



National  
**Nuclear  
Regulator**

**ANNUAL  
PERFORMANCE  
PLAN 2022/23**



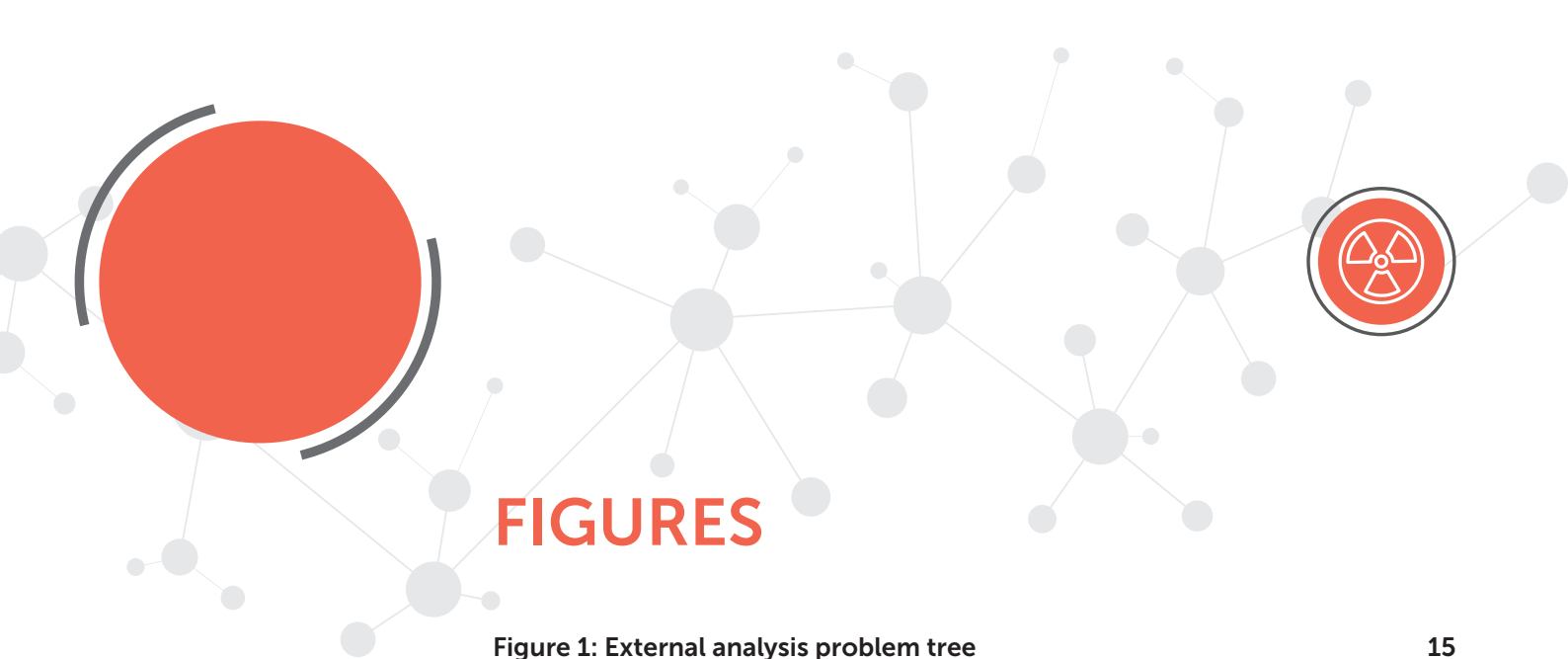
Our mission is to provide and maintain an effective national regulatory framework through innovation in the protection of persons, property and the environment against radiation damage



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# ACRONYMS

<b>APP</b>	Annual performance plan	<b>NTN</b>	Nuclear technology and NORM
<b>CEO</b>	Chief Executive Officer	<b>NTWP</b>	Nuclear technology and waste projects
<b>CNSS</b>	Centre for Nuclear Safety and Security	<b>PESTEL</b>	Politics, economy, social, technology, environment and legislative
<b>Covid-19</b>	Coronavirus disease 2019	<b>POPIA</b>	Protection of Personal Information Act
<b>CSR</b>	Communication and Stakeholder Relations	<b>PPPFA</b>	Preferential Procurement Policy Framework Act
<b>CSS</b>	Corporate Support Services	<b>RITS</b>	Regulatory improvement and technical services
<b>DMRE</b>	Department of Mineral Resources and Energy	<b>RRD</b>	Regulatory research and development
<b>Exco</b>	Executive Committee	<b>SANAS</b>	South African National Accreditation System
<b>ICT</b>	Information and communications technology	<b>SAPS</b>	South African Police Service
<b>ISO/IEC</b>	International Organisation for Standardisation and the International Electrotechnical Commission	<b>SGR</b>	Steam generator replacement
<b>LTO</b>	Long-term operation	<b>SMR</b>	Small modular reactor
<b>MTEF</b>	Medium-term Expenditure Framework	<b>SWOT</b>	Strengths, weaknesses, opportunities, threats
<b>MTSF</b>	Medium-term Strategic Framework	<b>TSO</b>	Technical support organisation
<b>Necsa</b>	South African Nuclear Energy Corporation	<b>TSS</b>	Technical support service
<b>NDP</b>	National Development Plan	<b>WSP</b>	Workplace skills plan
<b>NISL</b>	Nuclear installation site licence		
<b>NNR</b>	National Nuclear Regulator		
<b>NORM</b>	Naturally occurring radioactive material		
<b>NPP</b>	Nuclear power plant		





# FOREWORD BY THE CHAIRPERSON OF THE BOARD

**// We continue to pursue excellence, albeit in an environment characterised by various economic challenges and compelling societal issues.**

On behalf of the National Nuclear Regulator (NNR), I am proud to submit our 2023/24 annual performance plan (APP). The plan provides information about the work of the NNR and profiles our agenda for the coming year. The 2023/24 financial year is the fourth year of implementation of our 2020 to 2025 strategic plan. We continue to pursue excellence, albeit in an environment characterised by various economic challenges and compelling societal issues.

The Nuclear Energy Policy, promulgated in 2008, outlines the South African government’s vision for the development of a nuclear energy programme. It sets out to ensure that the government’s objectives on prospecting and mining of uranium ore, and the use of uranium (or other nuclear materials) as a primary energy resource are regulated and managed for peaceful purposes only. The regulation of nuclear activities is a necessary enterprise for the safe, secure and efficient supply of nuclear energy to South Africans, while protecting persons, property and the environment.

The NNR was established in terms of Section 3 of the National Nuclear Regulator Act (Act No 47 of 1999) to regulate the safe use and handling of nuclear and radioactive materials in South Africa.

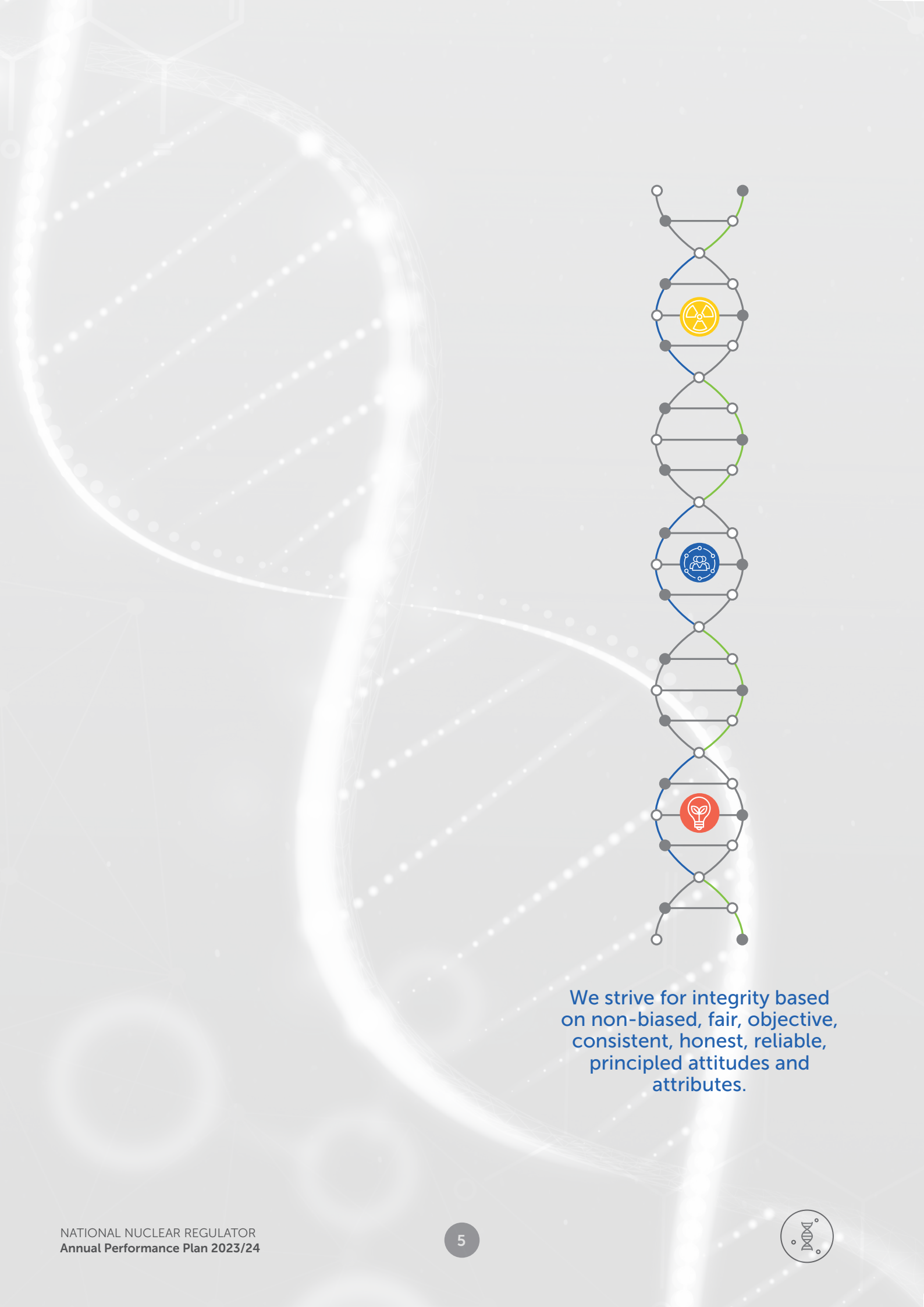
The Board has reviewed the APP and set the following priority areas for 2023/24:

- Assessment of the safety case for the long-term operation (LTO) of Koeberg nuclear power station;
- Accreditation of the NNR laboratory;
- Preparatory work for regulating small modular reactors (SMRs);
- Ensuring we have the right technology, tools and resources to conduct our day-to-day operations; and
- Improving regulatory information sharing, public communications and stakeholder engagement.

Internally, we will continue to develop and nurture our highly respected team in a healthy and positive environment designed to enable staff to perform to their full potential. We thank management for assisting in the development of the 2023/24 APP and recognise the unwavering commitment of our highly dedicated and capable staff. The NNR Board of directors endorses the 2023/24 APP and commits to supporting its implementation.

**Dr Thapelo Motshudi**  
**Chairperson of the Board**  
**National Nuclear Regulator**





We strive for integrity based on non-biased, fair, objective, consistent, honest, reliable, principled attitudes and attributes.





## OVERVIEW BY THE CHIEF EXECUTIVE OFFICER

**/// To deliver on our mandate effectively, we continuously monitor the external environment to assess any changes or new trends that may necessitate a shift in priorities.**

The NNR is a public entity established and governed in terms of Section 3 of the National Nuclear Regulator Act, (Act No 47 of 1999). As a credible national competent authority, we have a clear path to reach our vision of being recognised as a trusted nuclear and radiation safety regulator. I am honoured to present the 2023/24 APP.

The NNR is mandated 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 deliver on its mandate effectively, it continuously monitors the external environment to assess any changes or new trends that may necessitate a shift in priorities.

The NNR regulates Koeberg nuclear power station, facilities on the Nuclear Energy Corporation of South Africa's Pelindaba site and Vaalputs waste repository. It also regulates nuclear technology applications and the mining and processing of uranium and other radioactive ores.

The 2022/23 financial year was insightful, with both threats and opportunities visited on our operating environment by the Covid-19 pandemic.

Our commitment to safety is at the core of who we are and what we do. The safety of our staff and those with whom we work has been top of mind over the last year. We also recognise that we must remain flexible and evolve our approaches as we become more inclusive in who we listen to and learn from. We enhanced our information and communications technology (ICT) capabilities to enable business support. And, in the spirit of our value 'caring', we introduced a hybrid mode of working to protect our staff from being affected and infected by the virus.

As we look towards the coming year, we are well placed to continue delivering our 2023/24 APP. We will further advance our plans and priorities by:

- Strengthening the nuclear licensing system to meet the needs of the evolving energy sector;
- Assessing the safety case for the Koeberg LTO;
- Ensuring we have the right technology, tools and resources to conduct our day-to-day operations;
- Collaborating with stakeholders to reach organisational goals; and
- Improving regulatory information sharing, public communications and stakeholder engagement.





In alignment with the 2019 to 2024 Medium-term Strategic Framework, the NNR continues its focus on Priority 6: Social cohesion and safe communities, which is synonymous with the purpose of the Regulator. We endeavour to achieve and sustain the priority for women, youth and people with disabilities. To this end, we continue working with stakeholders to empower individuals from designated broad-based black economic empowerment groups and conduct social upliftment outreach.

We are committed to ongoing collaboration with all partners to satisfy our mandate and achieve our planned outcomes. As the Chief Executive Officer (CEO), it is my privilege to lead the NNR team of professionals as we strive to do our best for South Africa. My gratitude goes to the NNR Board for its exemplary leadership, guidance and support.



**Ditebogo Kgomo**

**Chief Executive Officer  
National Nuclear Regulator**





# OFFICIAL SIGN-OFF

It is hereby certified that this annual performance plan:

- Was developed by the Board and management of the NNR;
- Considers all policies, legislation and other mandates for which the NNR is responsible; and
- Reflects accurately the impact and outcomes that the NNR seeks to achieve in 2023/24.



**Masete Letsoalo**

Manager: Strategy and Organisational Performance

Date: 26 January 2023



**Ditebogo Kgomo**

Chief Executive Officer

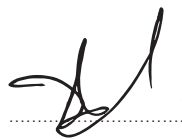
Date: 26 January 2023



**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



# 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 APP 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:

1. 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 Medium-term Strategic Framework (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 spend on designated groups) in terms of the PPPFA.

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

**Table 2: Planned performance links**

Link to NDP	Link to MTSF	Link to DMRE priorities/outcomes
<p><b>Chapter 12: Building safer communities</b></p> <ul style="list-style-type: none"> <li>• Safety and security also link to infrastructure and access to sustainable livelihoods</li> <li>• Building safer communities is a holistic activity and involves many stakeholders</li> </ul>	<p><b>Priority 6: Social cohesion and safe communities</b></p> <ul style="list-style-type: none"> <li>• Safety and security are related directly to socioeconomic development and equality</li> <li>• A safe and secure country encourages economic growth and transformation and is, therefore, an important contributor to addressing the triple challenges of poverty, inequality and unemployment</li> </ul>	<ul style="list-style-type: none"> <li>• Improve security of supply for nuclear energy</li> <li>• Strengthen the control of nuclear material and equipment</li> <li>• Strengthen physical protective measures for nuclear material and facilities</li> </ul>

### 4. Relevant court rulings

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



# PART B



# OUR STRATEGIC FOCUS





## PART B

# OUR STRATEGIC FOCUS

## 5. Updated situational analysis

A situational analysis provides a broad overview of an organisation's external and internal perspective and enables it to define the key drivers for its 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

