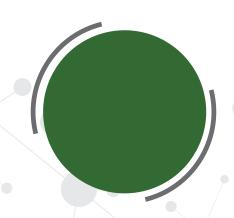


To be recognised as a trusted nuclear and radiation safety regulator

STRATEGIC PLAN 2020-2025

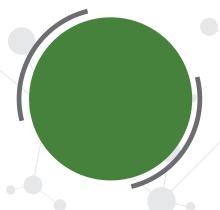


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APP Annual performance plan

CNSS Centre for Nuclear Safety and Security

Covid-19 Coronavirus disease 2019

CSS Corporate Support Services

DMRE Department of Mineral Resources and

Energy

ICT Information and communications

technology

ISO/IEC International Organisation for

Standardisation and International Electrotechnical Commission

LTO Long-term operation

MTSF Medium-term Strategic Framework

NDP National Development Plan
NNR National Nuclear Regulator

NORM Naturally occurring radioactive material

PESTEL Political, economic, social, technological,

environmental, and legislative and

regulatory

POPIA Protection of Personal Information Act

PPPFA Preferential Procurement Policy

Framework Act

SANAS South African National Accreditation

System

SMR Small modular reactor

SWOT Strengths, weaknesses, opportunities,

threats

WSP Workplace skills plan











FOREWORD BY THE CHAIRPERSON OF THE BOARD

To instil confidence and maintain trust in what we do, strong and independent regulation is essential.

The role of the Board of the National Nuclear Regulator (NNR) is to set the strategic direction for the organisation and provide oversight, ensuring efficient and effective regulation of South Africa's nuclear sector.

The work of the NNR affects workers at nuclear sites, research facilities, mines and minerals processing facilities, transport carriers, affected communities in the vicinity of nuclear installations and members of the public. To instill confidence and maintain trust in what we do, strong and independent regulation is essential. On behalf of the NNR Board, I am pleased to present the organisation's revised strategic plan for 2020 to 2025. The plan outlines how the NNR will fulfil its mandate and implement the updated interventions during the remainder of the current Mediumterm Strategic Framework (MTSF) period.

As we enter the fourth year of the current MTSF, the Board remains committed to ensuring that the strategic plan is effectively implemented. Ongoing nuclear activities in the country across various economic sectors and associated industry requirements continue to affirm the relevance of the Regulator and its future. In addition, the NNR's past performance and continued commitment to Priority 6 of the MTSF, namely social cohesion and safe communities, sum up our contribution.

A key NNR focus area for this strategic cycle is the regulatory review and assessment of the safety case for long-term operation (LTO) of Koeberg nuclear power station. Parallel to this, we are involved in the preparatory work to regulate small modular reactors (SMRs).

Fiscal constraints on authorisation fees remain a concern. However, the organisation continues to strive for financial sustainability, despite the ongoing unfavourable economic climate, and while ensuring compliance with government austerity measures.

I thank the Minister of Mineral Resources and Energy and departmental officials for their guidance and support, and fellow Board members for their devotion to corporate governance and fidelity to their fiduciary responsibilities. Principally, my sincere gratitude goes to NNR staff for unwavering commitment to public safety.

Dr Thapelo Motshudi

Chairperson of the Board National Nuclear Regulator







OVERVIEW BY THE CHIEF EXECUTIVE OFFICER



We will assess current and future activities against our strategic focus areas to understand where we may need to do more to deliver on what we set out to do.

The NNR's revised 2020 to 2025 strategic plan was developed in line with the Revised Framework for Strategic Plans and Annual Performance Plans of the Department of Planning, Monitoring and Evaluation and the 2019 to 2024 Medium-term Strategic Framework. The new framework introduced a government-wide shift in the planning process, requiring planning by public institutions to focus on impact and outcomes instead of outputs and activities.

We understand that setting out what we want to achieve and then delivering on those ambitions are core to our integrity and independence as a regulator. In setting our strategy, we have considered how our operating environment affects our work. The unprecedented impact of Covid-19 has shown us that we must be able to adjust our work programme swifty in response to changes we face.

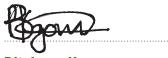
We know our people perform at their best with a clear vision and sense of impact. To continue to be successful in our core mission and to reach the high standards we set for ourselves, we need to further embed innovation and agility into our processes. This means expressing a shared purpose and vision across our organisation, aligned with core strategic objectives, while sensing and seizing opportunities supported by flexible resources. These will enable us to fulfil the statutory objectives of our legislative and regulatory framework. It is what the public, stakeholders, the regulated community and those who oversee us expect.

For this period, the implementation of this strategic plan will be expressed through our 2023/24 annual performance plan (APP), which fulfils quarterly monitoring and reporting purposes. The outputs and activities stated in our APP are aligned and give effect to the outcomes and five-year targets in the strategic plan.

They outline our core focus areas of compliance assurance and enforcement, reviews and assessments and of preparatory work for major regulatory projects such as the review and assessment of the safety case for LTO of Koeberg nuclear power station, accreditation of the NNR laboratory by the South African National Accreditation System (SANAS) and readiness to regulate SMRs.

We will assess current and future activities against our strategic focus areas to understand where we may need to do more to deliver on what we set out to do. Should there be major changes in the environment, as has been the case in the last three financial years, NNR management will respond with agility to adjust the APP with permission from the Board and authorities.

We will expand our stakeholder engagement efforts, improve information accessibility and proactively seek and use stakeholder feedback to help us understand concerns. Internally, we will continue to develop our highly respected people to be their best, in a healthy, safe and positive workplace environment. I invite all stakeholders to support our strategic plan and ensure that we collectively fulfil the mission of the NNR.



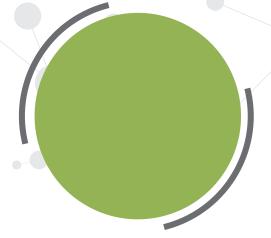
Ditebogo Kgomo

Chief Executive Officer
National Nuclear Regulator











OFFICIAL SIGN-OFF

It is hereby certified that this strategic plan:

- Was developed by the Board and management of the NNR.
- Takes into account all policies, legislation and other mandates for which the NNR is responsible.
- Reflects accurately the impact and outcomes that the NNR seeks to achieve from 2020 to 2025.

