Corporate Support Services	<p>This programme provides strategic organisational support through the key functions of:</p> <ul style="list-style-type: none"> • Human Resource Management; • Knowledge and Information Management; • Integrated Management Systems; • Facilities and Security Management; • Information and Communications Technology (ICT); • Occupational Health and Safety; and • Communication and Stakeholder Relations Management.

2. OUR PERFORMANCE

The Department of Planning, Monitoring and Evaluation revised its Framework for Strategic Plans and Annual Performance Plans.

The below result-based approach illustrated in Figure 9 shows the link between the various performance information concepts and stages. It is used with other planning tools to ensure that all factors contributing to the achievement of the intended results are taken into consideration.

Figure 9: Results Based Concepts.



Source: Framework for Managing Programme Performance Information (2007).

The Framework should be implemented by both the national and provincial spheres of government and stipulates that institutions should provide an impact statement to which they contribute to, as informed by legislative or policy mandate.

Therefore, the NNR exist to monitor and enforce regulatory safety standards for the achievement of safe operating conditions, prevention of nuclear accidents or mitigation of nuclear accident consequences, resulting in the protection of persons, property and the environment against the potential harmful effects of ionising radiation or radioactive material.

The overall impact statement of the NNR towards its key planned activities in the long to medium term is supported by its vision and mission statement and will contribute to *Priority 6: Social Cohesion and Safe Communities*, the impact statement of the NNR is as follows:

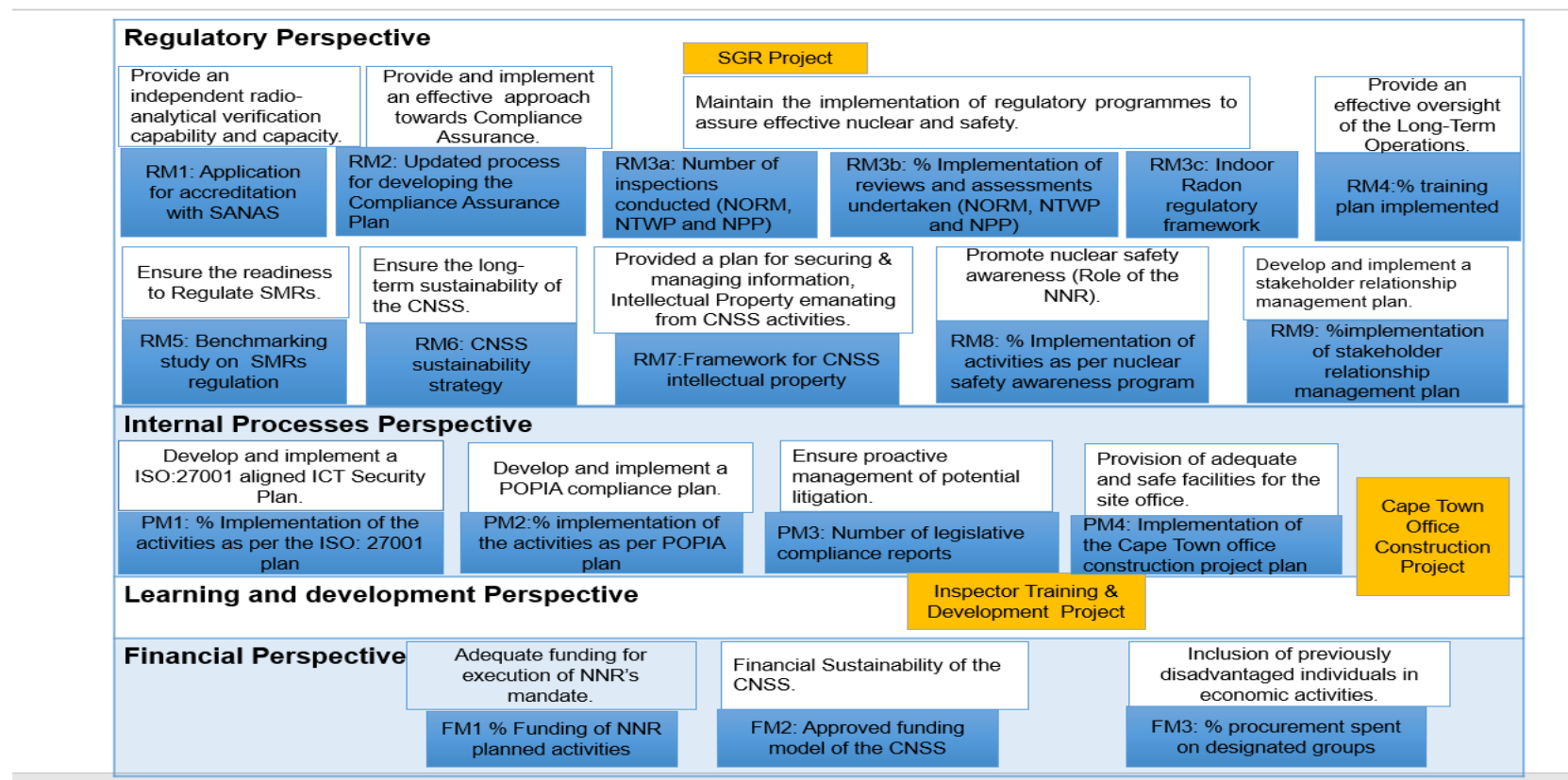
IMPACT STATEMENT	
	A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.

3. NNR STRATEGY MAP 2021/2022

The strategy map is based on the four perspectives of a balanced scorecard, and depicts 16 outcomes and 18 Key Performance Indicators (KPIs). The map places some key regulatory projects in perspective.

The map correctly depicts that the bulk of the NNR's programme is on the regulatory perspective (see Figure 10).

Figure 10: NNR Strategy Map.



4. OUR OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Table 9: The NNR's Outcomes, Outputs, Performance Indicators and Targets.

Narrative summary		Performance Indicators					MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.								
Outcome: Provide an independent radio- analytical verification capability and capacity. Outputs: <ul style="list-style-type: none">Approved accreditation planMilestone reports for the planSouth African National Accreditation System (SANAS) appointment of assessment teamCompleted SANAS accreditation application formApproved Action Plan to address SANAS findingsSANAS Accreditation Report		RM1: SANAS Accreditation Gamma Spec: (Soil/Sediment) ISO/IEC 17025:2017	SANAS application assessment report	Submitted SANAS application form	SANAS Accreditation Report Gamma Spec: (Soil/Sediment) ISO/IEC 17025:2017	No information available	No information available	<ul style="list-style-type: none">Approved accreditation planMilestone reports for the planSANAS appointment of assessment teamCompleted SANAS accreditation application formApproved Action Plan to address SANAS findingsSANAS Accreditation Report <ul style="list-style-type: none">Availability of human and financial resourcesAvailability of tools and equipmentAvailability of SANAS teamNo external factors such as COVID-19 or public events preventing access to the facilities for the assessments
Activities to achieve the outputs							Resource considerations – inputs required	
Q1: Approved accreditation plan							<ul style="list-style-type: none">Laboratory quality manualLaboratory proceduresSchedule of accreditation	
Q2: Implemented quarterly activities as per the accreditation plan								
Q3: Implemented quarterly activities as per the accreditation plan								
Q4: Implemented quarterly activities as per the accreditation plan								
Cost estimates for inputs: N/A								
Activity		Start date		Deadline		Responsible person/s		
N/A		N/A		N/A		Divisional Executive: RITS		
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames	Targets	Proposed inputs required		Proposed budgetary requirements
N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A

ANNUAL PERFORMANCE PLAN 2021–2022

Narrative summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Outcome: Provide and implement an effective approach towards compliance assurance. Outputs: <ul style="list-style-type: none">Approved process for the development of the CAP		RM2: Updated process for developing the Compliance Assurance Program (CAP)	None – new KPI	None – new KPI	Approved process for the development of the CAP	100% Implementation of activities as per updated process for the development of the CAP	No information available	No information available	<ul style="list-style-type: none">Approved process for the development of the CAPAvailability of human and financial resources to execute the tasksInformation on the inspection process in identified countries is readily available
Activities to achieve the outputs							Resource considerations – inputs required		
Q1: N/A							<ul style="list-style-type: none">CAP from previous three yearsInternational Atomic Energy Agency (IAEA) guidance on inspectionsInspection processes in USA (NRC), UK (ONR) and Canada (CNSC)		
Q2: N/A									
Q3: Update process for developing the compliance assurance programme									
Q4: N/A									
Cost estimates for inputs: N/A									
Activity		Start date		Deadline			Responsible person/s		
N/A		N/A		N/A			Divisional Executive: NTN		
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames	Targets		Proposed inputs required		Proposed budgetary requirements
N/A	N/A	N/A	N/A	N/A	N/A		N/A		N/A

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Narrative summary				Performance Indicators					MOV	Assumptions		
				Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)			Target (2023/24)	Target (2024/25)
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.												
Outcome: Maintain the implementation of regulatory programmes to assure effective nuclear and radiation safety. Outputs: <ul style="list-style-type: none">Inspection reportsLetters to authorisation holder or applicant informing them of inspection outcomesEnforcement directives or letters, where applicable				RM3a: Number of inspections conducted (NORM, NTWP and NPP)	100% Implementation of the Compliance Assurance Programme (CAP) (266 Inspections)	100% Implementation of the Compliance Assurance Programme (CAP) (168 Inspections)	199 inspections conducted	199 inspections	199 inspections	199 inspections	<ul style="list-style-type: none">Inspection reportsLetters to authorisation holder or applicant informing them of inspection outcomesInventory of inspections	<ul style="list-style-type: none">Availability of NNR human and financial resourcesAvailability of authorisation holder personnelAvailability of tools and equipmentNNR allowed unfettered access to sites
Activities to achieve the outputs								Resource considerations – inputs required				
Q1: Conduct 35 NORM inspections								<ul style="list-style-type: none">The NNR Compliance Assurance Programme (CAP) is made up of the following activities:Inspections of authorised facilitiesAudits of specific areas when requiredInvestigations of specific matters where applicableEnforcement actions when there is nuclear safety or security breachAnalysis of environmental samples i.e. air, water, soil, sediments etc. around facilities and/ or communities around installations				
Q2: Conduct 35 NORM inspections												
Q3: Conduct 25 NORM inspections												
Q4: Conduct 25 NORM inspections												
Q1: Conduct 13 NTWP inspections												
Q2: Conduct 14 NTWP inspections												
Q3: Conduct 10 NTWP inspections												
Q4: Conduct 13 NTWP inspections												
Q1: Conduct 6 NPP inspections												
Q2: Conduct 9 NPP inspections												
Q3: Conduct 9 NPP inspections												
Q4: Conduct 5 NPP inspections												
Cost estimates for inputs: N/A												
Activity				Start date		Deadline		Responsible person/s				
N/A				N/A		N/A		Divisional Executive: NTN and Divisional Executive: NPP				
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames		Targets		Proposed inputs required		Proposed budgetary requirements		
N/A	N/A	N/A	N/A	N/A		N/A		N/A		N/A		