## EXTERNAL CHALLENGES

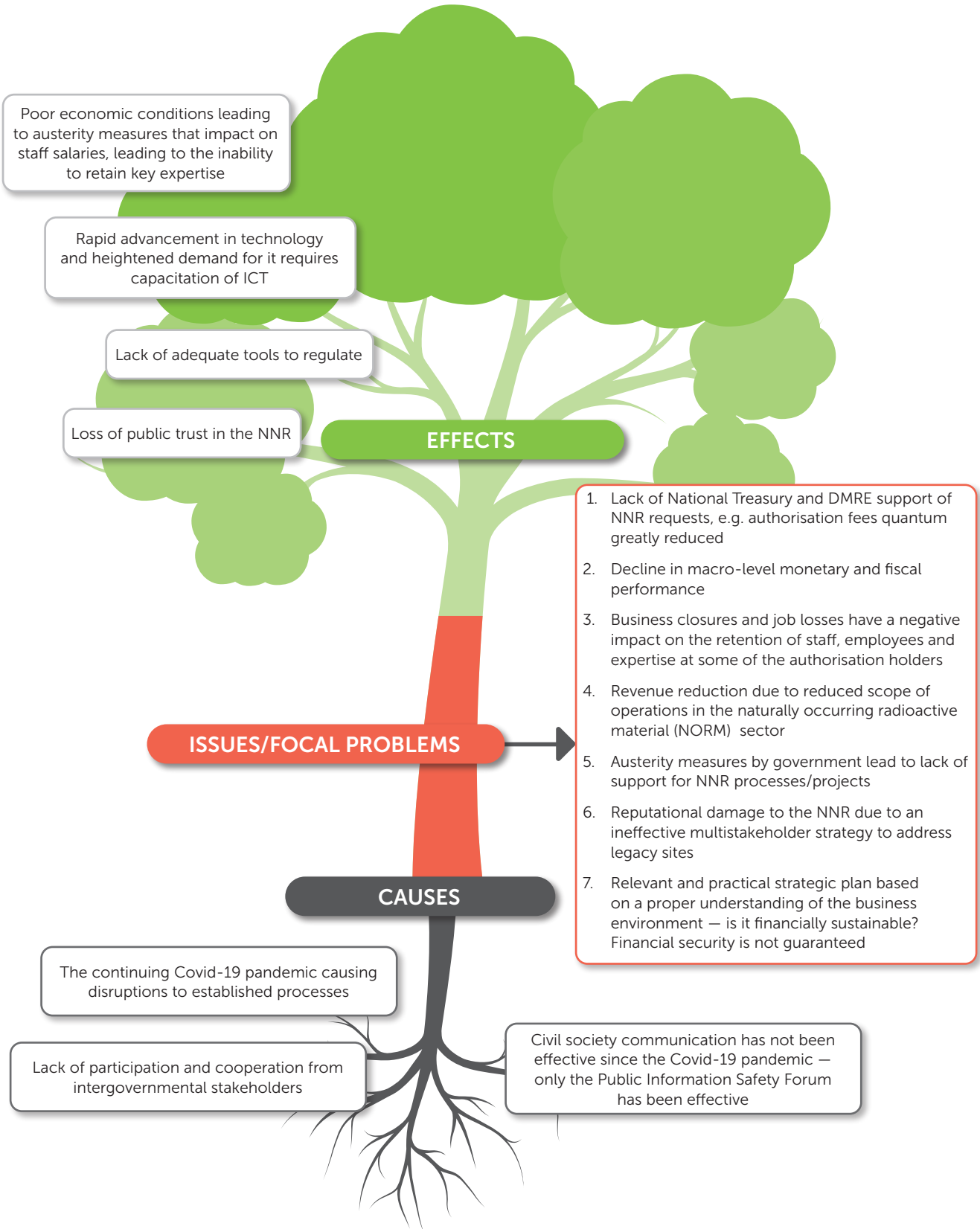


Figure 2: External analysis possible solutions

## SOLUTIONS TO EXTERNAL CHALLENGES

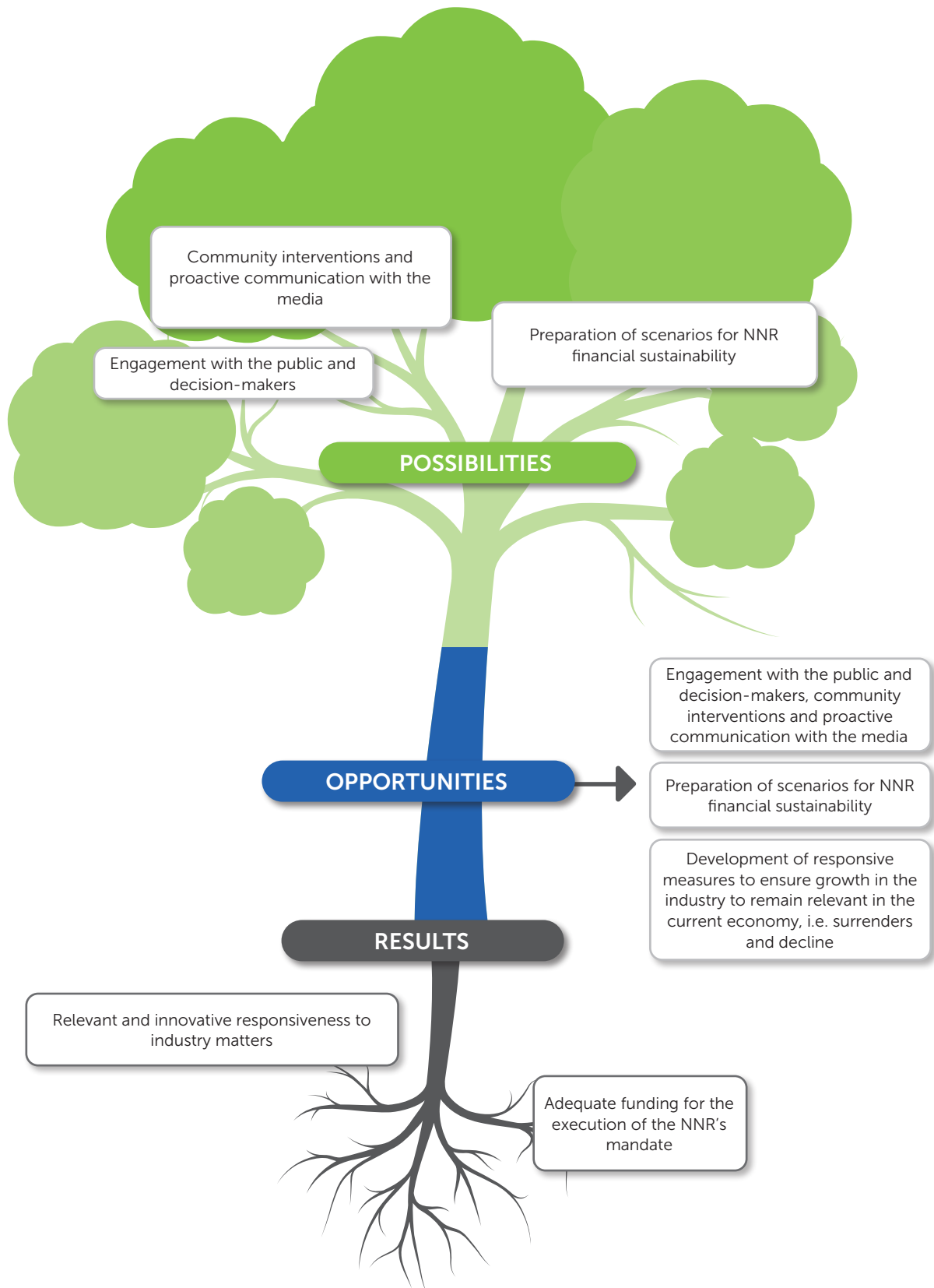


Figure 3: Internal analysis problem tree