Masete Letsoalo

Manager: Strategy and Organisational Performance

Date: 26 January 2023

Ditebogo Kgomo

Chief Executive Officer

Date: 26 January 2023

Robert Nemaungani

Acting Chief Financial Officer

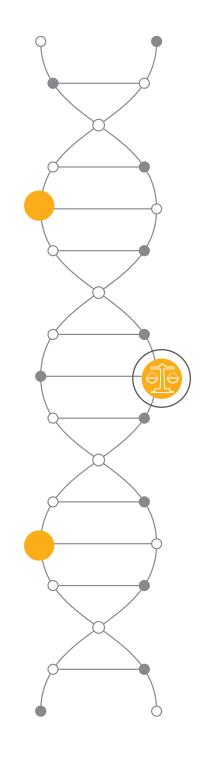
Date: 26 January 2023

Dr Thapelo Motshudi

Chairperson of the Board

Date: 26 January 2023

PART A



OUR MANDATE







Applicability of the Revised Framework for Strategic Plans and Annual Performance Plans

As a Schedule 3A public entity in terms of the Public Finance Management Act (Act No 1 of 1999), the NNR is subject to government guidelines and stipulations on strategic and financial planning. This is important for two reasons:

- 1. The revised framework aligns the NNR's strategic plan in both format and content with the Nuclear Energy Policy and the Department of Mineral Resources and Energy (DMRE) strategy; and
- 2. Application of the guidelines is auditable by the Auditor-General of South Africa, thus the NNR must demonstrate adherence.

The revised framework applies to:

- All national departments, provincial departments and government components listed respectively in Schedule 1, Schedule 2 and Schedule 3 of the Public Finance Management Act (Act No 1 of 1999) and the Public Service Amendment Act (Act No 30 of 2007); and
- 2. 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 established and governed in terms 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 suited for South Africa. To this end, it provides regulatory oversight and assurance that the peaceful use of nuclear energy in South Africa is carried out safely according to legal and regulatory requirements, international principles and good practices.

The NNR derives its mandate from the Constitution of the Republic of South Africa, which prioritises health, safety, security and the environment. NNR strategy seeks congruency with Section 24 of the Constitution, specifically Chapter 2, the Bill of Rights, which reads:

Everyone has the right:

- a) to an environment that is not harmful to their health or wellbeing; and
- b) to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that:
 - i) prevent pollution and ecological degradation;
 - ii) promote conservation; and
 - iii) 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 the National Nuclear Regulator Act (Act No 47 of 1999). The Act gives effect to the objects of the Regulator stipulated in Section 5.

The NNR also contributes to Programme 6 of the DMRE, whose purpose is to manage the South African nuclear sector in terms of international obligations and nuclear legislation and policies to ensure the peaceful use of nuclear energy and nuclear technologies.

The programme has the following sub-programmes:

- Nuclear safety and technology;
- Nuclear non-proliferation and radiation security; and
- Nuclear energy management.

Table 1 lists some of the legislation with which the NNR must comply.

Table 1: Overview of 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 — POPIA
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 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	Use of Official Languages Act, No 2 of 2012
Preferential Procurement Policy Framework Act, No 5 of 2000 — PPPFA	







3. INSTITUTIONAL POLICIES AND STRATEGIES

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

The framework stipulates that all national, provincial and local government institutions must ensure that National Development Plan (NDP) priorities are reflected in the institutional strategic plans and annual performance plans as described in the MTSF.

These priorities, although enduring, are refined annually based on key governmental priorities highlighted in the annual State of the Nation Address. In July 2019, government adopted seven priorities to take South Africa forward. From these, the NNR adopted the theme of 'social cohesion and safe communities', which will be achieved through the Regulator's mandate of providing for the protection of persons, property and the environment against nuclear damage.

Through its policies and plans, the NNR seeks to achieve and sustain the adopted priority for women, youth and people with disabilities. Thus, it will continue working with stakeholders to empower individuals from designated groups (through procurement spent on designated groups) in terms of the PPPFA.

Table 2 outlines the links between the planned performance descriptions and their contribution to the NDP, MTSF and DMRE priorities.

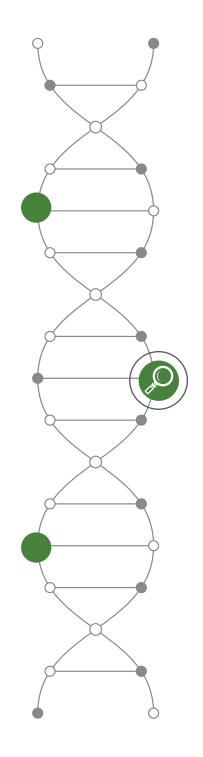
Table 2: Planned performance links

Link to NDP Link to MTSF Link to DMRE priorities/outcomes Chapter 12: Building safer Priority 6: Social cohesion and safe • Improve security of supply for communities communities nuclear energy • Strengthen the control of nuclear Safety and security also link to • Safety and security are related material and equipment infrastructure and access to directly to socioeconomic sustainable livelihoods development and equality • Strengthen physical protective measures for nuclear material and • Building safer communities is a • A safe and secure country facilities holistic activity and involves many encourages economic growth stakeholders and transformation and is, therefore, an important contributor to addressing the triple challenges of poverty, inequality and unemployment

4. RELEVANT COURT RULINGS

No relevant court rulings were identified during the current planning cycle.

PART B



OUR STRATEGIC FOCUS









OUR STRATEGIC FOCUS

5. VISION

To be recognised as a trusted nuclear and radiation safety regulator.

6. MISSION

To strengthen and maintain an effective national regulatory framework through innovation in the protection of persons, property and the environment against ionising radiation.