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Narrative summary		Performance Indicators						MOV	Assumptions	
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)			Target (2024/25)
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.										
Outcome: Maintain the implementation of regulatory programmes to assure effective nuclear and radiation safety. Outputs: <ul style="list-style-type: none">Letter to authorisation holder or applicant informing them of review and assessment outcomesQuarterly plan for reviews and assessments		RM3b: % Implementation of reviews and assessments undertaken (NORM, NTWP and NPP)	100% Reviews and assessments undertaken	100% Reviews and assessments per programme	100% Reviews and assessments per programme	100% Reviews and assessments per programme	100% Reviews and assessments per programme	100% Reviews and assessments per programme	<ul style="list-style-type: none">Letter to authorisation holder or applicant informing them of review and assessment outcomesQuarterly plan for reviews and assessments	<ul style="list-style-type: none">Holders of nuclear authorisations and applicants submit safety assessments as per agreed scheduleAvailability of NNR resourcesAvailability of Technical Support Organisation (TSO) resources to assist with reviews, as necessary
Activities to achieve the outputs							Resource considerations – inputs required			
Q1: 100% Implemented planned quarterly activities							<ul style="list-style-type: none">Authorisation holder documentation/submissions and requests for various approvals to the NNRDatabase of submissions			
Q2: 100% Implemented planned quarterly activities										
Q3: 100% Implemented planned quarterly activities										
Q4: 100% Implemented planned quarterly activities										
Cost estimates for inputs: N/A										
Activity		Start date		Deadline			Responsible person/s			
N/A		N/A		N/A			Divisional Executive: NTN and Divisional Executive: NPP			
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames	Targets		Proposed inputs required		Proposed budgetary requirements	
N/A	N/A	N/A	N/A	N/A	N/A		N/A		N/A	

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Narrative summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
<p>Outcome: Maintain the implementation of regulatory programmes to assure effective nuclear and radiation safety.</p> <p>Outputs:</p> <ul style="list-style-type: none">Approved indoor radon regulatory framework		RM3c: Indoor RADON regulatory framework	Draft Radon Action Plan	Benchmark report	Approved indoor radon regulatory framework	Approved recommended regulatory framework for indoor radon in South Africa	No information available	No information available	<ul style="list-style-type: none">Approved indoor radon regulatory frameworkUse of bilateral partners to access information related to control of radonBilateral cooperationAvailability of resourcesAdequate cooperation amongst internal stakeholders
Activities to achieve the outputs							Resource considerations – inputs required		
Q1: N/A							<ul style="list-style-type: none">Regulatory documents of established regulatorsBenchmark report on regulatory framework for radon in dwellings		
Q2: N/A									
Q3: N/A									
Q4: Approve indoor radon regulatory framework									
Cost estimates for inputs: N/A									
Activity		Start date		Deadline			Responsible person/s		
N/A		N/A		N/A			Divisional Executive: NTN		
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames	Targets		Proposed inputs required	Proposed budgetary requirements	
N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A	

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Narrative summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Outcome: Provide an effective oversight of the Long Term Operation (LTO). Outputs: <ul style="list-style-type: none">Approved LTO training records (certificates, attendance register, training materials)NNR LTO project plan		RM4: % Training plan implemented	Approved resource plan for LTO	None – new KPI	100% of training plan	No information available	No information available	No information available	<ul style="list-style-type: none">Approved LTO training records (certificates, attendance register, training materials)NNR LTO project plan <ul style="list-style-type: none">Adequate resources for application of LTOResponsive applicantQuality deliverablesTimeous submissions from applicant
Activities to achieve the outputs							Resource considerations – inputs required		
Q1: Approve LTO training plan							<ul style="list-style-type: none">Resource planEskom Project Management ManualEskom project scheduleInsights from bilateral partners		
Q2: Undertake 100% of quarterly approved training plan									
Q3: Undertake 100% of quarterly approved training plan									
Q4: Undertake 100% of quarterly approved training plan									
Cost estimates for inputs: N/A									
Activity		Start date		Deadline			Responsible person/s		
N/A		N/A		N/A			Divisional Executive: NPP		
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames	Targets		Proposed inputs required		Proposed budgetary requirements
N/A	N/A	N/A	N/A	N/A	N/A		N/A		N/A

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Narrative summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Outcome: Ensure readiness to regulate SMRs. Outputs: <ul style="list-style-type: none">Approved Benchmarking Report		RM5: Benchmarking study on SMRs regulation	None – new KPI	None –new KPI	Benchmarking Report on SMRs regulation	No information available	No information available	No information available	<ul style="list-style-type: none">Approved Benchmarking ReportAvailability of financial and human resourcesCooperation from internal and external stakeholdersNo external disruptive activities or international pandemic effects (e.g. COVID-19)
Activities to achieve the outputs							Resource considerations – inputs required		
Q1: N/A							<ul style="list-style-type: none">Licensing of SMRs Action Plan (PLN-IMS-002.07)IAEA SMR webinars/documentsSMR international committeesBilateral agreements		
Q2: N/A									
Q3: N/A									
Q4: Benchmarking report									
Cost estimates for inputs: N/A									
Activity		Start date		Deadline			Responsible person/s		
N/A		N/A		N/A			Divisional Executive: RITS		
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames		Targets		Proposed inputs required	Proposed budgetary requirements
N/A	N/A	N/A	N/A	N/A		N/A		N/A	N/A

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Narrative summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Outcome: Ensure the long-term sustainability of the CNSS. Outputs: <ul style="list-style-type: none">Approved sustainability strategy		RM6: CNSS sustainability strategy	Approved CNSS Sustainability Plan	Approved CNSS Sustainability Plan	Approved sustainability strategy	Implement CNSS sustainability strategy	Report on CNSS sustainability strategy outcomes	Review and update CNSS sustainability strategy	<ul style="list-style-type: none">Approved integrated CNSS sustainability strategyAvailability of fundsAvailability of staffParticipation of CNSS partners
Activities to achieve the outputs								Resource considerations – inputs required	
Q1: N/A							<ul style="list-style-type: none">Fee structure pilot resultsCNSS Pillar StrategiesCNSS Business PlanCNSS fee structureApproved Integrated CNSS Sustainability Plan		
Q2: N/A									
Q3: N/A									
Q4: Approve sustainability strategy									
Cost estimates for inputs: N/A									
Activity		Start date		Deadline			Responsible person/s		
N/A		N/A		N/A			Divisional Executive: RITS		
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames		Targets	Proposed inputs required		Proposed budgetary requirements
N/A	N/A	N/A	N/A	N/A		N/A	N/A		N/A

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Narrative summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Outcome: Provide a framework for securing and managing information and intellectual property emanating from CNSS activities Outputs: <ul style="list-style-type: none">A report on review of information and intellectual property for local partner institutionsA report on review of information and intellectual property for international partner institutionsFramework on management of information and intellectual property emanating from regulatory research and development		RM7: Framework for CNSS intellectual property	None – new KPI	None – new KPI	Approved framework on management of information and intellectual property	No information available	No information available	No information available	<ul style="list-style-type: none">A report on review of information and intellectual property for local partner institutionsA report on review of information and intellectual property for international partner institutionsFramework on management of information and intellectual property emanating from regulatory research and development <ul style="list-style-type: none">Clear decision-making processAvailability of financial and human resourcesCooperation of relevant internal/external stakeholdersHarmonised CNSS and partner processes
Activities to achieve the outputs							Resource considerations – inputs required		
Q1: N/A							<ul style="list-style-type: none">CNSS Business PlanCNSS spokes agreementProject databases/reportsPolicies of partner institutions		
Q2: Conduct review on information and intellectual property from CNSS activities									
Q3: Conduct benchmark study on management and intellectual property									
Q4: Approved framework for CNSS intellectual property									
Cost estimates for inputs: N/A									
Activity		Start date		Deadline			Responsible person/s		
N/A		N/A		N/A			Divisional Executive: RITS		
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames		Targets		Proposed inputs required	Proposed budgetary requirements
N/A	N/A	N/A	N/A	N/A		N/A		N/A	N/A

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Narrative summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Outcome: Promote nuclear safety awareness (role of the NNR). Outputs: <ul style="list-style-type: none">Annual planQuarterly reportFeedback survey		RM8: % Implementation of activities as per the nuclear safety awareness programme	None – new KPI	None – new KPI	100% Implementation of planned activities as per the nuclear safety awareness programme	No information available	No information available	No information available	<ul style="list-style-type: none">Annual planQuarterly reportFeedback survey <ul style="list-style-type: none">Availability of financial and human resourcesConducive external environmentCooperation from internal stakeholders
Activities to achieve the outputs								Resource considerations – inputs required	
Q1: Approve nuclear awareness programme								<ul style="list-style-type: none">Annual planFeedback survey	
Q2: 100% Implementation of quarterly planned activities									
Q3: 100% Implementation of quarterly planned activities									
Q4: 100% Implementation of quarterly planned activities									
Cost estimates for inputs: N/A									
Activity		Start date		Deadline				Responsible person/s	
N/A		N/A		N/A				Divisional Executive: CSS	
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames		Targets		Proposed inputs required	Proposed budgetary requirements
N/A	N/A	N/A	N/A	N/A		N/A		N/A	N/A