## INTERNAL CHALLENGES

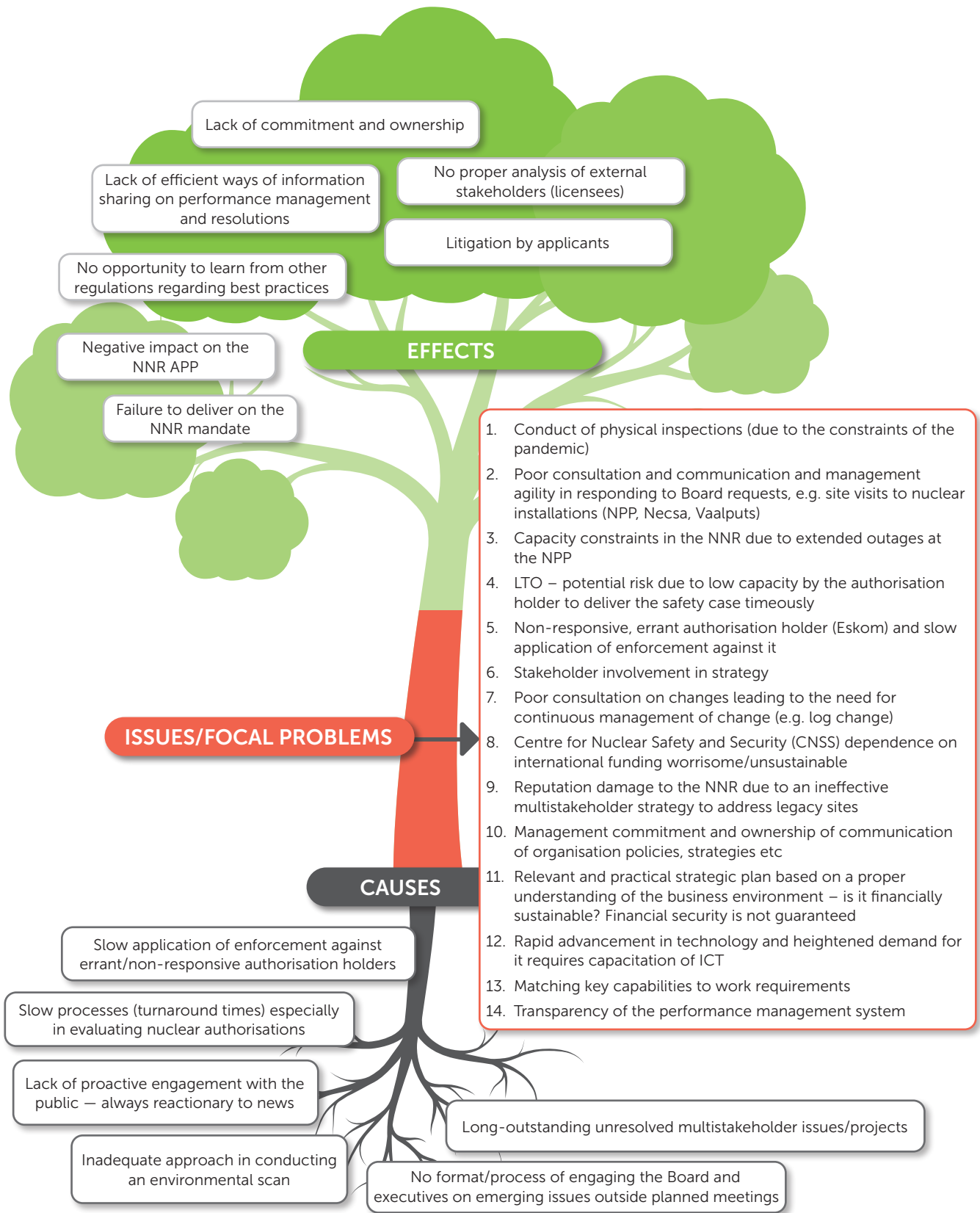
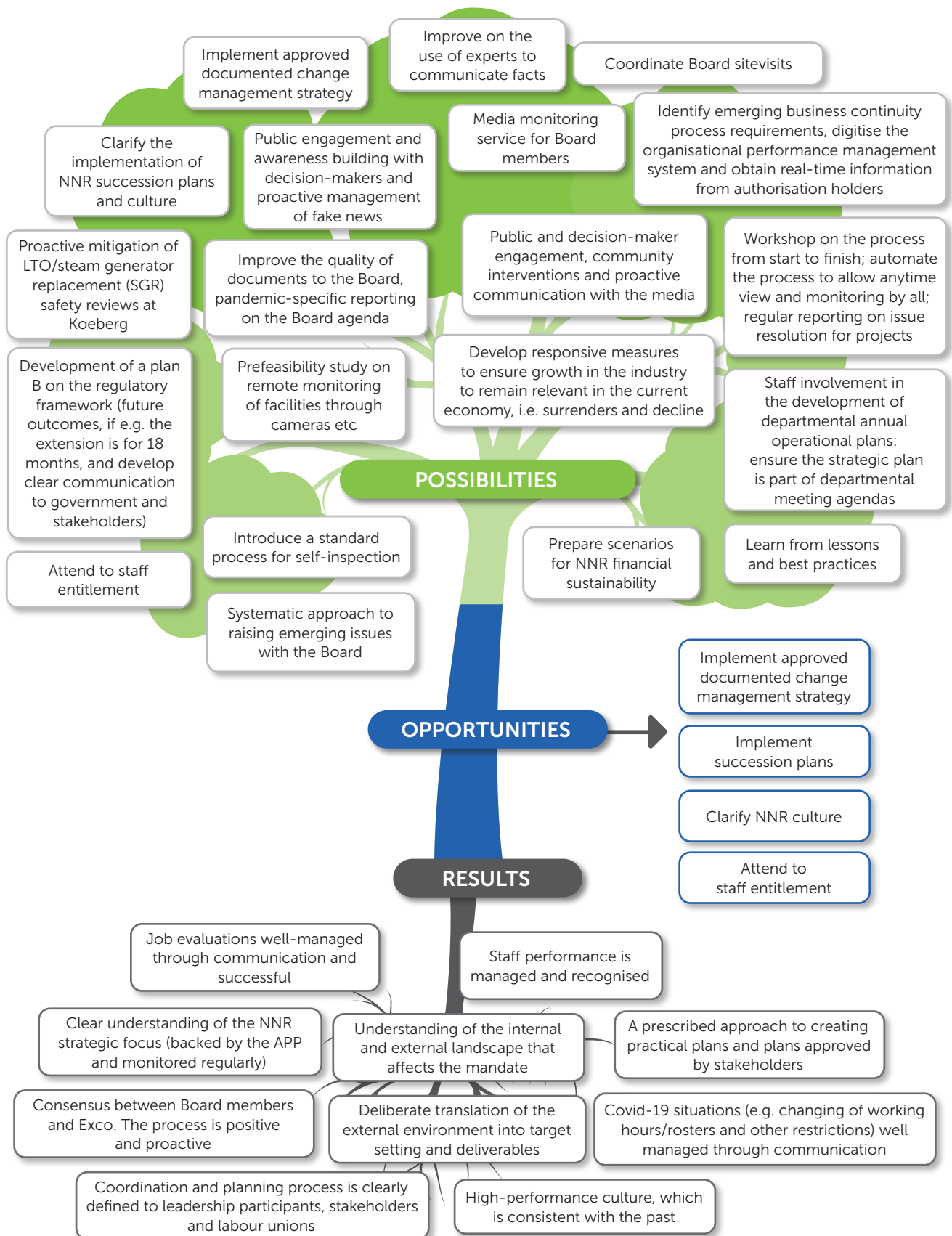


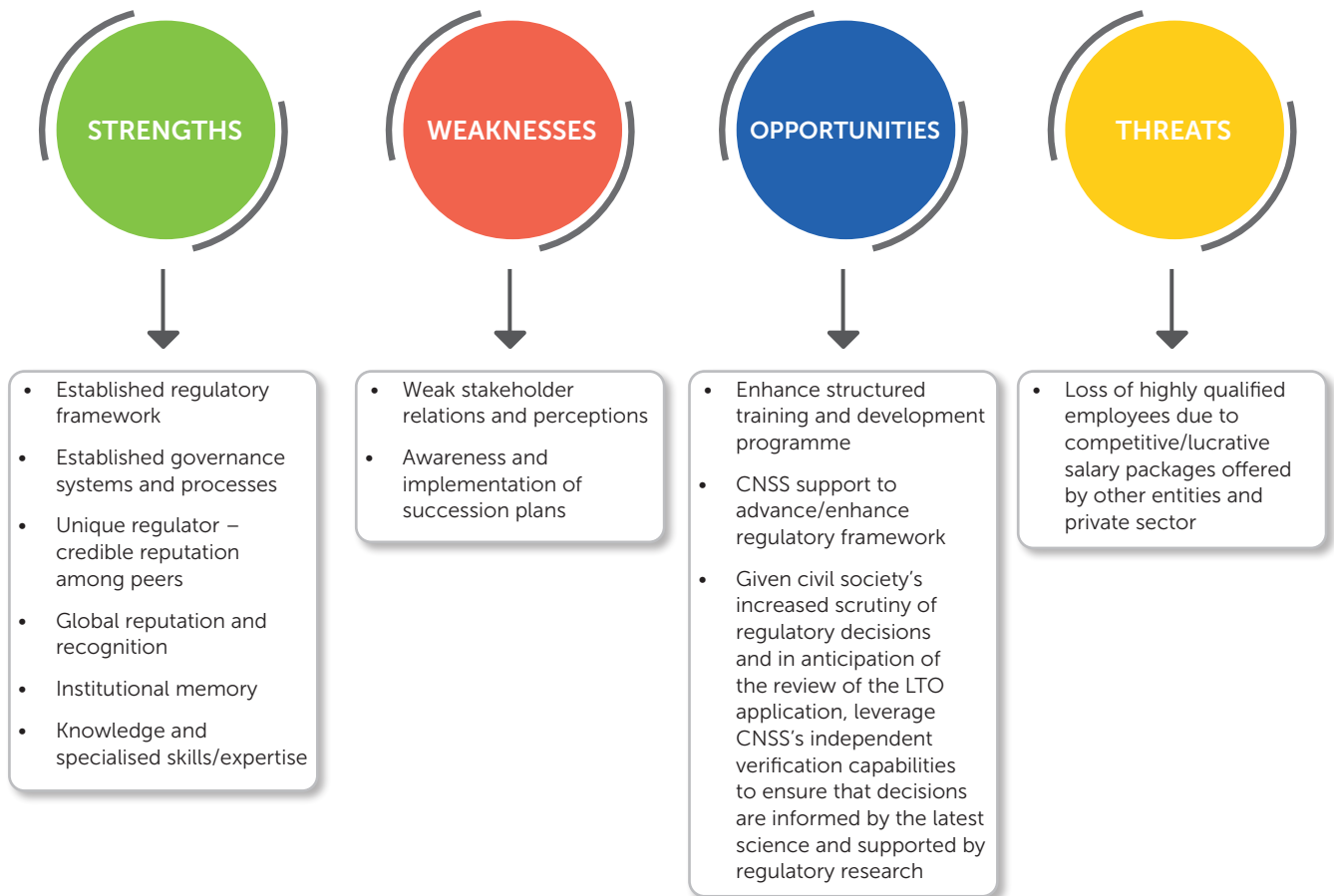
Figure 4: Internal analysis possible solutions