7. VALUES

Table 3: Values of the NNR

Value	Description
Excellence	Delivering outstanding quality of work, efficiently, effectively and innovatively.
Integrity	Acting in a non-biased, fair, objective, consistent, honest, reliable and principled way.
Openness and transparency	Openness and transparency in the regulatory decision-making process and the communication of regulatory decisions.
Safety and security	Upholding a culture of safety and security within the organisation, with holders of nuclear authorisations and in interactions with all other stakeholders.
Teamwork	
Caring	Recognising and appreciating stakeholders by valuing their inputs, showing empathy and creating a safe, secure and supportive work environment.

8. SITUATIONAL ANALYSIS OF THE NNR

This situational analysis provides a broad overview of the NNR's external and internal perspective and defines the organisation's key drivers for the current strategy. For this planning cycle, the NNR applied the problem-tree, SWOT (strengths, weaknesses, opportunities, threats) and PESTEL (political, economic, social, technological, environmental, and legislative and regulatory) analyses to assess its internal and external environment.

In the problem-tree analysis, the top of the tree symbolises visible effects, the trunk current issues facing the organisation and the roots the (often hidden) root causes that bring about the effects or impacts.

This analysis allows the NNR to establish causality and carefully map out its plans with an understanding of cause and effect (see figures 1, 2, 3 and 4). Possible solutions are addressed as part of outcomes, outputs, performance indicators and targets.