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Narrative summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Outcome: Develop and implement a stakeholder relationship management plan. Outputs: Stakeholder relationship management plan Quarterly reports		RM9: % Implementation of the stakeholder relationship management plan	None – new KPI	None – new KPI	100% Implementation of planned activities as per stakeholder relationship management plan	No information available	No information available	No information available	<ul style="list-style-type: none">Stakeholder relationship management planQuarterly reports <ul style="list-style-type: none">Availability of financial and human resources to implement the planConducive external environmentCooperation from internal stakeholders
Activities to achieve the outputs							Resource considerations – inputs required		
Q1: Approve the stakeholder relationship management plan							<ul style="list-style-type: none">Stakeholder management policyCorporate calendar		
Q2: 100% Implementation of quarterly planned activities									
Q3: 100% Implementation of quarterly planned activities									
Q4: 100% Implementation of quarterly planned activities									
Cost estimates for inputs: N/A									
Activity		Start date		Deadline			Responsible person/s		
N/A		N/A		N/A			Divisional Executive: CSS		
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames	Targets		Proposed inputs required	Proposed budgetary requirements	
N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A	

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Narrative summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Outcome: Adequate funding for execution of NNR mandate. Outputs: Approved budget Finance quarterly report Approved allocation of funds for NNR activities		FM1: % Funding of NNR planned activities	None – new KPI	None – new KPI	100% Funding of NNR planned activities	No information available	No information available	No information available	<ul style="list-style-type: none">• Approved budget• Finance quarterly report• Approved allocation of funds for NNR activities <ul style="list-style-type: none">• No changes in legislative framework with significant impact on funding model.
Activities to achieve the outputs					Resource considerations – inputs required				
Q1: Conduct a baseline review and develop Radiation Control (RADCON) fee structure					<ul style="list-style-type: none">• Government gazette• DMRE allocation letter• Proposal on core regulation of radiation control model (SAHPRA)				
Q2: N/A									
Q3: Compile budget proposal									
Q4: Secure approval for the proposed budget									
Cost estimates for inputs: N/A									
Activity		Start date		Deadline		Responsible person/s			
N/A		N/A		N/A		Chief Financial Officer			
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames	Targets	Proposed inputs required		Proposed budgetary requirements	
N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A	

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Narrative summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Outcome: Financial sustainability of the CNSS. Outputs: Approved CNSS funding model		FM2: Approved funding model of the CNSS	Final report on the fee structure; and the Approved CNSS Sustainability Plan	Approved fee structure	Approved funding model of the CNSS	No information available	No information available	No information available	<ul style="list-style-type: none">Approved CNSS funding modelViable and sustainable CNSS business case
Activities to achieve the outputs							Resource considerations – inputs required		
Q1: N/A							<ul style="list-style-type: none">Fee structure pilot outcomesCNSS Sustainability Plan		
Q2: N/A									
Q3: Develop a funding model of the CNSS in line with the Ministerial directive									
Q4: N/A									
Cost estimates for inputs: N/A									
Activity		Start date		Deadline			Responsible person		
N/A		N/A		N/A			Chief Financial Officer		
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames	Targets		Proposed inputs required		Proposed budgetary requirements
N/A	N/A	N/A	N/A	N/A	N/A		N/A		N/A

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Narrative summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Outcome: Inclusion of previously disadvantaged individuals in economic activities. Outputs: Supply Chain Management (SCM) report on bids awarded to targeted groups		FM3: % Procurement spent on designated groups	50% of procurement spent on designated groups	50% of procurement spent on designated groups	70% of procurement spent on designated groups	70% of procurement spent on designated groups	No information available	No information available	<ul style="list-style-type: none">SCM report on bids awarded to targeted groupsAvailability of staff to execute the task at FinanceResponse by prospective suppliers or service providers from the designated groups as the NNR invites bids
Activities to achieve the outputs								Resource considerations – inputs required	
Q1: N/A								<ul style="list-style-type: none">Procurement records	
Q2: 70% of procurement spent on designated groups									
Q3: 70% of procurement spent on designated groups									
Q4: 70% of procurement spent on designated groups									
Cost estimates for inputs: N/A									
Activity		Start date		Deadline			Responsible person		
N/A		N/A		N/A			Chief Financial Officer		
Possible project/s	Project outcome	Indicator/s	Project activities	Project timeframes	Targets		Proposed inputs required		Proposed budgetary requirements
N/A	N/A	N/A	N/A	N/A	N/A		N/A		N/A

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Narrative summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Outcome: Develop and implement an ISO: 27001 aligned ICT Security Plan Outputs: Quarterly reports ISO: 27001 plan		PM1: % Implementation of the activities as per the ISO: 27001 plan	None – new KPI	None – new KPI	100% Implementation of planned ISO: 27001 activities	No information available	No information available	No information available	<ul style="list-style-type: none">Quarterly reportsISO: 27001 plan <ul style="list-style-type: none">Availability of financial resources for planned deliverablesExecutive support on planned initiativesSCM processes initiated and completed timeouslyTraining of ICT staff
Activities to achieve the outputs							Resource considerations – inputs required		
Q1: Approve the ISO: 27001 aligned ICT Security Plan							<ul style="list-style-type: none">ISO: 27001 standardAnnual ICT Security PlanRelevant status reports		
Q2: 100% Implementation of quarterly planned activities									
Q3: 100% Implementation of quarterly planned activities									
Q4: 100% Implementation of quarterly planned activities									
Cost estimates for inputs: N/A									
Activity		Start date		Deadline			Responsible person		
N/A		N/A		N/A			Divisional Executive: CSS		
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames	Targets		Proposed inputs required		Proposed budgetary requirements
N/A	N/A	N/A	N/A	N/A	N/A		N/A		N/A

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Narrative summary		Performance Indicators						MOV	Assumptions	
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)			Target (2024/25)
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.										
Outcome: Develop and implement a Protection of Personal Information Act (POPIA) compliance plan. Outputs: POPIA compliance plan Quarterly reports		PM2: % implementation of activities as per POPIA plan	None – new KPI	None – new KPI	100% implementation of planned activities as per POPIA plan	No information available	No information available	No information available	<ul style="list-style-type: none">POPIA compliance planQuarterly reports	<ul style="list-style-type: none">Availability of recordsOrganisational commitment to legal complianceBudget
Activities to achieve the outputs								Resource considerations – inputs required		
Q1: Approval the POPIA plan								<ul style="list-style-type: none">POPIA		
Q2: 100% Implementation of quarterly planned activities										
Q3: 100% Implementation of quarterly planned activities										
Q4: 100% Implementation of quarterly planned activities										
Cost estimates for inputs: N/A										
Activity		Start date		Deadline			Responsible person			
N/A		N/A		N/A			Divisional Executive: CSS			
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames	Targets		Proposed inputs required		Proposed budgetary requirements	
N/A	N/A	N/A	N/A	N/A	N/A		N/A		N/A	

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Narrative summary	Performance Indicators							MOV	Assumptions
	Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)	Target (2024/25)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Outcome: Ensure proactive management of potential litigation. Outputs: Quarterly Legislative Compliance Report	PM3: Number of Legislative compliance reports	None – new KPI	None-new KPI	4 Legislative Compliance Reports	No information available	No information available	No information available	<ul style="list-style-type: none">Quarterly Legislative Compliance Report	<ul style="list-style-type: none">Adequate capacity within Legal, Compliance and RiskAvailability and cooperation from stakeholders (Act Owners and Workflow users)Budget
Activities to achieve the outputs						Resource considerations – inputs required			
Q1: <ul style="list-style-type: none">Review and update NNR regulatory universeReview checklist of sections relevant to the NNRIdentify/confirm relevant Act Owners and Workflow usersMonitor compliance controls to ensure that they are adequate and effectiveIdentify and track non-compliant issues to resolutionMonitor implementation of corrective measures to address non-compliancesPrepare quarterly report Q2: <ul style="list-style-type: none">Monitor compliance controls to ensure that they are adequate and effectiveIdentify and track non-compliant issues to resolutionMonitor implementation of corrective measures to address non-compliancesPrepare quarterly report						<ul style="list-style-type: none">NNR legislative compliance softwareNNR regulatory universe			
Q3: <ul style="list-style-type: none">Monitor compliance controls to ensure that they are adequate and effectiveIdentify and track non-compliant issues to resolutionMonitor implementation of corrective measures to address non-compliancesPrepare quarterly report									

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Narrative summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Q4: <ul style="list-style-type: none">Monitor compliance controls to ensure that they are adequate and effectiveMonitor implementation of corrective measures to address non-compliancesIdentify and track non-compliant issues to resolutionConduct risk assessment of the legislative universe to assess legal and reputational riskPrepare quarterly report									
Cost estimates for inputs: N/A									
Activity		Start date		Deadline			Responsible person		
N/A		N/A		N/A			Senior Manager: Legal, Compliance and Risk		
Possible project/s	Project outcome	Indicator/s	Project activities	Project time frames	Targets		Proposed inputs required		Proposed budgetary requirements
N/A		N/A	N/A	N/A	N/A		N/A		N/A

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Narrative Summary		Performance Indicators						MOV	Assumptions
		Indicator	Baseline (2019/2020)	Target (2020/21)	Target (2021/22)	Target (2022/23)	Target (2023/24)		
Impact: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.									
Outcome: Provision of adequate and safe facilities for the site office. Outputs: <ul style="list-style-type: none">Project planProject report		PM4: % implementation of the Cape Town office construction project plan	None – new KPI	None – new KPI	100% Implementation of the Cape Town office construction project plan for the year	No information available	No information available	No information available	<ul style="list-style-type: none">Project planProject reportAvailability of procurement spentNo external factors such as COVID-19 or public events preventing access to the site office
Activities to achieve the outputs							Resource considerations – inputs required		
Q1: 100% Implementation of planned activities as per project plan							<ul style="list-style-type: none">Project plan from the construction teamApprovals from the City of Cape Town MunicipalityBusiness case (for the project)		
Q2: 100% Implementation of planned activities as per project plan									
Q3: 100% Implementation of planned activities as per project plan									
Q4: 100% Implementation of planned activities as per project plan									
Cost estimates for inputs: N/A									
Activity		Start date			Deadline		Responsible person		
N/A		N/A			N/A		Chief Financial Officer		
Possible project/s	Project outcome	Indicator/s	Project activities		Project time frames	Targets	Proposed inputs required		Proposed budgetary requirements
N/A	N/A	N/A	N/A		N/A	N/A	N/A		N/A

5. OUR OUTPUT INDICATORS, ANNUAL AND QUARTERLY TARGETS

Table 10: Output Indicators, and Annual and Quarterly Targets.