## SOLUTIONS TO INTERNAL CHALLENGES



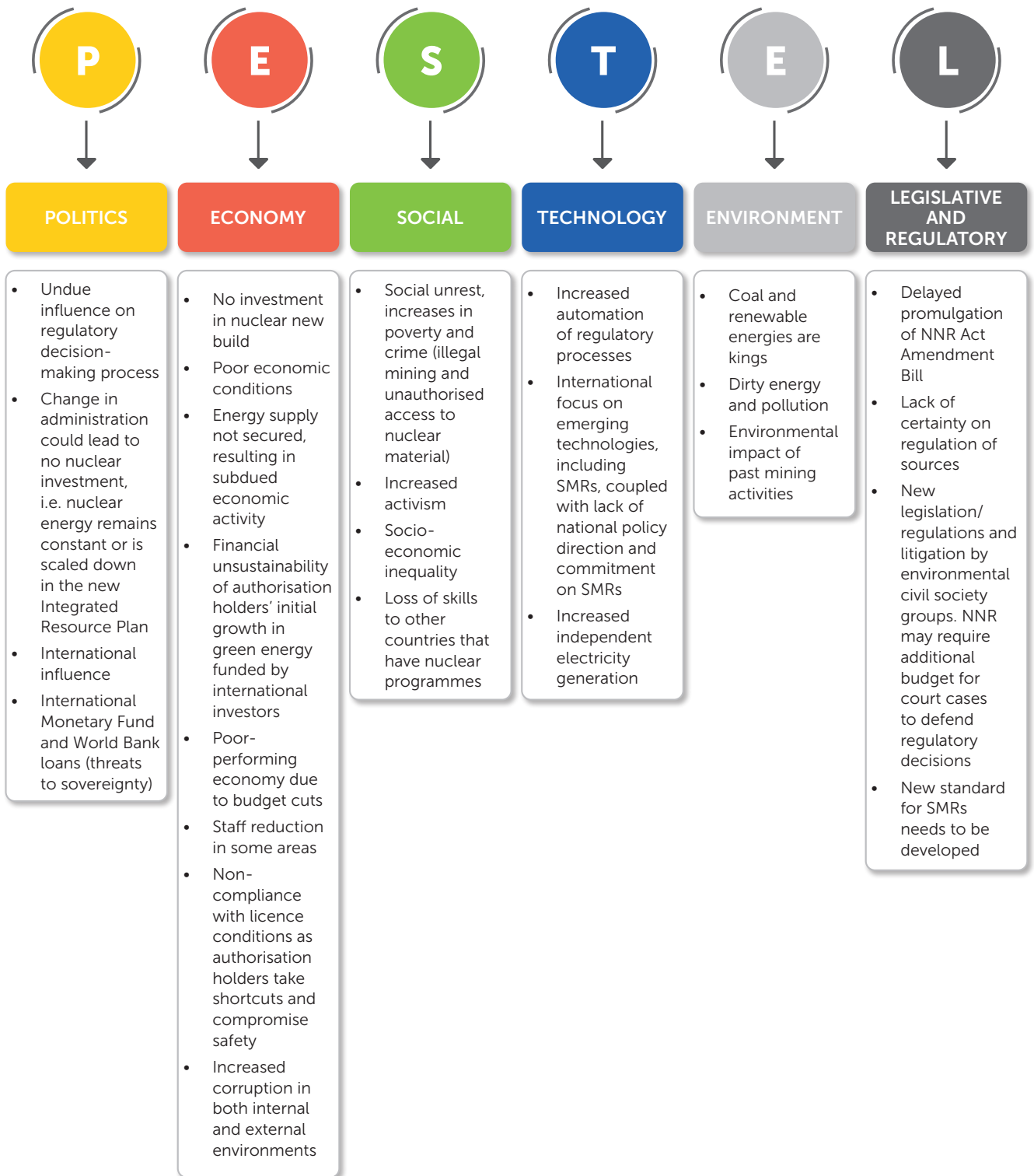
A SWOT analysis is a strategic planning tool to identify strengths, weaknesses, opportunities and threats. It assists an organisation to match its goals, programmes, resources and capabilities to its operational environment. The NNR assessed its internal environment and the outcomes are indicated in Figure 5.

**Figure 5: SWOT analysis**



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**



## 6. Stakeholder engagement

Table 3 provides a snapshot of NNR engagement with DMRE and NNR authorisation holders.

**Table 3: NNR stakeholder engagement**

Stakeholder	Key characteristics	Impact on the NNR	NNR response/strategy
<b>Department of Mineral Resources and Energy</b>	<ul style="list-style-type: none"> <li>Individuals with knowledge of and involvement in the nuclear and mining industry</li> <li>Decision-makers and opinion leaders</li> <li>Minister of Mineral Resources and Energy appoints the NNR CEO and Board members</li> </ul>	<ul style="list-style-type: none"> <li>Timing of urgent requests for support in departmental/ministerial activities can affect deployment of NNR personnel</li> <li>Energy policy decisions may affect the work of the NNR</li> </ul>	<ul style="list-style-type: none"> <li>Continuous engagement and involvement in ensuring nuclear safety</li> <li>Engagement on legacy sites</li> <li>Strengthen stakeholder relationship through regular interactions, forums and meetings</li> </ul>
<b>Sibanye-Stillwater, Harmony Gold and other mining houses</b>	<ul style="list-style-type: none"> <li>Provide value creation for all stakeholders through mining and beneficiation of mineral resources</li> <li>Holders of NNR authorisations</li> </ul>	<ul style="list-style-type: none"> <li>Timing of submissions of licence applications or support documents affects deployment of NNR resources</li> <li>Quality of submissions affects resolution timelines</li> </ul>	<ul style="list-style-type: none"> <li>Continued regular interactions and strengthened understanding of regulatory requirements</li> </ul>
<b>Necsa</b>	<ul style="list-style-type: none"> <li>Provides value creation through the nuclear research reactor and production of nuclear products</li> <li>A holder of an NNR authorisation</li> </ul>	<ul style="list-style-type: none"> <li>Timing of submissions of licence applications or support documents affects deployment of NNR resources</li> <li>Quality of submissions affects resolution timelines</li> </ul>	<ul style="list-style-type: none"> <li>Continued regular interactions and strengthened understanding of regulatory requirements</li> </ul>
<b>National Radioactive Waste Disposal Institute</b>	<ul style="list-style-type: none"> <li>Provides predisposal management and disposal of radioactive waste</li> <li>Holder of an NNR authorisation</li> </ul>	<ul style="list-style-type: none"> <li>Timing of submissions of licence applications or support documents affects deployment of NNR resources</li> <li>Quality of submissions affects resolution timelines</li> </ul>	<ul style="list-style-type: none"> <li>Continued regular interactions and strengthened understanding of regulatory requirements</li> </ul>