Figure 1: External analysis problem tree

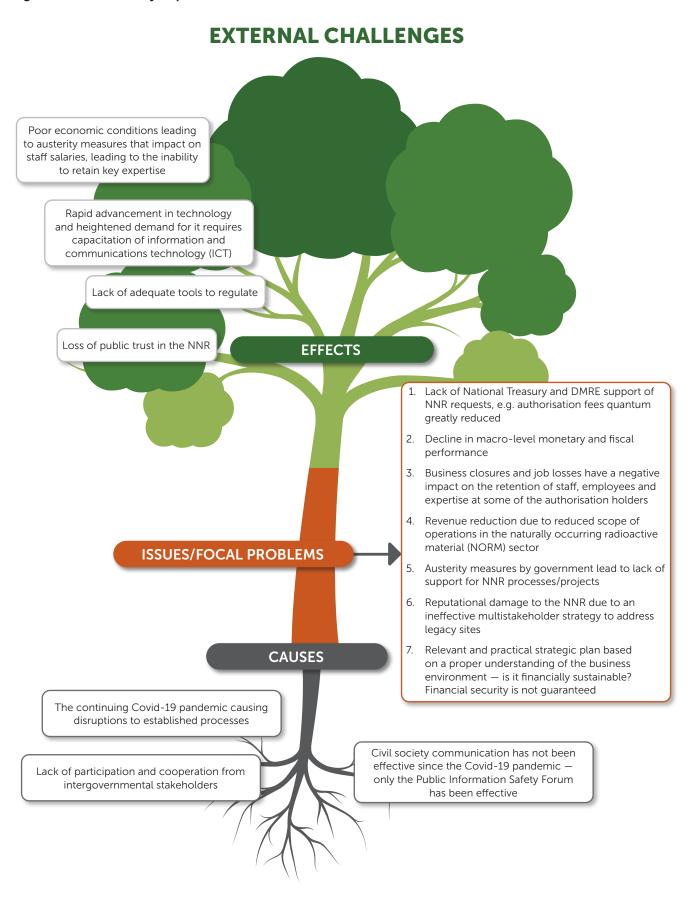






Figure 2: External analysis possible solutions

SOLUTIONS TO EXTERNAL CHALLENGES

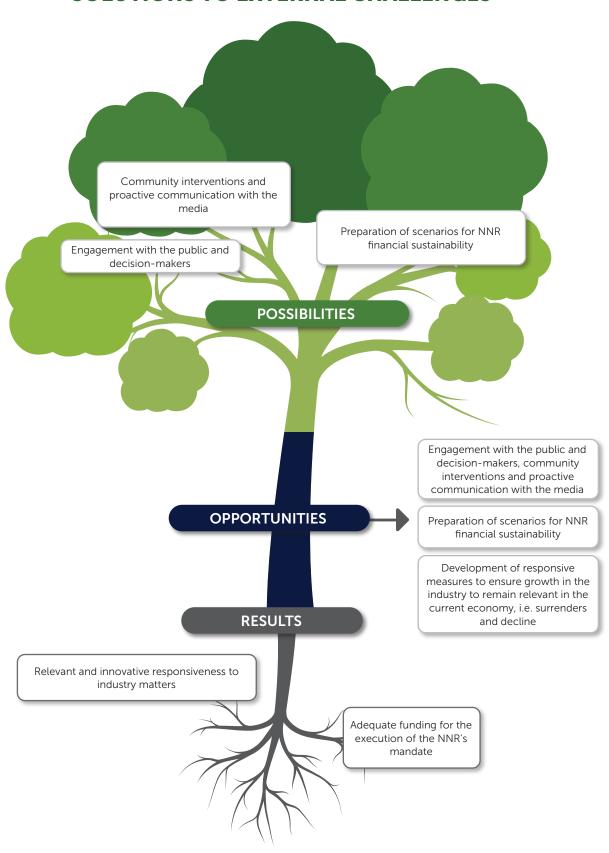


Figure 3: Internal analysis problem tree

INTERNAL CHALLENGES

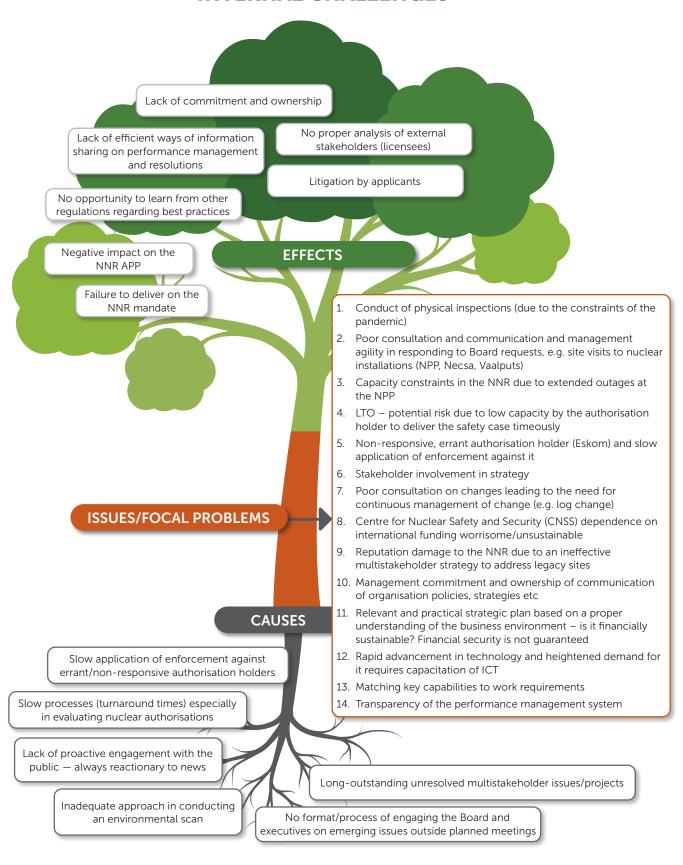






Figure 4: Internal analysis possible solutions

SOLUTIONS TO INTERNAL CHALLENGES

Improve on the Implement approved use of experts to Coordinate Board sitevisits documented change communicate facts management strategy Identify emerging business continuity Media monitoring process requirements, digitise the Public engagement and service for Board Clarify the organisational performance management awareness building with members implementation of system and obtain real-time information decision-makers and NNR succession plans from authorisation holders proactive management and culture of fake news Public and decision-maker Workshop on the process Proactive mitigation of engagement, community from start to finish; automate Improve the quality of LTO/steam generator interventions and proactive documents to the Board, the process to allow anytime replacement (SGR) safety communication with the media view and monitoring by all; pandemic-specific reporting reviews at Koeberg regular reporting on issue on the Board agenda resolution for projects Develop responsive measures Development of a plan Prefeasibility study on to ensure growth in the industry B on the regulatory Staff involvement in remote monitoring to remain relevant in the current framework (future the development of of facilities through economy, i.e. surrenders and decline outcomes, if e.g. the departmental annual cameras etc extension is for 18 operational plans: months, and develop ensure the strategic plan **POSSIBILITIES** clear communication is part of departmental to government and meeting agendas stakeholders) Introduce a standard Prepare scenarios Learn from lessons process for self-inspection for NNR financial and best practices Attend to staff sustainability entitlement Systematic approach to raising emerging issues with the Board Implement approved documented change management strategy **OPPORTUNITIES** Implement succession plans Clarify NNR culture Attend to **RESULTS** staff entitlement Job evaluations well-managed through communication and Staff performance is successful managed and recognised Clear understanding of the NNR A prescribed approach to creating Understanding of the internal strategic focus (backed by the APP practical plans and plans approved and external landscape that and monitored regularly) affects the mandate by stakeholders Consensus between Board members Deliberate translation of the Covid-19 situations (e.g. changing of working and Exco. The process is hours/rosters and other restrictions) well external environment into target positive and proactive setting and deliverables managed through communication Coordination and planning process is clearly High-performance culture, which defined to leadership participants, stakeholders is consistent with the past and labour unions

The NNR assessed its internal environment and the outcomes are indicated in Figure 5.

Figure 5: SWOT analysis



- Established regulatory framework
- Established governance systems and processes
- Unique regulator credible reputation among peers
- Global reputation and recognition
- Institutional memory
- Knowledge and specialised skills/expertise



- Weak stakeholder relations and perceptions
- Awareness and implementation of succession plans



- Enhance structured training and development programme
- CNSS support to advance/enhance regulatory framework
- Given civil society's increased scrutiny of regulatory decisions and in anticipation of the review of the LTO application, leverage CNSS's independent verification capabilities to ensure that decisions are informed by the latest science and supported by regulatory research



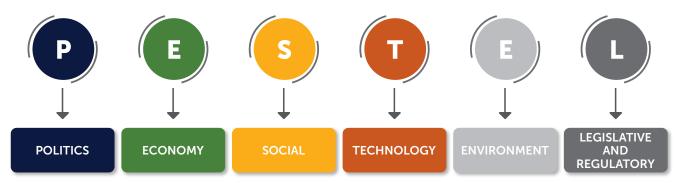
Loss of highly qualified employees due to competitive/lucrative salary packages offered by other entities and private sector



PART B OUR STRATEGIC FOCUS

A PESTEL analysis evaluates macro-environment factors that have an impact on the organisation. The NNR's factors are set out in Figure 6.

Figure 6: PESTEL analysis



- Undue influence on regulatory decisionmaking process
- Change in administration could lead to no nuclear investment, i.e. nuclear energy remains constant or is scaled down in the new Integrated Resource Plan
- International influence
- International Monetary Fund and World Bank loans (threats to sovereignty)

- No investment in nuclear new build
- Poor economic conditions
- Energy supply not secured, resulting in subdued economic activity
- Financial unsustainability of authorisation holders' initial growth in green energy funded by international investors
- Poorperforming economy due to budget cuts
- Staff reduction in some areas
- Noncompliance with licence conditions as authorisation holders take shortcuts and compromise safety
- Increased corruption in both internal and external environments

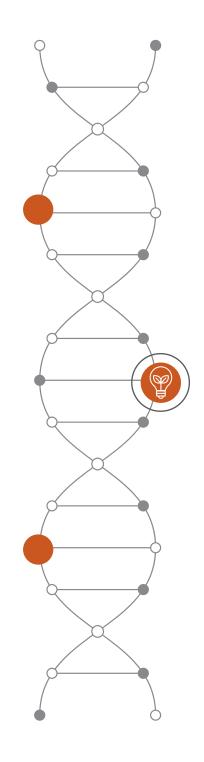
- Social unrest, increases in poverty and crime (illegal mining and unauthorised access to nuclear material)
- Increased activism
- Socioeconomic inequality
- Loss of skills to other countries that have nuclear programmes