Output Indicator	Annual Target	Quarterly Target			
		Q1	Q2	Q3	Q4
RM1: SANAS Accreditation Gamma Spec: (Soil/Sediment) ISO/IEC 17025:2017	SANAS Accreditation Report	Approved accreditation plan	Implemented quarterly activities as per the accreditation plan	Implemented quarterly activities as per the accreditation plan	Implemented quarterly activities as per the accreditation plan
RM2: Updated process for developing the CAP	Approved process for the development of the Compliance Assurance Programme (CAP)	² N/A	N/A	Update process for developing the compliance assurance programme	N/A
RM3a: Number of inspections conducted (NORM, NTWP and NPP)	199 inspections conducted	Conduct 35 NORM inspections	Conduct 35 NORM inspections	Conduct 25 NORM inspections	Conduct 25 NORM inspections
		Conduct 13 NTWP inspections	Conduct 14 NTWP inspections	Conduct 10 NTWP inspections	Conduct 13 NTWP inspections
		Conduct 6 NPP inspections	Conduct 9 NPP inspections	Conduct 9 NPP inspections	Conduct 5 NPP inspections
RM3b: % Implementation of reviews and assessments undertaken (NORM, NTWP and NPP)	100% reviews and assessments undertaken per programme	100% Implemented planned quarterly activities	100% Implemented planned quarterly activities	100% Implemented planned quarterly activities	100% Implemented planned quarterly activities

² N/A- No planned target for the reporting period

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Output Indicator	Annual Target	Quarterly Target			
		Q1	Q2	Q3	Q4
RM3c: Indoor radon regulatory framework	Approved indoor radon regulatory framework	N/A	N/A	N/A	Approve indoor radon regulatory framework
RM4: % Training plan implemented	100% of training plan	Approve LTO training plan	Undertake 100% of quarterly approved training plan	Undertake 100% of quarterly approved training plan	Undertake 100% of quarterly approved training plan
RM5: Benchmarking study on SMRs regulation	Benchmark Report on SMRs regulation	N/A	N/A	N/A	Benchmarking Report
RM6: CNSS sustainability strategy	Approved sustainability strategy	N/A	N/A	N/A	Approve sustainability strategy
RM7: Framework for CNSS intellectual property	Approved framework on management of information and intellectual property	N/A	Conduct review on information and intellectual property from CNSS activities	Conduct benchmark study on management and intellectual property	Approved framework for CNSS intellectual property
RM8: % Implementation of activities as per the nuclear safety awareness programme	100% Implementation of planned activities as per the nuclear safety awareness programme	Approve nuclear awareness programme	100% Implementation of quarterly planned activities	100% Implementation of quarterly planned activities	100% Implementation of quarterly planned activities

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Output Indicator	Annual Target	Quarterly Target			
		Q1	Q2	Q3	Q4
RM9: % Implementation of the stakeholder relationship management plan	100% Implementation of planned activities as per stakeholder relationship management plan	Approve the stakeholder relationship management plan	100% Implementation of quarterly planned activities	100% Implementation of quarterly planned activities	100% Implementation of quarterly planned activities
FM1: % Funding of NNR planned activities	100% Funding of NNR planned activities	Conduct a baseline review and develop RADCON fee structure	N/A	Compile budget proposal	Secure approval for the proposed budget
FM2: Approved funding model of the CNSS	Approved funding model of the CNSS	N/A	N/A	Develop a funding model of the CNSS in line with the Ministerial directive	N/A
FM3: % Procurement spent on designated groups	70% of procurement spent on designated groups	N/A	70% of procurement spent on designated groups	70% of procurement spent on designated groups	70% of procurement spent on designated groups
PM1: % Implementation of the activities as per the ISO: 27001 plan	100% Implementation of planned ISO: 27001 activities	Approve the ISO: 27001 aligned ICT Security Plan	100% Implementation of quarterly planned activities	100% Implementation of quarterly planned activities	100% Implementation of quarterly planned activities
PM2: % Implementation of the activities as per POPIA plan	100% Implementation of planned activities as per POPIA plan	Approve the POPIA plan	100% Implementation of quarterly planned activities	100% Implementation of quarterly planned activities	100% Implementation of quarterly planned activities

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Output Indicator	Annual Target	Quarterly Target			
		Q1	Q2	Q3	Q4
PM3: Number of Legislative Compliance Reports	4 Legislative Compliance Reports	<p>Review and update NNR regulatory universe</p> <p>Review checklist of sections relevant to the NNR</p> <p>Identify/confirm relevant Act Owners and Workflow users</p> <p>Monitor compliance controls to ensure that they are adequate and effective</p> <p>Identify and track non-compliant issues to resolution</p>	<p>Monitor compliance controls to ensure that they are adequate and effective</p> <p>Identify and track non-compliant issues to resolution</p> <p>Monitor implementation of corrective measures to address non-compliances</p> <p>Prepare quarterly report</p>	<p>Monitor compliance controls to ensure that they are adequate and effective</p> <p>Identify and track non-compliant issues to resolution</p> <p>Monitor implementation of corrective measures to address non-compliances</p> <p>Prepare quarterly report</p>	<p>Monitor compliance controls to ensure that they are adequate and effective</p> <p>Monitor implementation of corrective measures to address non-compliances</p> <p>Identify and track non-compliant issues to resolution</p> <p>Conduct risk assessment of the legislative universe to assess legal and reputational risk</p>

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Output Indicator	Annual Target	Quarterly Target			
		Q1	Q2	Q3	Q4
		Monitor implementation of corrective measures to address non-compliances Prepare quarterly report			Prepare quarterly report
PM4: % Implementation of the Cape Town Office construction project plan	100% Implementation of planned activities as per project plan	100% Implementation of planned activities as per project plan	100% Implementation of planned activities as per project plan	100% Implementation of planned activities as per project plan	100% Implementation of planned activities as per project plan

5.1 Explanation of Planned Performance Over the Planning Cycle

The planned performance is linked with the NNR's targets and outcomes, and contributes towards achieving the NDP and the MTEF priorities, particularly towards social cohesion and safe communities.

The NNR has identified and adopted the outcomes listed below for the next five-year cycle. These are reviewed on an annual basis to test relevance and to ensure alignment with prevailing circumstances, see below:

Outcomes:

- Provide independent radio-analytical verification capability and capacity;
- Provide and implement an effective approach towards compliance assurance;
- Maintain the implementation of regulatory programmes to assure effective nuclear and radiation safety;
- Provide an effective oversight of the LTO;
- Ensure the readiness to regulate SMRs;
- Ensure the long-term sustainability of the CNSS;
- Provide a framework for securing and managing information and intellectual property emanating from CNSS activities;
- Promote nuclear safety awareness (role of the NNR);
- Develop and implement a stakeholder relationship management plan;
- Adequate funding for execution of the NNR's mandate;
- Financial sustainability of the CNSS;
- Inclusion of previously disadvantaged individuals in economic activities;
- Develop and implement an ISO: 27001 aligned ICT Security Plan;
- Develop and implement a POPIA compliance plan;
- Ensure proactive management of potential litigation; and
- Provision of adequate and safe facilities for the site office.

6. BUDGET PROGRAMME RESOURCE CONSIDERATIONS

FIGURE 11: BUDGET PROGRAMME RESOURCE CONSIDERATIONS.

Statement of financial performance											Outcome/ Budget Average %	Average growth rate (%)	Expen- diture/ total: Average (%)				Average growth rate (%)	Expen- diture/ total: Average (%)
	Budget	Audited Outcome	Budget	Audited Outcome	Budget	Audited Outcome	Budget estimate	Approved budget	Revised budget	Medium-term estimate								
	R thousand	2017/18		2018/19		2019/20		2020/21				2017/18-2020/21			2021/22	2022/23	2023/24	2020/21 - 2023/24
Revenue																		
Tax revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-tax revenue	198,145	212,155	211,952	214,320	223,660	227,775	243,686	244,932	244,932	102.5%	4.9%	86.8%		247,162	258,286	269,651	3.3%	85.1%
Sale of goods and services other than capital assets	170,776	172,549	180,339	183,647	199,926	196,440	235,745	212,814	212,814	97.3%	7.2%	73.9%		219,268	229,135	239,217	4.0%	75.1%
of which:																		
Administrative fees	170,776	172,549	180,339	183,647	199,926	196,440	235,745	212,814	212,814	97.3%	7.2%	73.9%		219,268	229,135	239,217	4.0%	75.1%
Sales by market establishment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other non-tax revenue	27,369	39,606	31,613	30,673	23,734	31,335	7,941	32,118	32,118	147.5%	-6.7%	13.0%		27,894	29,151	30,434	-1.8%	10.0%
Interest, dividends and rent on land	2,934	5,769	1,549	5,586	5,500	5,766	5,781	6,002	6,002	146.7%	1.3%	2.2%		6,343	6,629	6,921	4.9%	2.2%
Transfers received	38,573	38,573	16,510	16,510	43,096	43,096	45,467	45,467	40,467	96.5%	1.6%	13.2%		45,248	45,519	47,522	5.5%	14.9%
Tax benefit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outside shareholders Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	236,718	250,728	228,462	230,830	266,756	270,871	289,153	290,399	285,399	101.6%	4.4%	100.0%		292,410	303,805	317,173	3.6%	100.0%
Expenses										-	-						-	
Current expenses	236,718	235,942	228,462	243,776	266,756	253,830	289,153	290,399	285,399	99.8%	6.5%	100.0%		292,410	303,805	317,172	3.6%	100.0%
Compensation of employees	138,156	136,182	142,350	150,368	165,606	169,119	174,714	186,508	186,508	103.4%	11.1%	62.8%		193,290	200,225	209,034	3.9%	65.8%
Goods and services	84,675	84,485	72,025	78,645	87,778	70,035	99,080	90,775	85,775	92.8%	0.5%	31.4%		85,414	89,257	93,185	2.8%	29.5%
Depreciation	9,801	10,443	10,369	10,854	9,450	11,646	11,826	10,536	10,536	104.9%	0.3%	4.3%		11,010	11,506	12,012	4.5%	3.8%
Interest, dividends and rent on land	4,086	4,832	3,718	3,909	3,922	3,030	3,533	2,580	2,580	94.0%	-18.9%	1.4%		2,696	2,817	2,941	4.5%	0.9%
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tax payment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outside shareholders Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses	236,718	235,942	228,462	243,776	266,756	253,830	289,153	290,399	285,399	99.8%	6.5%	100.0%		292,410	303,805	317,172	3.6%	100.0%
Surplus/(Deficit)	-	14,786	-	(12,946)	-	17,041	-	-	-		-100.0%			-	-	1	-	