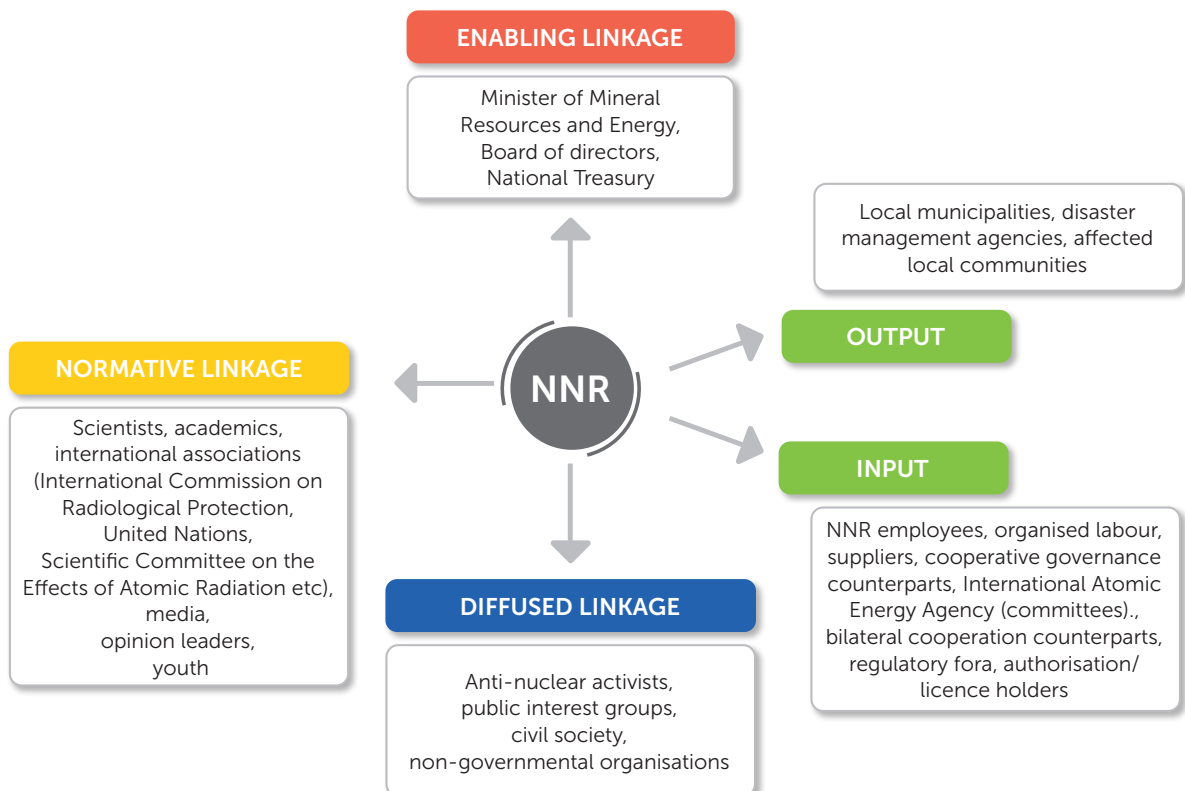


Stakeholder	Key characteristics	Impact on the NNR	NNR response/strategy
Eskom	<ul style="list-style-type: none"> <li>Operates Koeberg nuclear power station and associated facilities</li> <li>Holder of an NNR authorisation</li> <li>Will take future direction on new build from the Integrated Resource Plan</li> <li>Designated as the majority owner and operator of nuclear power plants (NPPs) in South Africa (Nuclear Energy Policy of 2008)</li> </ul>	<ul style="list-style-type: none"> <li>Timing of submissions of licence applications or support documents affects deployment of NNR resources</li> <li>Quality of submissions affects resolution timelines</li> </ul>	<ul style="list-style-type: none"> <li>Continued regular interactions and strengthened understanding of regulatory requirements</li> </ul>

## 7. Stakeholder map

An organisation's strategy is more useful and effective when aligned with stakeholder needs. The NNR has conducted a stakeholder mapping exercise to define its linkages with stakeholder groupings.

**Figure 7: NNR stakeholder map**





Stakeholders with some control and authority over the organisation enable linkages. They include the Board, legislators and regulators. The NNR is reliant on these stakeholders for decision-making, guidance and directives for its operation.

Normative linkages are groups with which the organisation shares a common interest and similar values, goals or problems. Information, knowledge and practices are shared and exchanged.

Diffused linkages are stakeholders whose involvement is based on specific actions. They include the community, activists and special interest groups. These interested parties may share a similar goal with the Regulator, such as safety, but may have different views on processes. The Regulator needs to share information with these stakeholders given its key driver of communicating regulatory processes and decisions.

Functional linkages are essential for the functioning of the organisation. Stakeholders involved in the input of the organisation include employees, partners and suppliers. Those that form part of its output include consumers and retailers, who provide outputs for review, assessment and inspection by the Regulator. These stakeholders expect approval, guidance and regulations.

## 8. NNR structure

In line with the NNR Act, the Regulator is led by a Board appointed by the Minister of Mineral Resources and Energy. The Board is assisted and advised by the Human Resources and Remuneration Committee, the Audit and Risk Management Committee and the Technical Committee.

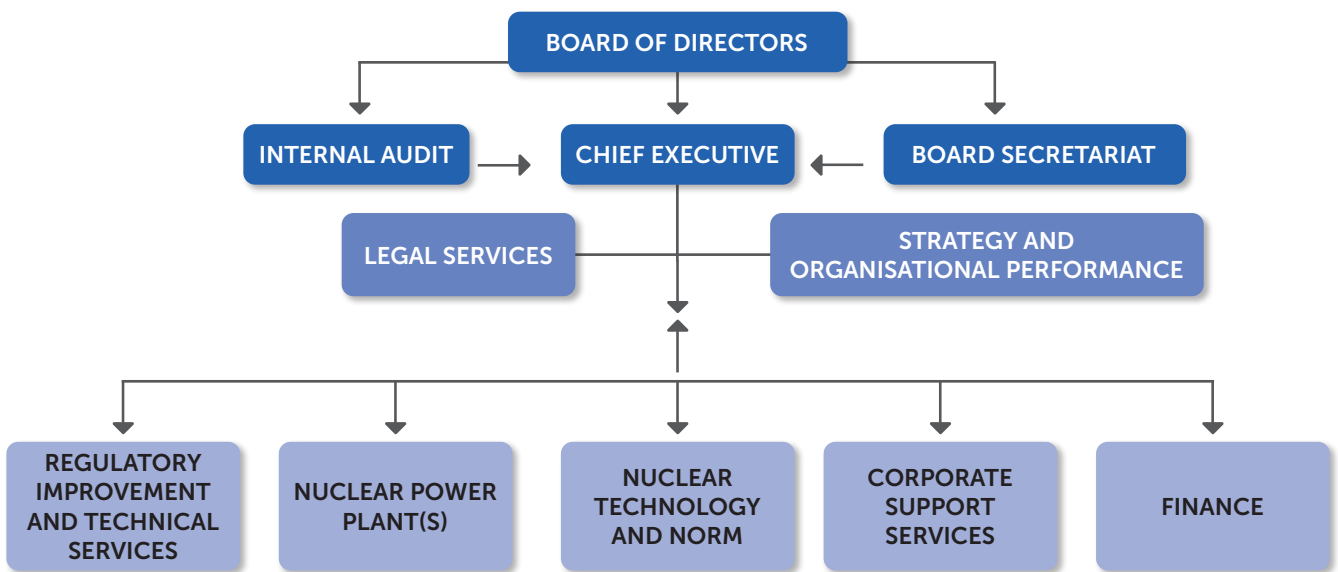
The CEO, also appointed by the Minister, appoints, in consultation with the Board, the staff of the Regulator in line with Section 16 of the Act. Currently, the NNR has five executives heading finance, NPPs, nuclear technology and naturally occurring radioactive material (NTN), regulatory improvement and technical services (RITS) and corporate support services (CSS), which include communications and stakeholder relations.

Strategic units managed by the CEO and/or the Board are:

- Internal audit services, which reports to the Chairperson of the Audit and Risk Management Committee (functionally) and the CEO (administratively).
- The Board Secretariat, which reports to the Chairperson of the Board.
- Legal services, risk management, compliance and governance, and strategy and organisational performance, which are collectively referred to as the Office of the CEO and report to the CEO.

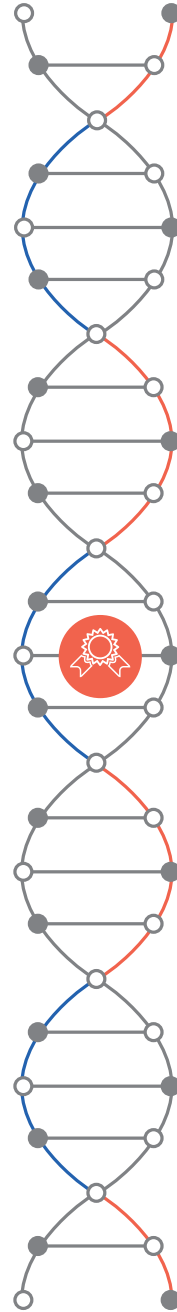
The NNR staff complement is 172, including interns, temporary workers and inspectors in training. The approved structure of the NNR is depicted in Figure 8.

**Figure 8: NNR structure**





# PART C



## MEASURING OUR PERFORMANCE



# PART C

# MEASURING OUR PERFORMANCE



## 9. Overview of NNR functions

A broad overview of the NNR’s functions is listed in the table below.