- Increased automation of regulatory processes
- International focus on emerging technologies, including SMRs, coupled with lack of national policy direction and commitment on SMRs
- Increased independent electricity generation

- Coal and renewable energies are kings
- Dirty energy and pollution
- Environmental impact of past mining activities
- Delayed promulgation of NNR Act Amendment Bill
- Lack of certainty on regulation of sources
- New legislation/ regulations and litigation by environmental civil society groups. NNR may require additional budget for court cases to defend regulatory decisions
- New standard for SMRs needs to be developed



PART C



MEASURING OUR PERFORMANCE

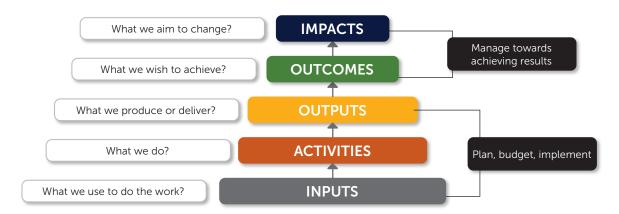






The Revised Framework for Strategic Plans and Annual Performance Plans adopts the results-based approach illustrated in Figure 7, which shows the link between performance information concepts and stages. It is used with other planning tools to consider all factors contributing to the achievement of intended results.

Figure 7: Results-based concepts



Source: Framework for Managing Programme Performance Information (2007)

The revised framework should be implemented by both national and provincial spheres of government and requires institutions to provide an impact statement to which they contribute in line with legislative or policy mandate.

The NNR monitors and enforces regulatory safety standards to achieve safe operating conditions, prevent nuclear accidents or mitigate nuclear accident consequences, thus protecting persons, property and the environment against the potential harmful effects of ionising radiation or radioactive material.

The Regulator's medium- to long-term impact statement is supported by its vision and mission and will contribute to Priority 6: Social cohesion and safe communities.

9. INSTITUTIONAL PERFORMANCE INFORMATION

Impact statement

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

Measuring our outcomes

Table 4: Outcomes, indicators, baseline and targets

MTSF priority	6: Social cohesion and safe	communities	
Outcome	Outcome indicator	Baseline	Five-year target
Ensure proactive management of potential litigation	% compliance with applicable legislation	90%	100% compliance with applicable legislation
Enhance stakeholder engagements (internal and external)	% of stakeholder engagement activities implemented in relation to the plan	100% implementation of the stakeholder engagement plan	100% implementation of the stakeholder engagement plan
Determine the gap between the workplace skills plan (WSP) and competencies of employees	% implementation of analysis report recommendations	None	100% implementation of analysis report recommendations
Enhance information and communications technology (ICT) capabilities to enable business support	% implementation of the NNR ICT strategy	100% implementation of the ISO:27001 plan	100% implementation of the NNR ICT strategy
Adequate funding for execution of the NNR's mandate	% funding of planned NNR activities	100% funding of planned NNR activities	100% funding of planned NNR activities
Include previously disadvantaged individuals in procurement	% procurement spent on designated groups	50% of procurement spent on designated groups	70% of procurement spent on designated groups
Provide adequate and safe facilities for the site office	% implementation of activities in the Cape Town office construction project plan	100% implementation of activities in the Cape Town office construction project plan	100% implementation of activities in the Cape Town office construction project plan
Maintain the implementation of regulatory programmes to assure effective nuclear safety regulation	% of inspections and reviews and assessments undertaken as per the annual plan	100% of planned inspections, reviews and assessments undertaken	100% of planned inspections, reviews and assessments undertaken
Provide effective oversight of the long-term operations	Regulatory decision on the long-term operations	Approved resource plan for LTO	Final safety evaluation report





MTSF priority	6: Social cohesion and safe communities		
Outcome	Outcome indicator	Baseline	Five-year target
Provide an independent radioanalytical verification capability and capacity	SANAS accreditation gamma spectrometry (soil/sediment/water) International Organisation for Standardisation and International Electrotechnical Commission (ISO/IEC) 17025:2017	SANAS application gamma spectrometry (soil/ sediment/ water) review report	SANAS application alpha spectrometry: Uranium, radium and thorium in water
Ensure readiness to regulate SMRs	% implementation of the approved SMR plan	Benchmark report	100% implementation of the approved SMR plan
Ensure the long-term sustainability of the Centre for Nuclear Safety and Security (CNSS)	CNSS programme evaluation	Approved CNSS sustainability strategy	CNSS programme evaluation report

Explanation of planned performance over the planning cycle

Outcomes are to be achieved in line with the organisation's policies and strategies. Planned performance is linked to the NNR's targets and outcomes and contributes to achieving NDP and the Medium-term Expenditure Framework priorities, particularly social cohesion and safe communities.

The NNR adopted the outcomes listed below for the five-year planning cycle. Outcomes are reviewed annually for relevance and to ensure alignment with prevailing circumstances.

Outcomes:

- Ensure proactive management of potential litigation.
- Enhance stakeholder engagements (internal and external).
- Enhance ICT capabilities to enable business support.
- Determine the gap between the WSP and competencies of employees.
- Adequate funding for execution of the NNR's mandate.
- Include previously disadvantaged individuals in procurement.
- Provide adequate and safe facilities for the site office.
- Maintain the implementation of regulatory programmes to assure effective nuclear safety regulation.
- Provide effective oversight of the long-term operations.
- Provide an independent radioanalytical verification capability and capacity;
- Ensure readiness to regulate SMRs.
- Ensure the long-term sustainability of the CNSS.