7. KEY RISKS AND MITIGATIONS

Table 11: Key Risks and Mitigations

No.	Outcome	Key risk	Risk mitigation
1.	Provide independent radio-analytical verification capability and capacity	Inability to perform independent verification (NNR laboratory)	Implementation of the activities in the approved accreditation plan (method validation, accreditation, participation in the inter-laboratory comparison studies and updating of procedures).
2.	Ensure the readiness to regulate SMRs	Inadequate regulatory framework to regulate and authorise SMRs or new technology	Develop and implement an SMR Benchmarking Plan. Prepare SMR Benchmarking Progress Report.
3.	Maintain the implementation of regulatory programmes to assure effective nuclear and radiation safety	Inconsistent implementation of enforcement actions	Revise the enforcement procedure. Develop guidance document and work instructions for inspectors on the implementation of enforcement actions. Finalise the inspector training programme. Develop and implement the grading matrix for non-compliances. Developed and maintain non-compliance database. Develop guidance document on the conduct of inspections by the inspectors.
4.	Provide and implement an effective approach towards compliance assurance	Failure to complete compliance assurance activities on time (inspections, environmental verification, investigation, etc.)	Fill existing vacancies that are funded as they arise. Implementation of the organisational calendar. Review and adjust the work plans on an ongoing basis in line with the organisational response to COVID-19.
			Review and report on the current practices that are implemented to develop the CAP in order to identify necessary improvements.
5.	Provide an effective oversight of the LTO	Regulator not ready to process LTO application	Make recommendation for LTO authorisation fees.

No.	Outcome	Key risk	Risk mitigation
			<p>Early engagement with bilateral partners for training and benchmarking.</p> <p>Streamline recruitment process to enable the hiring of competent individuals.</p> <p>Internal training based on the Technical Assessment Guide 5.</p> <p>Encourage early public engagements by Eskom.</p>
6.	Provide an effective oversight of the LTO	Undue pressure to finalise informed regulatory decision for LTO	<p>Early engagement with Eskom and regular pre-licensing engagements.</p> <p>High-level intervention with Eskom top management.</p> <p>Collate information from bilateral partners in preparation for review.</p> <p>Develop a Technical Assessment Guide.</p> <p>Encourage early public engagements by Eskom.</p>
7.	Adequate funding for execution of the NNR's mandate.	Inability to sustain the NNR financially	<p>Continue to pursue approval of the funding model by the DMRE.</p> <p>Integrate financial compliance during compliance assurance activities.</p> <p>Propose multi-year authorisation fee increase approval.</p>
8.	Develop and implement an ISO: 27001 aligned ICT Security Plan	Compromise of information	<p>Training of ICT personnel.</p> <p>Cybersecurity awareness training for staff.</p> <p>Implementation of ICT Security Plan.</p>
9.	Leverage strategic partnerships through the CNSS to build capacity	Inability to leverage relevant strategic partnership	<p>Develop partnership/collaboration framework.</p> <p>Develop and implement partnership/collaboration process.</p>
10.	Financial sustainability of the CNSS	Failure to sustain CNSS programmes in the long term	Develop and implement sustainability strategies for each of the CNSS pillars.
11.	Provide a framework for securing and managing information and intellectual property emanating from CNSS activities	Potential disputes with partners on the use of intellectual property	<p>Develop Intellectual Property Management Framework.</p> <p>Align agreements with the Intellectual Property Management Framework.</p>

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No.	Outcome	Key risk	Risk mitigation
12.	Ensure proactive management of potential litigation	Possible legal challenges due to regulatory decisions	<p>Review and update the NNR regulatory universe.</p> <p>Assess and monitor compliance on a quarterly basis.</p> <p>Develop and implement a POPIA compliance plan.</p> <p>Train data users on POPIA requirements.</p>
13.	Promote nuclear safety awareness (role of the NNR)	Unavailability of the target audience due to an unstable external environment	Develop and implement a nuclear safety awareness plan.
14.	Develop and implement a stakeholder relationship management plan	Weak relationships with key stakeholders	Develop and implement a stakeholder relationship management plan.

8. PUBLIC ENTITIES

Table 12: Public Entities.

Name of public entities	Mandate	Outcomes
N/A	N/A	N/A

9. INFRASTRUCTURE PROJECTS

Table 13: Infrastructure Projects.

No.	Project name	Programme	Description	Outputs	Start date	Completion date	Total estimated cost	Current year expenditure
1.	Cape Town office construction project	Finance	Construction of office building to accommodate NNR employees in Cape Town	NNR Cape Town office space/building	November 2014	December 2021	R56 million according to the project plan, however the Board approved R47 million	A total of R2 628 923 has been spent to date since inception of professional services on the construction of the Cape Town building

10. PUBLIC-PRIVATE PARTNERSHIP

Table 14: Public-Private Partnership.

Name	Purpose	Outputs	Current value of agreement	End date agreement
N/A	N/A	N/A	N/A	N/A

PART D: TECHNICAL INDICATOR DESCRIPTION

Outcome	
Provide an independent radio- analytical verification capability and capacity.³	
Indicator Title	RM1: SANAS Accreditation Gamma Spec:(Soil/Sediment) ISO/IEC 17025:2017
Definition	Outcome definition: Implementation of planned activities to be able to attain SANAS accreditation on identified methods i.e. Gamma Spectrometry for Soil/Sediments matrices. Indicator definition: SANAS Accreditation report.
Source/Collection of Data	<ul style="list-style-type: none"> • Laboratory quality manual • Laboratory procedures • Schedule of accreditation
Method of Calculation	<p>A calculated percentage of activities as per the plan: i.e.</p> $\frac{\text{Actual Performance}}{\text{Planned performance}}$ <p>The formula is also applicable for calculation of the annual target.</p>
Means of Verification (PoE)	<ul style="list-style-type: none"> • Approved accreditation plan • Milestone reports for the plan • SANAS appointment of assessment team • Completed SANAS accreditation application form • Approved action plan to address SANAS findings • SANAS accreditation report
Assumptions	<ul style="list-style-type: none"> • Availability of human and financial resources • Availability of tools and equipment • Availability of SANAS team • No external factors such as Covid-19, or public events preventing access to the facilities for the assessments
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Completed SANAS application form on identified method i.e. Gamma Spec:(Soil/Sediment) ISO/IEC 17025:2017

³ Outcome definition: Implementation of planned activities to be able to attain SANAS accreditation on identified methods i.e. Spec:(Soil/Sediment) ISO/IEC 17025:2017

Indicator Responsibility	Divisional Executive: RITS
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Outcome	Provide and Implement an effective approach towards Compliance Assurance Plan (CAP)
Indicator Title	RM2: Updated process for developing the Compliance Assurance Programme (CAP)
Definition	Update of the process to ensure standardisation in the development of the Compliance Assurance Program (CAP)
Source/Collection of Data	<ul style="list-style-type: none"> • CAP from previous three years • IAEA guidance on inspections • Inspection processes in USA (NRC), UK (ONR) and Canada (CNSC)
Method of Calculation	Milestone as per organisational performance framework.
Means of Verification (PoE)	<ul style="list-style-type: none"> • Approved process for the development of the CAP
Assumptions	<ul style="list-style-type: none"> • Availability of human and financial resources to execute the tasks • Information on the inspection process in identified countries is readily available
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Approved process on the CAP development
Indicator Responsibility	Divisional Executive NTN Divisional Executive NPP

Outcome	Maintain the implementation of regulatory programmes to assure effective nuclear and radiation safety.
Indicator Title	RM3a: Number of inspections conducted (NORM, NTWP and NPP)
Definition	<p>The number of regulatory inspections conducted based on the compliance assurance plan (CAP).</p> <p>The NNR Compliance Assurance Programme (CAP) is made up of the following activities:</p> <ul style="list-style-type: none"> • Inspections of authorised facilities • Audits of specific areas when required • Investigations of specific matters where applicable • Enforcement actions when there is nuclear safety or security breach • Analysis of environmental samples i.e. air, water, soil, sediments etc. around facilities and/ or communities around installations
Source/Collection of Data	<ul style="list-style-type: none"> • Compliance Assurance Plan
Method of Calculation	<p>A calculated percentage of activities as per the plan: i.e.</p> $\frac{\text{Actual Performance}}{\text{Planned performance}}$ <p>The formula is also applicable for calculation the of annual target.</p>
Means of Verification (PoE)	<ul style="list-style-type: none"> • Inspection reports • Letters to authorisation holder or applicant informing them of inspection outcomes • Inventory of inspections
Assumptions	<ul style="list-style-type: none"> • Availability of NNR human and financial resources • Availability of authorisation holder personnel • Availability of tools and equipment • NNR allowed unfettered access to sites
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly and Annually
Desired Performance	Activities conducted as planned
Indicator Responsibility	Divisional Executive NTN; Divisional Executive NPP

Outcome	Maintain the implementation of regulatory programmes to assure effective nuclear and radiation safety regulation.
Indicator Title	RM3b: ⁴ % implementation of reviews and assessments undertaken (NORM, NTWP and NPP)
Definition	Reviews and assessments undertaken for effective nuclear and radiation safety regulation
Source/Collection of Data	<ul style="list-style-type: none"> • Authorisation holder documentation/submissions and requests for various approvals to the NNR • Database of submissions
Method of Calculation	<p>A calculated percentage of activities as per the plan: i.e.</p> $\frac{\text{Actual Performance}}{\text{Planned performance}}$ <p>The formula is also applicable for calculation of the annual target.</p>
Means of Verification (PoE)	<ul style="list-style-type: none"> • Letter to authorisation holder or applicant, informing them of review and assessment outcomes • Quarterly plan for reviews and assessments
Assumptions	<ul style="list-style-type: none"> • Holders of nuclear authorisations and applicants submit safety assessments as per agreed schedule • Availability of NNR resources • Availability of Technical Support Organisation resources to assist with reviews, as necessary.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly and Annually
Desired Performance	100% of planned reviews and assessments undertaken
Indicator Responsibility	Divisional Executive NTN Divisional Executive NPP