Function	Purpose
<b>Board</b>	The Board: <ul style="list-style-type: none"><li>• Sets the direction and governs the Regulator in accordance with the NNR Act</li><li>• Develops the strategic plan and oversees the organisation’s performance against strategic objectives</li><li>• Oversees the risk-based internal audit</li></ul>
<b>Office of the CEO</b>	The Office of the CEO is responsible for the organisation and its functions include: <ul style="list-style-type: none"><li>• Legal services, risk management, compliance and governance</li><li>• Strategy and organisational performance, which monitors the strategic plan and APP and oversees the performance of operations, including the development of organisational performance reporting and monitoring of strategic projects</li><li>• Internal audit, which is responsible for conducting risk-based internal audits in all divisions/ departments</li></ul>
<b>Financial management</b>	This programme provides financial management and administration through these key functional streams: <ul style="list-style-type: none"><li>• Financial planning and management</li><li>• Financial reporting</li><li>• Asset management and supply chain management (procurement)</li><li>• Accounts payable</li><li>• Accounts receivable and cash book management</li><li>• Payroll management</li></ul>

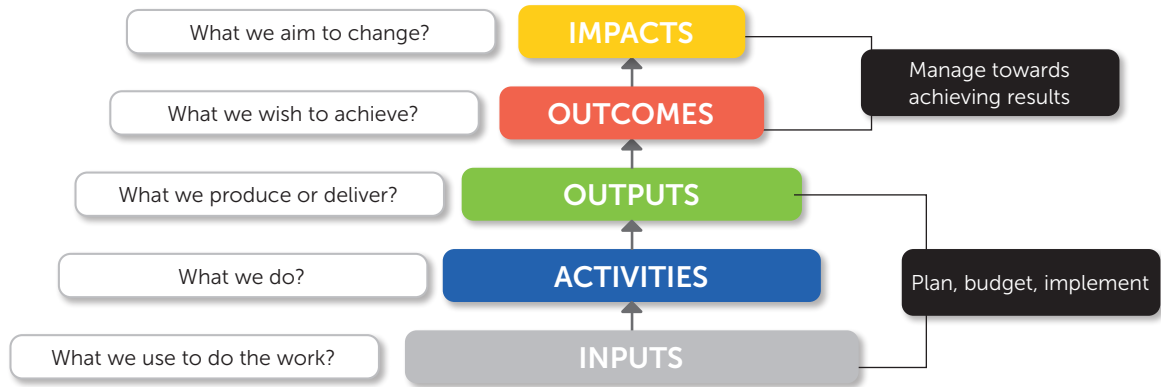


Function	Purpose
<b>Regulation of NPPs</b>	<p>This function regulates safety and security for nuclear power plant technology, through:</p> <ul style="list-style-type: none"> <li>• Compliance assurance and enforcement</li> <li>• Review, assessment and oversight of the Koeberg licence</li> </ul> <p>Additionally, the programme issues authorisations for nuclear vessel licences, licence change requests and management of NPP projects throughout the facility's life cycle</p>
<b>Regulation of nuclear technology and NORM</b>	<p>Two sub-programmes focus on regulation of:</p> <ul style="list-style-type: none"> <li>• Nuclear technology and waste projects, including nuclear and radiation facilities on the Necsá Pelindaba site and the Vaalputs national radioactive waste disposal facility</li> <li>• Facilities and activities involving NORM and public radiation exposure from previously contaminated NORM sites and from radon</li> </ul> <p>This function provides holistic regulation of nuclear and radiation safety and security. The programme issues nuclear authorisations, including nuclear installation licences, nuclear vessel licences and certificates of registration and of exemption and their amendment. It also conducts reviews of and assessments on facility safety</p> <p>Furthermore, the programme delivers compliance assurance and enforcement, including inspections, investigations, surveillances and environmental monitoring and sampling of nuclear technology facilities and activities, radioactive waste management and NORM facilities</p>
<b>Regulatory improvement and technical services</b>	<p>RITS provides cross-cutting nuclear safety services to all NNR technical departments. It conducts:</p> <ul style="list-style-type: none"> <li>• In-depth nuclear safety reviews and assessments for regulated facilities</li> <li>• Independent verification by computer codes</li> <li>• Emergency preparedness and response services</li> <li>• Laboratory services</li> <li>• Regulatory standards and nuclear projects development</li> <li>• Nuclear security and safety and security culture function coordination.</li> </ul> <p>A key component of this programme is regulatory research and development on nuclear and radiation safety CNS</p>
<b>Corporate support services</b>	<p>Provides strategic organisational support through:</p> <ul style="list-style-type: none"> <li>• Human resource management</li> <li>• Knowledge and information management</li> <li>• Integrated management systems</li> <li>• Facilities and security management</li> <li>• ICT</li> <li>• Occupational health and safety</li> <li>• Communication and stakeholder relations management</li> </ul>



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 9: 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.

**The NNR impact statement is as follows: A South Africa that is safe from nuclear and radiation damage and ensured safety towards persons, property and the environment.**

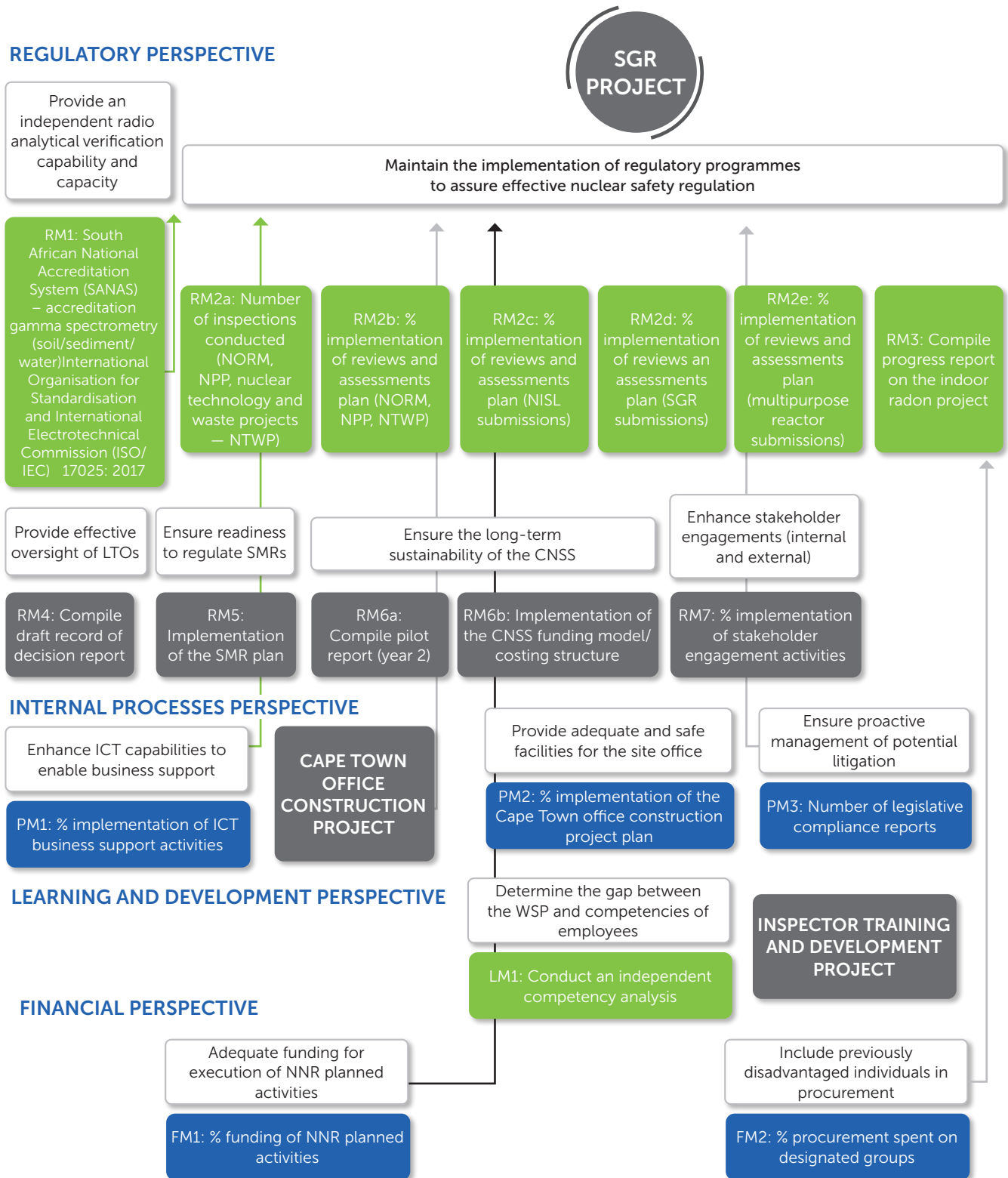


# 10. NNR strategy map 2023/24

The strategy map is based on the four perspectives of a balanced scorecard and depicts 12 outcomes and 18 output indicators. The map places some key regulatory projects in perspective.

The map correctly depicts that the bulk of the NNR’s programmes fall within the regulatory perspective (see Figure 10).