10. KEY RISKS AND MITIGATIONS

Table 5: Key risks and risk mitigations

Outcome	Key risk	Risk mitigation
Ensure proactive management of potential litigation	Possible legal challenges to the NNR	 Review and update NNR regulatory universe Assess and monitor compliance quarterly Monitor and report on legislative compliance Annual refresher training on POPIA
Enhance stakeholder engagements (internal and external)	Compromise and damage to the reputation of the Regulator	Develop and implement a communication programme to inform and educate the public on nuclear safety
Enhance ICT capabilities to enable business support	Compromise of information and business continuity, and inability to operate effectively in a changing environment	 Conduct regular and ongoing environmental scans and risk assessments to identify new and emerging threats Conduct ICT security assessments and tests and implement remediation plans to address identified gaps Develop and implement a business continuity plan that includes regular testing Implement ICT governance standards and monitor and report on compliance with standards Implement ICT training and communication plan for employees Develop and implement a training plan for ICT personnel Implement cyber standby services Fulfil cyber-insurance requirements
Determine the gap between the WSP and competencies of employees	Inaccurate assessment of competence, which may lead to gaps not being addressed	 Appoint a service provider to conduct an independent verification of competence Develop a mitigation plan to address identified gaps and update the WSP
Adequate funding for execution of the NNR's mandate	Inability to sustain the NNR financially	Continue monitoring financial compliance of authorisation holders
Include previously disadvantaged individuals in procurement	Lack of capable service providers to deliver required services to the NNR	 Continue engagement with stakeholders at industry events and activities Continue testing the market and setting aside procurement for designated groups in terms of the PPPFA
Provide adequate and safe facilities for the site office	Further project delay due to professional services team's demand for fee increase	Contract a mediator for disputes between the NNR and service providers

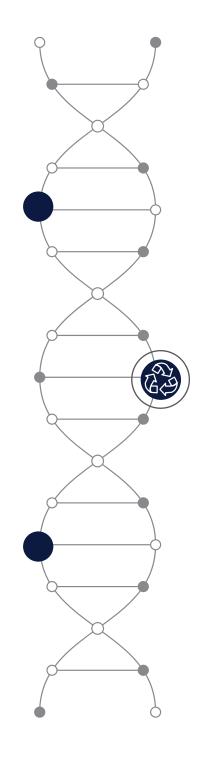






regulation sasure effective complete complements actions on time dependent review and assessment sasts with agreed timelines effective correspondent on the motor radion regulatory from perations application stream operations application and perations are recommendations. Provide an independent radioanalytical verification application of the regulatory decision for ETO's provide an independent radioanalytical verification application of the regulatory decision for parmar sustainality of the CNSS are regulated SMRs or new technology Ensure the long-term sustainability of the CNSS are residued and divided partnerships on the regulatory standards as a trade on the processing the complete regulatory from the complete regulatory from the complete regulatory from the complete regulatory from the regulatory from the complete reviews and assessments with agreed timelines application of the regulatory from the required reviews and assessments with agreed timelines application of the regulatory from the required reviews and assessments with agreed timelines application of the regulatory from the required reviews and assessments application of the regulatory from the required reviews and assessments application of the regulatory from the required reviews and assessments application of the regulatory from the required reviews and assessments appropriate appropria	Outcome	Key risk	Risk mitigation
Failure to complete nuclear installation site licence (INISL) and steam generator replacement review and assessment tasks Failure to complete effective consultations with external stakeholders on the indoor radon regulatory framework. Failure to complete effective son the indoor radon regulatory framework within agreed timelines Provide effective oversight of the long-term operations Delays in processing the long-term operations application Undue pressure to finalise the informed regulatory decision for LTOs Provide an independent radioanalytical verification capability. Ensure readiness to regulate regulatory standards to regulate sMRs Failure to complete review and assessment switch stakeholders as per the plan Consult with stakeholders as per the plan Feature resources and reassign to requise and approve and ressign to requise appropriate ap	Maintain the implementation of regulatory programmes to assure effective nuclear safety regulation	implementation of enforcement actions Failure to complete compliance assurance activities on time (inspections, environmental verification,	 implementation of enforcement actions Implement the grading matrix for non-compliances Continue maintenance of non-compliance databases Fill existing funded vacancies as they arise Review and adjust workplans in response to the inability to conduct compliance assurance activities (e.g. Covid-19,
effective consultations with external stakeholders on the indoor radon regulatory framework Failure to complete reviews and assessments within agreed timelines Provide effective oversight of the long-term operations Delays in processing the long-term operations application Undue pressure to finalise the informed regulatory decision for LTOs Undue pressure to finalise the informed regulatory decision for LTOs Undue pressure to finalise the informed regulatory decision for LTOs Undue pressure to finalise the informed regulatory decision for LTOs Undue pressure to finalise the informed regulatory decision for LTOs Undue pressure to finalise the informed regulatory decision for LTOs Undue pressure to finalise the informed regulatory decision for LTOs Undue pressure to finalise the informed regulatory decision for LTOs Undue pressure to finalise the informed regulatory decision for LTOs Undue pressure to finalise the informed regulatory decision for LTOs Apprise the Executive Authority on progress made with the project Monitor Eskom's LTO dashboard Alert Eskom to the impact of delays in implementation of safety case commitments on the regulatory decision Public information sharing on LTO Update and approve plan to address SANAS assessment recommendations Implement approved plan to address SANAS assessment recommendations Update, approve and implement SMR annual plan Progress report on gap analysis on regulatory standards as per SMR annual plan Progress report on gap analysis on regulatory standards as per SMR annual plan Develop Spokes project-specific agreements Develop Spokes project-specific agreements Implement revised CNSS processes (regulatory research and development/technical support service/education and training/strategic partnerships)		Failure to complete nuclear installation site licence (NISL) and steam generator replacement review and assessment	
reviews and assessments within agreed timelines Provide effective oversight of the long-term operations Delays in processing the long-term operations application Delays in processing the long-term operations application Undue pressure to finalise the informed regulatory decision for LTOs Provide an independent radioanalytical verification capability and capacity Ensure readiness to regulate SMRs Provides and assessments Reprioritise resources and reassign to crucial areas where needed Use of technical support organisations support where appropriate Ensure broader public engagements by Eskom Provide standalone, quarterly reports to the Board Implement the approved review plan Apprise the Executive Authority on progress made with the project Monitor Eskom's LTO dashboard Alert Eskom to the impact of delays in implementation of safety case commitments on the regulatory decision Public information sharing on LTO Update and approve plan to address SANAS assessment recommendations Implement approved plan to address SANAS assessment recommendations Implement approve and implement SMR annual plan Progress report on gap analysis on regulatory standards as per SMR annual plan Progress report on gap analysis on regulatory standards as per SMR annual plan Progress report on gap analysis on regulatory standards as per SMR annual plan Progress report on gap analysis on regulatory standards as per SMR annual plan Progress report on gap analysis on regulatory standards as per SMR annual plan Progress report on gap analysis on regulatory standards as per SMR annual plan Progress report on gap analysis on regulatory research and development/technical support service/education and training/strategic partnerships)		effective consultations with external stakeholders on the indoor radon	Consult with stakeholders as per the plan
term operations long-term operations application long-term operations appropriate long-term operations appropriate long-term operations long-term operations appropriate long-term operations long-ter		reviews and assessments	required reviews and assessments • Reprioritise resources and reassign to crucial areas where
the informed regulatory decision for LTOs the informed regulatory decision for LTOs Monitor Eskom's LTO dashboard Alert Eskom to the impact of delays in implementation of safety case commitments on the regulatory decision Public information sharing on LTO Provide an independent radioanalytical verification capability and capacity Ensure readiness to regulate SMRs Inadequate regulatory standards to regulate and authorise SMRs or new technology Ensure the long-term sustainability of the CNSS The information sharing on LTO Update and approve plan to address SANAS assessment recommendations Implement approved plan to address SANAS assessment recommendations Update, approve and implement SMR annual plan Progress report on gap analysis on regulatory standards as per SMR annual plan Develop Spokes project-specific agreements Implement revised CNSS processes (regulatory research and development/technical support service/education and training/strategic partnerships)	Provide effective oversight of the long-term operations	long-term operations	appropriateEnsure broader public engagements by EskomProvide standalone, quarterly reports to the Board
 Provide an independent radioanalytical verification capability and capacity Ensure readiness to regulate SMRs Inadequate regulatory standards to regulate and authorise SMRs or new technology Ensure the long-term sustainability of the CNSS Update and approve plan to address SANAS assessment recommendations Implement approved plan to address SANAS assessment recommendations Update, approve and implement SMR annual plan Progress report on gap analysis on regulatory standards as per SMR annual plan Develop Spokes project-specific agreements Implement revised CNSS processes (regulatory research and development/technical support service/education and training/strategic partnerships) 		the informed regulatory	 project Monitor Eskom's LTO dashboard Alert Eskom to the impact of delays in implementation of safety case commitments on the regulatory decision
 standards to regulate and authorise SMRs or new technology Ensure the long-term sustainability of the CNSS Progress report on gap analysis on regulatory standards as per SMR annual plan Develop Spokes project-specific agreements Implement revised CNSS processes (regulatory research and development/technical support service/education and training/strategic partnerships) 	Provide an independent radioanalytical verification capability and capacity	accreditation for gamma	 Update and approve plan to address SANAS assessment recommendations Implement approved plan to address SANAS assessment
sustainability of the CNSS strategic partnerships • Implement revised CNSS processes (regulatory research and development/technical support service/education and training/strategic partnerships)	Ensure readiness to regulate SMRs	standards to regulate and authorise SMRs or new	Progress report on gap analysis on regulatory standards as
THEORET CYTCAA GLICE LEVICAA GLICE CALANDER GALLE CHICALI	Ensure the long-term sustainability of the CNSS	_	Implement revised CNSS processes (regulatory research and development/technical support service/education and