⁴ The Regulator and each of the holders agree on the schedule of reviews and assessments on a quarterly basis. An annual reconciliation is done at the end of the financial year (FY)

Outcome	Maintain the implementation of regulatory programmes to assure effective nuclear and radiation safety regulation.
Indicator Title	RM3c: Indoor RADON regulatory framework
Definition	Documented recommendations on indoor RADON regulatory framework for South Africa
Source/Collection of Data	<ul style="list-style-type: none"> Regulatory documents of established regulators Benchmark report on Regulatory Framework for Radon in dwellings.
Method of Calculation	Milestones as per the Organisational Performance Framework.
Means of Verification (PoE)	<ul style="list-style-type: none"> Approved Indoor RADON regulatory framework
Assumptions	<ul style="list-style-type: none"> Use of bilateral partners to access information related to control of radon Bilateral cooperation Availability of resources adequate cooperation amongst internal stakeholders
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually
Desired Performance	Regulatory Framework on indoor Radon
Indicator Responsibility	Divisional Executive: NTN

Outcome		Provide an effective oversight of the Long-Term Operations (LTO).
Indicator Title	RM4: % Training plan implemented	
Definition	Approved resources and completed training as per the LTO plan.	
Source/Collection of Data	<ul style="list-style-type: none"> • Resource plan • Eskom Project Management Manual • Eskom Project Schedule • Insights from Bilateral Partners 	
Method of Calculation	<p>A calculated percentage of activities as per the plan: i.e.</p> $\frac{\text{Actual Performance}}{\text{Planned performance}}$ <p>The formula is also applicable for calculation of the annual target.</p>	
Means of Verification (PoE)	<ul style="list-style-type: none"> • Approved LTO Training Records (Certificates, Attendance register, Training materials) • NNR LTO Project Plan 	
Assumptions	<ul style="list-style-type: none"> • Adequate resources for application of LTO • Responsive applicant • Quality deliverables • Timeous submissions from applicant 	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (Where applicable)	N/A	
Calculation Type	Non-cumulative (Quarterly); Annually Cumulative	
Reporting Cycle	Quarterly and Annually	
Desired Performance	100% Training plan implemented	
Indicator Responsibility	Divisional Executive: NPP	

Outcome		Ensure the readiness to Regulate SMRs.
Indicator Title		RM5:Benchmarking study on SMRs regulation
Definition		A benchmark study to determine the NNR's readiness in regulating SMRs ⁵
Source/Collection of Data		<ul style="list-style-type: none"> Licensing of Small Modular Reactors Action Plan (PLN-IMS-002.07) IAEA SMR Webinars/ Documents SMR International Committees Bilateral Agreements
Method of Calculation		Milestones as per the Organisational Performance Framework.
Means of Verification (PoE)		<ul style="list-style-type: none"> Approved Benchmarking Report
Assumptions		<ul style="list-style-type: none"> Availability of financial and human resources Cooperation from internal and external stakeholders No external disruptive activities or international pandemic effects (e.g. COVID-19)
Disaggregation of Beneficiaries (where applicable)		N/A
Spatial Transformation (Where applicable)		N/A
Calculation Type		Cumulative
Reporting Cycle		Quarterly
Desired Performance		Approved Benchmark Report
Indicator Responsibility		Divisional Executive: RITS

⁵ To establish regulatory basis for licensing/authorisation of SMRs

Outcome		Ensure the long-term sustainability of the CNSS.
Indicator Title		RM6: CNSS Sustainability strategy
Definition		A summation of approaches to be deployed in raising revenue, establishing partnerships and charging fees for specific deliverables and services by the CNSS.
Source/Collection of Data		<ul style="list-style-type: none"> • Fee structure pilot results • CNSS Pillar Strategies • CNSS Business Plan • CNSS fee structure • Approved Integrated CNSS Sustainability Plan
Method of Calculation		Milestones as per the Organisational Performance Framework.
Means of Verification (PoE)		<ul style="list-style-type: none"> • Approved Integrated CNSS Sustainability strategy
Assumptions		<ul style="list-style-type: none"> • Availability of funds • Availability of staff • Participation of CNSS partners
Disaggregation of Beneficiaries (where applicable)		N/A
Spatial Transformation (Where applicable)		N/A
Calculation Type		Cumulative
Reporting Cycle		Quarterly
Desired Performance		Approved Integrated CNSS Sustainability strategy.
Indicator Responsibility		Divisional Executive: RITS

Outcome	Provide a plan for securing & managing information, Intellectual Property emanating from CNSS activities
Indicator Title	RM7: Framework for CNSS intellectual property
Definition	A framework on the management of Regulatory Research and Development (RRD) and management of information and intellectual property emanating from CNSS activities
Source/Collection of Data	<ul style="list-style-type: none"> • CNSS Business Plan • CNSS Spokes agreement • Project databases/reports • Policies of Partner Institutions
Method of Calculation	Milestones as per the Organisational Performance Framework.
Means of Verification (PoE)	<ul style="list-style-type: none"> • A report on review of information and intellectual property for local partner institutions • A report on review of information and intellectual property for international partner institutions • Framework on management of information and intellectual property emanating from Regulatory Research and Development
Assumptions	<ul style="list-style-type: none"> • Clear decision making process • Availability of human and financial resources • Cooperation of relevant internal/external stakeholders • Harmonised CNSS and partner processes
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Framework for CNSS intellectual property
Indicator Responsibility	Divisional Executive: RITS

Outcome		Promote nuclear safety awareness (Role of the NNR)
Indicator Title	RM8: % Implementation of activities as per the nuclear safety awareness programme	
Definition	The implementation of the approved plan to promote nuclear safety awareness and the role of the NNR	
Source/Collection of Data	<ul style="list-style-type: none"> Annual plan Feedback survey 	
Method of Calculation	<p>A calculated percentage of activities as per the plan: i.e.</p> $\frac{\text{Actual Performance}}{\text{Planned performance}}$ <p>The formula is also applicable for calculation of the annual target.</p>	
Means of Verification (PoE)	<ul style="list-style-type: none"> Annual plan Quarterly report Feedback survey 	
Assumptions	<ul style="list-style-type: none"> Availability of financial and human resources Conducive external environment Cooperation from internal stakeholders 	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (Where applicable)	N/A	
Calculation Type	Non-cumulative	
Reporting Cycle	Quarterly	
Desired Performance	100% Implementation of activities as per the nuclear safety awareness programme	
Indicator Responsibility	Divisional Executive: CSS	

Outcome	Develop and implement a stakeholder relationship management plan
Indicator Title	RM9: % Implementation of stakeholder relationship management plan
Definition	Implementation of the approved plan to manage stakeholder relationships
Source/Collection of Data	<ul style="list-style-type: none"> Stakeholder management policy Corporate calendar
Method of Calculation	<p>A calculated percentage of activities as per the plan: i.e.</p> $\frac{\text{Actual Performance}}{\text{Planned performance}}$ <p>The formula is also applicable for calculation of the annual target.</p>
Means of Verification (PoE)	<ul style="list-style-type: none"> Stakeholder relationship management plan Quarterly reports
Assumptions	<ul style="list-style-type: none"> Availability of financial and human resources to implement the plan Conducive external environment Cooperation from internal stakeholders
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	100% Implementation approved plan
Indicator Responsibility	Divisional Executive :CSS

Outcome		Adequate funding for execution of NNR's mandate
Indicator Title	FM1: % Funding of NNR planned activities	
Definition	Approval of proposed authorisation fee percentage and continued funding from government transfers as a result of NNR scope of work (inclusion of RADCON)	
Source/Collection of Data	<ul style="list-style-type: none"> Government gazette DMRE allocation letter Proposal on core regulation of radiation control model (SAHPRA) 	
Method of Calculation	<p>A calculated percentage of activities as per the plan: i.e.</p> $\frac{\text{Actual Performance}}{\text{Planned performance}}$ <p>The formula is also applicable for calculation of the annual target.</p>	
Means of Verification (PoE)	<ul style="list-style-type: none"> Approved budget Finance quarterly report Approved allocation of funds for NNR activities 	
Assumptions	<ul style="list-style-type: none"> No changes in legislative framework with significant impact on funding model. 	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (Where applicable)	N/A	
Calculation Type	Non-cumulative	
Reporting Cycle	Quarterly	
Desired Performance	100% funding of NNR planned activities	
Indicator Responsibility	Chief Financial Officer	

Outcome		Financial Sustainability of the CNSS
Indicator Title	FM2: Approved funding model of the CNSS	
Definition	Development of the CNSS funding model to ensure the sustainability of the CNSS	
Source/Collection of Data	<ul style="list-style-type: none"> • Fee structure pilot outcomes • CNSS Sustainability plan 	
Method of Calculation	Milestones as per the Organisational Performance Framework.	
Means of Verification (PoE)	<ul style="list-style-type: none"> • Approved CNSS funding model 	
Assumptions	<ul style="list-style-type: none"> • Viable and sustainable CNSS business case. 	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (Where applicable)	N/A	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired Performance	Approved funding model of the CNSS	
Indicator Responsibility	Chief Financial Officer	

Outcome		Inclusion of previously disadvantaged individuals in economic activities.
Indicator Title	FM3: % Procurement spent on designated groups	
Definition	The percentage of procurement spent against to the total procurement value of planned projects, as per the Preferential Procurement Policy Framework Act (PPPFA)	
Source/Collection of Data	<ul style="list-style-type: none"> Procurement records 	
Method of Calculation	<p>A calculated percentage of activities as per the plan: i.e.</p> $\frac{\text{Actual Performance}}{\text{Planned performance}}$ <p>The formula is also applicable for calculation of the annual target.</p>	
Means of Verification (PoE)	<ul style="list-style-type: none"> SCM report on bids awarded to targeted groups 	
Assumptions	<ul style="list-style-type: none"> Availability of staff to execute the task at Finance Response by prospective suppliers or service providers from the designated groups as the NNR invite bids 	
Disaggregation of Beneficiaries (where applicable)	Designated groups in terms of the PPPFA	
Spatial Transformation (Where applicable)	N/A	
Calculation Type	Non-cumulative	
Reporting Cycle	Quarterly	
Desired Performance	70% procurement spent on designated groups	
Indicator Responsibility	Chief Financial Officer	

Outcome	Develop and implement an ISO: 27001 aligned ICT Security Plan.
Indicator Title	PM1: % Implemented activities as per the ISO: 27001 plan
Definition	Implementation of the approved Information Communication and Technology Strategic deliverables
Source/Collection of Data	<ul style="list-style-type: none"> • ISO: 27001 standards • Annual ICT Security Plan • Relevant status reports
Method of Calculation	<p>A calculated percentage of activities as per the plan: i.e.</p> $\frac{\text{Actual Performance}}{\text{Planned performance}}$ <p>The formula is also applicable for calculation of the annual target.</p>
Means of Verification (PoE)	<ul style="list-style-type: none"> • Quarterly reports • ISO: 27001 plan
Assumptions	<ul style="list-style-type: none"> • Availability of financial resources for planned deliverables • Executive support on planned initiatives. • SCM processes initiated and completed timeously. • Training of ICT staff
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	% implemented activities as per the ISO: 27001 plan
Indicator Responsibility	Divisional Executive: CSS

Outcome	Develop and implement a POPIA compliance plan.
Indicator Title	PM2:% Implementation of the activities as per POPIA plan
Definition	Development, approval and implementation of the POPIA compliance plan based on the POPI Act
Source/Collection of Data	<ul style="list-style-type: none"> POPI Act
Method of Calculation	<p>A calculated percentage of activities as per the plan: i.e.</p> $\frac{\text{Actual Performance}}{\text{Planned performance}}$ <p>The formula is also applicable for calculation of the annual target.</p>
Means of Verification (PoE)	<ul style="list-style-type: none"> POPIA compliance plan Quarterly reports
Assumptions	<ul style="list-style-type: none"> Availability of records. Organisational commitment to legal compliance. Budget.
Disaggregation of Beneficiaries (where applicable)	NA
Spatial Transformation (Where applicable)	NA
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	100% Implemented plan
Indicator Responsibility	Divisional Executive :CSS

Outcome	
Ensure proactive management of potential litigation.	
Indicator Title	PM3: Number of Legislative compliance reports
Definition	The number of reports compiled to explain the extend to which the organisation complies with relevant legislation as measured through the Exclaim software.
Source/Collection of Data	<ul style="list-style-type: none"> • NNR Legislative Compliance software • NNR regulatory universe
Method of Calculation	<p>A calculated percentage of activities as per the plan: i.e.</p> $\frac{\text{Actual Performance}}{\text{Planned performance}}$ <p>The formula is also applicable for calculation of the annual target.</p>
Means of Verification (PoE)	<ul style="list-style-type: none"> • Quarterly Legislative Compliance Report
Assumptions	<ul style="list-style-type: none"> • Adequate capacity within Legal Risk and Compliance • Availability and Cooperation from stakeholders (Act Owners and Workflow users) • Budget
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation Type	Non- cumulative
Reporting Cycle	Quarterly
Desired Performance	Timely submitted reports
Indicator Responsibility	Senior Manager: Legal Risk and Compliance

Outcome	Provision of adequate and safe facilities for the site office.
Indicator Title	PM4 % Implementation of the Cape Town office construction project plan
Definition	This is the extent to which project milestones and activities have been actually achieved when compared to the project plan.
Source/Collection of Data	<ul style="list-style-type: none"> • Project plan from the Construction team • Approvals from the City of Cape Town Municipality • Business case (for the project)
Method of Calculation	<p>A calculated percentage of activities as per the plan: i.e.</p> $\frac{\text{Actual Performance}}{\text{Planned performance}}$ <p>The formula is also applicable for calculation of the annual target.</p>
Means of Verification (PoE)	<ul style="list-style-type: none"> • Project plan • Project report
Assumptions	<ul style="list-style-type: none"> • Availability of Procurement spent • No external factors such as Covid-19, or public events preventing access to the site office
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	100% actual achievement in line with plan
Indicator Responsibility	Chief Financial Officer

ANNEXURE A: DETAILED RISK REGISTER

NATIONAL NUCLEAR REGULATOR

TYPE OF ASSESSMENT: STRATEGIC RISK ASSESSMENT

FINANCIAL YEAR: 2021/22

DATE OF ASSESSMENT: 20 OCTOBER 2020

REG-LEG-001.1

Outcome	RISK ANALYSIS				Inherent impact rating	Value	Inherent Likelihood rating	Value	Inherent Risk	Current/Existing Controls	Control Adequacy	Control Effectiveness	Residual Impact rating	Value	Residual Likelihood	Value	Residual Risk Rating	Actions Plans	Action Owner	Action Start Date	Due Date	Risk Owner
	Risk description	Risk category	Root Cause(s) (Contributing factor)	Consequence(s) Description																		
Provide and implement an effective approach towards compliance assurance	Inability to perform independent verification (NNR Laboratory)	Compliance/Regulatory	1. NNR lab is fully established and staff equipped to operate the instruments, however, the laboratory methods are not accredited.	1. NNR utilises the services of a license holder (NECSA) to analyse samples. 2. Delays in obtaining results to make timely regulatory decisions. 3. Members of the public potentially exposed to radiation. 4. Negative Reputation.	Critical	5	Likely	4	20	1. Verification is conducted at other laboratories. 2. NNR laboratory is fully established and staff equipped to operate the instruments. 3. About 85% of the samples as per the verification plan are analysed at the NNR laboratory. 4. 70% of methods are validated and verified as per SANAS requirements. 5. Procedures for analysis of the verification samples developed and implemented. 6. The NNR laboratory continues to participate in	Partially Adequate	Partially Effective	Major	4	Moderate	3	12	1. Implementation of the activities in the approved accreditation plan (method validation, accreditation, participation in the inter-laboratory comparison studies and updating of procedures).	Ms. N Mohlala (Manager: LAB)	1-Apr-2021	31-Mar-2022	Ms. L Mpete (Divisional Executive: RITS)

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										the inter-laboratory comparison studies to demonstrate our technical competence. 7. Analysis of samples as per the approved verification plan.												
Ensure readiness to regulate SMRs	Inadequate Regulatory Framework to regulate and authorise SMR's or new technology	Compliance/Regulatory	1. Delays in promulgation of draft regulations. 2. Constraints in financial resources. 3. Lack of knowledge in SMR technology, standards and authorisation approaches. 4. Lack of structured participation in SMR forums and committees. 5. Policy uncertainty on SMR technology choices and timelines.	1. Inability to effectively provide regulatory oversight for SMRs. 2. Inability to fully implement NNR mandate of protecting public. 3. Negative publicity. 4. Inability to provide requirements, guidance or position for authorisation of SMRs. 5. Insufficient time to get exposure to new SMR technologies and to put the authorisation framework in place.	Critical	5	Likely	4	20	1. NNR Act. 2. SSRP. 3. Draft Regulations. 4. Licensing of Small Modular Reactors Action Plan (PLN-IMS-002.07). 5. Participation in IAEA SMR Webinars. 6. Bilateral Cooperation's . 7. Established NNR SMR Team. 8. Approved Operational Experience process established.	Partially Adequate	Partially Effective	Moderate	3	Moderate	3	9	1. Develop and implement SMR Benchmarking Plan. 2. Prepare SMR Benchmarking Progress Report.	Ms. B Mbebe (Manager: RSP)	1-Apr-2021	31-Mar-2022	Ms. L. Mpete (Divisional Executive: RITS)
Maintain the implementation of regulatory programmes to assure effective nuclear and radiation safety	Inconsistency in implementation of enforcement actions	Core Verification / Enforcement	1. Lack of harmonised approach regarding rating of findings. 2. Lack of harmonised approach in the follow up of occurrences. 3. Insufficient training and guidance	1. Inconsistent application of enforcement actions. 2. NNR reputational damage. 3. Increased pressure from stakeholders.	Major	4	Common	5	20	1. Enforcement policy and procedure is implemented by inspectors. 2. All enforcement actions are reviewed by Management for consistency.	Partially Adequate	Partially Effective	Moderate	3	Likely	4	12	1. Revise the enforcement procedure. 2. Develop guidance document and Work Instruction for inspectors on implementation of enforcement actions.	Mr. O Phillips (Divisional Executive: NPP) Ms. D Kgomo (Divisional Executive: NPP)	1-Apr-2021	31-Mar-2022	Mr. O Phillips (Divisional Executive: NPP) Ms. D Kgomo (Divisional Executive: NTN)

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			provided to Inspectors.						3. Inspector qualification process.								3. Finalise the Inspector training programme. 4. Develop and implement the grading matrix for non-compliances. 5. Development of Non-compliance database. 6. Develop guidance document on conduct of inspections by the inspectors.					
Provide and implement an effective Compliance Assurance Plan (CAP)	Failure to complete compliance assurance activities on time (inspections, environmental verification, investigation, etc.)	Compliance/Regulatory	1. Insufficient Staffing due to resignations and unfunded positions. 2. Business/operational dynamics that impact planned work. 3. Protest action. 4. Prevailing conditions at site may prevent the conduct of planned activities (e.g. safety, security or holder availability). 5. Decisions taken by other regulatory authorities prevent the conduct of planned compliance activities. 6. Impact of Covid-19.	1. Non delivery or delays in meeting performance objectives. 2. Reputational risk. 3. Holder non compliances not identified.	Critical	5	Likely	4	20	1. Annual planning of compliance assurance activities is done in line with available resources. 2. Timeframes included in inspector's performance contracts and monitored by the Managers. 3. Defined and documented compliance assurance processes. 4. Quarterly and monthly review and reporting on delivery of compliance assurance activities. 5. Engagement with other regulatory bodies for exchange of	Adequate	Effective	Moderate	3	Likely	4	12	1. Fill existing vacancies that are funded as they arise. 2. Implementation of the organisational calendar. 3. Ongoing review and adjustment of the work plans in line with organisational response to COVID-19. 4. Review and report on the current practices implemented to develop the CAP in order to identify necessary improvements.	Mr. O Phillips (Divisional Executive: NPP) Ms. D Kgomo (Divisional Executive: NTN)	1-Apr-2021	31-Mar-2022	Mr. O Phillips (Divisional Executive: NPP) Ms. D Kgomo (Divisional Executive: NTN)