PART D



TECHNICAL INDICATOR DESCRIPTIONS









TECHNICAL INDICATOR DESCRIPTIONS

Outcome	Ensure proactive management of potential litigation
Indicator title	% compliance with applicable legislation
Definition	The extent to which the NNR successfully addresses matters of litigation based on the organisation's full compliance with primary and applicable legislation
Source/collection of data	Quarterly legislative compliance report
Method of calculation	A system generated % of compliance with legislation
Assumptions	 Adequate legal, risk and compliance capacity Availability and cooperation from stakeholders (Act owners and Workflow users) Available budget for the system
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	100% compliance with applicable legislation
Indicator responsibility	Senior Manager: Legal, Risk and Compliance

Outcome	Enhance stakeholder engagements (internal and external)
Indicator title	% of stakeholder-engagement activities implemented in relation to the plan
Definition	This indicator measures the percentage of planned stakeholder engagement activities implemented
Source/collection of data	Stakeholder-engagement reportsCorporate calendar
Method of calculation	A calculated percentage of activities in the plan, i.e. (Actual performance) (Planned performance) The formula also calculates the annual target
Assumptions	 Availability of financial and human resources to implement the plan Conducive external environment Cooperation from stakeholders
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	100% implementation of the stakeholder-engagement plan
Indicator responsibility	Divisional Executive: Corporate Support Services

Outcome	Enhance ICT capabilities to enable business support			
Indicator title	% implementation of the NNR ICT strategy			
Definition	Implementation of the approved ICT strategic plan to enhance business operations			
Source/collection of data	Annual ICT strategy planStatus reports			
Method of calculation	A calculated percentage of activities in the plan, i.e. (Actual performance) (Planned performance) The formula also calculates the annual target			
Assumptions	 Timeous and clear identification of business requirements by divisions Timeous approval of planned initiatives by the business Implementation of initiatives by divisions 			
Disaggregation of beneficiaries (where applicable)	N/A			
Spatial transformation (where applicable)	N/A			
Desired performance	100% implementation of NNR ICT strategy			
Indicator responsibility	Divisional Executive: Corporate Support Services			







Outcome	Determine the gap between the WSP and competencies of employees			
Indicator title	% implementation of analysis report recommendations			
Definition	Determining the gap between the WSP and competencies of employees through an independent competency analysis of the organisation (then implement report recommendations)			
Source/collection of data	Analysis reportStatus reports			
Method of calculation	A calculated percentage of activities in the plan, i.e. (Actual performance) (Planned performance) The formula also calculates the annual target			
Assumptions	Availability of financial resources			
Disaggregation of beneficiaries (where applicable)	N/A			
Spatial transformation (where applicable)	N/A			
Desired performance	Alignment of employee's competencies with the WSP			
Indicator responsibility	Divisional Executive: Corporate Support Services			