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										regulatory information												
Provide an effective oversight of the Long-Term Operations	Un-readiness to process LTO application	Compliance/Regulatory	1.Unavailability of financial and human resources. 2. Inability to train resources. 3. COVID-19 related inefficiencies especially dealing with international community. 4. Unavailability of bilateral partners due to own commitments. 5. Difficulty recruiting relevant competence due to scarce skills and internal processes etc.	1. Inadequate oversight over LTO. 2.Inability to effectively regulate LTO for KNPS. 3. Reputational damage.	Major	4	Common	5	20	1. TSO currently appointed. 2. Existing Regulatory framework including TAG. 3. Project and Resource Plan.	Partially Adequate	Partially Effective	Major	4	Likely	4	16	1. Make recommendation for LTO authorisation fees. 2. Early engagements with bilateral partners for training and benchmarking. 3. Streamline recruitment process to enable hiring competent individuals. 4. Internal training based on Technical Assessment Guide (TAG) 5. Encourage early public engagements by Eskom.	Mr. O Phillips (Divisional Executive: NPP)	1-Apr-2021	31-Mar-2022	Mr C O Phillips (Divisional Executive: NPP)
Provide an effective oversight of the Long-Term Operations	Undue pressure to finalise informed regulatory decision for LTOs	Compliance/Regulatory	1. Failure by Eskom to submit the safety case on time. 2. Delays in promulgating Regulations for LTO. 3. Regulations for LTO not promulgated. 4. Public resistance to LTO.	1. Delays in finalising the regulatory decisions on LTO. 2. Reputational damage. 3. Inability to review the safety case within the time given. 4. Extended shut down of Koeberg. 5. Failure by Eskom to meet regulatory requirements for the KNPP LTO.	Critical	5	Common	5	25	1. Timelines stipulated on the existing Regulatory Framework. 2. Quarterly project meetings with Eskom to track progress. 3. RG 0027 on Ageing Management and LTO issued. 4. RG-0028 on Periodic Safety Review issued. 5. Inspection programme being implemented. 6. Public	Partially Adequate	Partially Effective	Critical	5	Moderate	3	15	1. Early Engagement with Eskom and regular pre-licensing engagements. 2. High–level intervention with Eskom Top Management. 3. Collate information from bilateral partners in preparation for review. 4. Develop a Technical Assessment Guide. 5. Encourage early public engagements by Eskom.	Mr. O Phillips (Divisional Executive: NPP)	1-Apr-2021	31-Mar-2022	Mr. O Phillips (Divisional Executive: NPP)

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										Engagement processes.												
Adequate funding for execution of NNR's mandate	Inability to sustain the NNR financially	Financial	1. Late approval and gazetting of authorisation fees. 2. Late payment of authorisation fees by authorisation holders. 3. Reclassification and possible surrender of Nuclear Authorisations. 4. Minimal contribution by Government related to regulatory activities.	1. Inability to fund regulatory activities. 2. Strategic projects held back.	Critical	5	Likely	4	20	1. Robust debtors collection process both in financial and legal activities. 2. Budget allocation is approved at EXCO to ensure alignment with strategic imperatives and key regulatory activities.	Partially Adequate	Partially Effective	Critical	5	Moderate	3	15	1. Continue to pursue approval of funding model by the DMRE. 2. Integrate financial compliance during compliance assurance activities. 3. Propose multi-year Authorisation Fees increase approval.	Mr. D Netshivhazw aulu (Chief Financial Officer)	1-Apr-2021	31-Mar-2022	Mr. D Netshivhazw aulu (Chief Financial Officer)
Develop and implement an ICT security plan aligned to ISO27001	Compromise of information	Reputational	Inadequate implementation, monitoring and enforcement of information security principles and processes.	1. Leaking or loss of information. 2. Reputational harm. 3. Litigation using POPI Act. 4. Operational sabotage.	Critical	5	Likely	4	20	1. ICT Strategy. 2. Operational Plans for Integrated Rights Management (IRM) and Data Leakage. 3. Penetration Test and Remediation Plans. 4. User Awareness Training. 5. Classification of Information and system controls.	Partially Adequate	Partially Effective	Major	4	Moderate	3	12	1. Develop and implement an ICT security plan aligned to ISO27001 2.Training of ICT personnel. 3. Cyber security awareness training for staff. 4. Implement the ICT Security Plan.	Mr. J Boulton (Manager: ICT)	1-Apr-2021	31-Mar-2022	Ms. A Simon (Divisional Executive: CSS)
To leverage strategic partnership s through the CNSS to build capacity	Inability to leverage relevant strategic partnership	Compliance/Regulatory	1. Inadequate Partnership agreements (i.e. Obligations for both parties unclearly defined). 2. Lack of involvement of all partners/stakehol	1. Ineffective partnerships/collaboration. 2. Reputational damage to either Party. 3. Breach of Terms and Conditions of the partnership agreement/s.	Major	4	Likely	4	16	1. MoA's in place. 2. Partnership/colaboration agreements. 3. CNSS Strategic Business Plan.	Partially Adequate	Partially Effective	Major	4	Likely	4	16	1. Develop partnerships/collaboration framework. 2. Develop partnership/colaboration process.	Dr. M Mkhosi (Director: CNSS)	1-Apr-2021	31-Mar-2022	Ms. L. Mpete (Divisional Executive: RITS)

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			ders in decision making process.	4. Lack of return on investment. 5. Existing partners may pull out/potential partners may not want to collaborate.																		
Financial sustainability of the CNSS	Failure to sustain CNSS programmes in the long-term	Compliance/Regulatory	1. Funding limitation to ensure long term sustainability of the CNSS. 2. CNSS Staff on contract basis thus limiting long-term planning.	1. Inability to fulfil mandate/achieve objectives. 2. CNSS being redundant. 3. Financial loss. 4. Reputational damage. 5. Interruptions of business operations. 6. Failure to implement long-term strategies.	Critical	5	Common	5	25	Current allocated NNR budget.	Partially Adequate	Partially Effective	Major	4	Likely	4	16	1. Develop sustainability strategies for each of the CNSS pillars.	Dr. M Mkhosi (Director: CNSS)	1-Apr-2021	31-Mar-2022	Ms. L. Mpete (Divisional Executive: RITS)
Provide a framework for securing and managing information and intellectual property emanating from CNSS activities;	Potential disputes with partners on the use of Intellectual Property	Knowledge and Information Management	1. Any existing IP not disclosed prior to research development. 2. IP emanating from activities not assessed/protected. 3. Non-compliance to information management principles - unauthorised disclosure of information.	1. Loss of revenue due to unsecured intellectual property. 2. Loss of or diminished value of intellectual property as an asset.	Critical	5	Common	5	25	1. Research Funding Agreements. 2. NNR/UP MoA.	Partially Adequate	Partially Effective	Major	4	Likely	4	16	1. Develop Intellectual Property management framework. 2. Align agreements with the Intellectual Property management framework.	Dr. M Mkhosi (Director: CNSS)	1-Apr-2021	31-Mar-2022	Ms L Mpete (Divisional Executive: RITS)
Ensure proactive management of potential litigation	Possible legal challenges to NNR regulatory decisions	Litigation	1. Non-Compliance with established processes and legislation. 2. Lack of transparency in decision making.	1. Reputational harm to the NNR. 2. Penalties associated with non-compliance to legislation.	Critical	5	Likely	4	20	1. Established regulatory universe. 2. Monitoring of compliance to legislative requirements on a quarterly basis. 3. Approved internal processes to ensure compliance	Adequate	Effective	Moderate	3	Moderate	3	9	1. Review and update NNR regulatory universe. 2. Assess and monitor compliance on a quarterly basis. 3. Develop and implement Protection of Personal Information	Mr F Ndou (Senior Manager: LRC) Ms. F Malashe (Manager: KQM)	1-Apr-2021	31-Mar-2022	Mr F Ndou (Senior Manager: LRC)

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									with legislation. 4. Implementatio n of the File Plan. 5. Classification of information.								Act (POPIA) compliance plan. 4. Train data owners on POPIA requirements.					
Promote nuclear safety awareness (Role of the NNR)	Unavailability of target audience due to unstable external environment	Stakeholder Communicati on	1. Low levels of awareness. 2. External environmental threats beyond NNR's control (health pandemic, natural disasters, etc). 3. Misinformation in the public domain. 4. Insufficient awareness campaigns.	Lack of trust and credibility in the NNR.	Moderate	3	Likely	4	12	1. NNR Policies: Media, Social Media, Website, Official Languages & Code of Conduct. 2. NNR Website. 3. NNR Social Media platforms. 4. NNR Outreach programmes.	Partially Adequate	Partially Effective	Modera te	3	Likely	4	12	1. Develop and implement a nuclear safety awareness plan.	Mr. G Moonsamy (Manager: CSR)	1-Apr- 2021	31- Mar- 2022	Ms. A Simon (Divisional Executive: CSS)
Develop and implement a stakeholder relationship manageme nt plan	Weak relationships with key stakeholders	Stakeholder Communicati on	1. Lack of a stakeholder relationship management strategy for the NNR	1. Stakeholders unaware of NNR regulatory processes and programmes 2. Delays in NNR projects due to lack of stakeholder's cooperation	Moderate	3	Common	5	15	1. Integrated Corporate Communicatio ns & Stakeholder Relationship Management Strategy 2019	Partially Adequate	Partially Effective	Modera te	3	Likely	4	12	1) Develop and implement a stakeholder relationship management plan	Mr. G Moonsamy (Manager: CSR)	1-Apr- 2021	30- Mar- 2022	Ms. A Simon (Divisional Executive: CSS)