Outcome	Provision of adequate and safe facilities for the site office				
Indicator title	% implementation of activities in the Cape Town office construction project plan				
Definition	The extent to which project milestones and activities are carried out to complete the project				
Source/collection of data	Project planBusiness case (for the project)				
Method of calculation	A calculated percentage of activities in the plan, i.e. (Actual performance) (Planned performance) The formula also calculates the annual target				
Assumptions	 Availability of procurement spend Resource costs are consistent and within the National Treasury 20% escalation Project scope will not change Project implementation will be as planned by the professional service team, the NNR and the building contractor 				
Disaggregation of beneficiaries (where applicable)	N/A				
Spatial transformation (where applicable)	N/A				
Desired performance	100% implementation of activities in the Cape Town office construction project plan				
Indicator responsibility	Chief Financial Officer				

Outcome	Include previously disadvantaged individuals in procurement			
Indicator title	% procurement spent on designated groups			
Definition	The percentage of procurement spent against the total procurement value of planned bids, as per the PPPFA, to ensure that previously disadvantaged individuals are included in the economic activities of the NNR			
Source/collection of data	Demand plan			
Source/contection of data	Procurement records			
Method of calculation	A calculated percentage of activities in the plan, i.e. (Actual performance) (Planned performance)			
	The formula also calculates the annual target			
Assumptions	Response by prospective suppliers or service providers from designated groups as the NNR invites bids			
Disaggregation of beneficiaries (where applicable)	Designated groups listed in the PPPFA			
Spatial transformation (where applicable)	N/A			
Desired performance	70% procurement spent on designated groups			
Indicator responsibility	Chief Financial Officer			

Outcome	Maintain the implementation of regulatory programmes to assure effective nuclear safety regulation			
Indicator title	% of inspections, reviews and assessments undertaken as per the annual plan			
Definition	 The number of regulatory inspections conducted based on the compliance assurance plan The number of reviews and assessments undertaken for effective nuclear and 			
	radiation safety regulation in the NORM, nuclear technology and waste projects and nuclear power plant programmes			
	Compliance assurance plan			
	Inventory of inspections, reviews and assessments conducted			
Source/collection of data	Authorisation holder documentation/submissions and requests for various approvals to the NNR			
	Database of submissions			
	• Letters to authorisation holders or applicants informing them of inspection/review and assessment outcomes			
	Availability of NNR human and financial resources			
Assumptions	Availability of authorisation-holder personnel			
7.55411112115	Availability of tools and equipment			
	NNR allowed unfettered access to sites			
Disaggregation of beneficiaries (where applicable)	N/A			
Spatial transformation (where applicable)	N/A			
Desired performance	100% of planned inspections, reviews and assessments undertaken			
Indicator responsibility	Divisional Executive: Nuclear Technology and NORM			
Indicator responsibility	Divisional Executive: Nuclear Power Plant			







Outcome	Provide effective oversight of the long-term operations			
Indicator title	Regulatory decision on the long-term operations			
Definition	Progress in the review of the LTO safety case and provision of oversight activities for the LTO			
Source/collection of data	Resource planLTO review planSafety evaluation report			
Method of calculation	Milestones (approval stages) of the organisational performance framework			
Assumptions	 Timeous submissions from the applicant Timeous resolution of technical issues Quality of submissions Sufficient resources 			
Disaggregation of beneficiaries (where applicable)	N/A			
Spatial transformation (where applicable)	N/A			
Desired performance	Final safety evaluation report			
Indicator responsibility	Divisional Executive: Nuclear Power Plant			

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Outcome	Provide an independent radioanalytical verification capability and capacity			
Indicator title	SANAS accreditation gamma spectrometry (soil/sediment/water) ISO/IEC 17025:2017			
Definition	Progress made in SANAS accreditation of specific methods for the NNR laboratory			
Source/collection of data	 Laboratory quality manual Laboratory procedures Approved accreditation plan SANAS assessment reports SANAS action plan 			
Method of calculation	A calculated percentage of activities in the plan, i.e. (Actual performance) (Planned performance) The formula also calculates the annual target			
Assumptions	 Availability of human and financial resources, including technical support organisations or external consultants where relevant Availability of tools and equipment Availability of SANAS team No external factors such as Covid-19 or public events preventing access to facilities for the assessments 			
Disaggregation of beneficiaries (where applicable)	N/A			
Spatial transformation (where applicable)	N/A			
Desired performance	SANAS accreditation for the laboratory			
Indicator responsibility	Divisional Executive: Regulatory Improvement and Technical Services			

Outcome	Ensure readiness to regulate SMRs				
Indicator title	% implementation of the approved SMR plan				
Definition	Implementation of the outcomes of SMR benchmarking report				
Source/collection of data	 Benchmarking report Approved implementation plan Implementation progress reports NNR readiness report 				
Method of calculation	A calculated percentage of activities in the plan, i.e. (Actual performance) (Planned performance) The formula also calculates the annual target				
Assumptions	 Availability of financial and human resources Cooperation from internal and external stakeholders No external disruptions nor international pandemic effects 				
Disaggregation of beneficiaries (where applicable)	N/A				
Spatial transformation (where applicable)	N/A				
Desired performance	% implementation of the approved SMR plan				
Indicator responsibility	Divisional Executive: Regulatory Improvement and Technical Services				

Outcome	Ensure the long-term sustainability of the CNSS			
Indicator title	CNSS programme evaluation			
Definition	Implementation of the pilot plans for the CNSS pillars i.e regulatory research and development, technical support service and education and training			
Source/collection of data	Approved strategy			
Source/concention of data	Pilot plan and report			
Method of calculation	Milestones (approval stages) of the organisational performance framework			
Assumptions	Availability of funds			
	Availability of staff			
	Participation of CNSS partners			
Disaggregation of beneficiaries (where applicable)	N/A			
Spatial transformation (where applicable)	N/A			
Desired performance	CNSS programme evaluation report			
Indicator responsibility	Divisional Executive: Regulatory Improvement and Technical Services			











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