**Figure 10: Strategy map 2023/24**





## 11. Institutional performance information

### Programme 1: Administration

The Office of the CEO leads with the implementation of the approved organisational strategy and ensures that the organisation's operations and resources are administered effectively and efficiently. The following sub-programmes form part of the Office of the CEO: Legal, Risk and Compliance, Strategy and Organisational Performance, and Internal Audit.

#### Sub-programme 1: Legal, Risk and Compliance

This sub-programme provides legal services, compliance, enterprise risk management and governance services to the organisation.

#### Outcome, outputs and performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets							
			Audited/actual performance		Estimated performance	Medium-term Expenditure Framework (MTEF) period				
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Ensure proactive management of potential litigation	Quarterly legislative compliance report	PM3: Number of legislative compliance reports	N/A	N/A	4 legislative compliance reports compiled	4 legislative compliance reports	4 legislative compliance reports	4 legislative compliance reports	4 legislative compliance reports	4 legislative compliance reports



## Output indicators: Annual and quarterly targets

Output indicator	Annual target	Q1	Q2	Q3	Q4
PM3: Number of legislative compliance reports	4 legislative compliance reports	<ul style="list-style-type: none"> <li>Review and update NNR regulatory universe</li> <li>Review checklist of sections relevant to the NNR</li> <li>Identify/confirm Act owners and workflow users</li> <li>Monitor compliance controls for adequacy and effectiveness</li> <li>Identify and track non-compliance to resolution</li> <li>Monitor implementation of corrective measures to address non-compliance</li> <li>Prepare quarterly report</li> </ul>	<ul style="list-style-type: none"> <li>Monitor compliance controls for adequacy and effectiveness</li> <li>Identify and track non-compliance to resolution</li> <li>Monitor implementation of corrective measures to address non-compliance</li> <li>Prepare quarterly report</li> </ul>	<ul style="list-style-type: none"> <li>Monitor compliance controls for adequacy and effectiveness</li> <li>Identify and track non-compliance to resolution</li> <li>Monitor implementation of corrective measures to address non-compliance</li> <li>Prepare quarterly report</li> </ul>	<ul style="list-style-type: none"> <li>Monitor compliance controls for adequacy and effectiveness</li> <li>Monitor implementation of corrective measures to address non-compliance</li> <li>Identify and track non-compliance to resolution</li> <li>Assess legal and reputational risk</li> <li>Prepare quarterly report.</li> </ul>





## Sub-programme 2: Corporate Support Services

This sub-programme provides strategic organisational support through human resource management, knowledge and information management, integrated management systems, facilities and security management, ICT, occupational health and safety, and communication and stakeholder relations management.

### Outcome, outputs and performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets							
			Audited/actual performance		Estimated performance		MTEF period			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
<b>Enhance stakeholder engagements (internal and external)</b>	<ul style="list-style-type: none"> <li>Approved stakeholder engagement plan</li> <li>Quarterly reports</li> </ul>	RM7: % implementation of public communications and stakeholder engagement plans	N/A	N/A	100% implementation of stakeholder relationship management plan	100% implementation of stakeholder relationship management plan	100% implementation of public communications and stakeholder engagement plans	100% implementation of public communications and stakeholder engagement plans	100% implementation of public communications and stakeholder engagement plans	100% implementation of public communications and stakeholder engagement plans
<b>Determine the gap between the workplace skills plan (WSP) and competencies of employees</b>	<ul style="list-style-type: none"> <li>Analysis report</li> <li>Mitigation plan</li> <li>Updated WSP</li> </ul>	LM1: Conduct an independent competency analysis	N/A	N/A	N/A	N/A	N/A	N/A	Competency analysis report and mitigation plan	Implementation of mitigation plan
<b>Enhance ICT capabilities to enable business support</b>	Quarterly progress reports	PM1: % implementation of ICT business support activities	N/A	N/A	N/A	100% implementation of all approved ICT strategic deliverables	100% implementation of ICT business support activities	100% implementation of ICT business support activities	100% implementation of ICT business support activities	100% implementation of ICT business support activities

### Output indicator: Annual and quarterly targets

Output indicator	Annual target	Q1	Q2	Q3	Q4
<b>RM7: % implementation of the public communications and stakeholder engagement plans</b>	100% implementation of public communications and stakeholder engagement plans	100% implementation of public communications and stakeholder engagement plans	100% implementation of public communications and stakeholder engagement plans	100% implementation of public communications and stakeholder engagement plans	100% implementation of public communications and stakeholder engagement plans
<b>PM1: % implementation of ICT business support activities</b>	100% implementation of ICT business support activities	100% implementation of ICT business support activities	100% implementation of ICT business support activities	100% implementation of ICT business support activities	100% implementation of ICT business support activities
<b>LM1: Conduct an independent competency analysis</b>	Competency analysis report and mitigation plan	N/A	N/A	Conduct analysis	Analysis report





### Sub-programme 3: Office of the Chief Financial Officer

This programme ensures that the organisation practises good financial governance and maintains financial stability. This is achieved through financial planning and expenditure management, financial reporting and internal controls, asset management, supply chain management (procurement), accounts payable, accounts receivable, cash book management and payroll management.

#### Outcome, outputs and performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets							
			Audited/actual performance			Estimated performance				
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
<b>Adequate funding for execution of the NNR's mandate</b>	<ul style="list-style-type: none"> <li>Board-approved budget</li> <li>Quarterly financial reports</li> </ul>	FM1: % funding of NNR planned activities	N/A	N/A	100% funding of NNR planned activities	100% funding of NNR planned activities	100% funding of NNR planned activities	100% funding of NNR planned activities	100% funding of NNR planned activities	100% funding of NNR planned activities
<b>Include previously disadvantaged individuals in procurement</b>	Supply chain management report on bids awarded to targeted groups	FM2: % procurement spent on designated groups	N/A	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	70% of procurement spent on designated groups	70% of procurement spent on designated groups	70% of procurement spent on designated groups
<b>Provide adequate and safe facilities for the site office</b>	<ul style="list-style-type: none"> <li>Approved project plan</li> <li>Project reports</li> </ul>	PM2: % implementation of Cape Town office construction project plan	N/A	N/A	N/A	100% implementation of Cape Town office construction project plan for the year	100% implementation of Cape Town office construction project plan for the year	100% implementation of Cape Town office construction project plan for the year	100% implementation of Cape Town office construction project plan for the year	100% implementation of Cape Town office construction project plan for the year

## Output indicators: Annual and quarterly targets

Output indicator	Annual target	Q1	Q2	Q3	Q4
<b>FM1: % funding of NNR planned activities</b>	100% funding of NNR planned activities	Billing of authorisation holders within 60 days of the beginning of the financial year	Compilation of MTEF	<ul style="list-style-type: none"> <li>Compile the authorisation fee increase proposal</li> <li>Compile the annual budget proposal</li> </ul>	Submit budget for approval
<b>FM2: % procurement spent on designated groups</b>	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
<b>PM2: % implementation of Cape Town office construction project plan</b>	100% implementation of Cape Town office construction project plan	100% implementation of construction of Cape Town office	100% implementation of construction of Cape Town office	100% implementation of construction of Cape Town office	100% implementation of construction of Cape Town office

## Programme resource considerations<sup>1</sup>

Expenses	Medium-term Expenditure Framework						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Programme 1: Administration</b>							
<b>Compensation of employees</b>	<b>61 460 140</b>	<b>59 346 252</b>	<b>63 713 589</b>	<b>48 440 069</b>	<b>50 581 120</b>	<b>52 831 980</b>	<b>55 198 853</b>
Salaries, wages and social contributions	61 460 140	59 346 252	63 713 589	48 440 069	50 581 120	52 831 980	55 198 853
<b>Goods and services</b>	<b>51 397 331</b>	<b>58 539 523</b>	<b>58 188 963</b>	<b>102 908 672</b>	<b>112 901 780</b>	<b>117 945 909</b>	<b>123 229 886</b>
Staff expenses	6 681 144	1 787 731	3 612 340	6 913 027	7 218 583	7 539 810	7 877 593
Professional services	3 113 019	4 394 272	4 312 676	9 263 598	9 673 049	10 103 500	10 556 137
Operating expenses	7 019 409	6 170 559	7 698 059	10 395 088	10 854 551	11 337 578	11 845 502
Administrative expenses	15 240 602	17 566 987	16 406 515	24 019 092	25 080 736	26 196 829	27 370 447
Other operation expenditure	19 343 157	28 619 974	26 159 373	22 282 727	23 267 623	24 303 032	25 391 808
General/capital expenditure				30 035 140	36 807 238	38 465 160	40 188 399
<b>Total expenditure</b>	<b>112 857 471</b>	<b>117 885 775</b>	<b>121 902 552</b>	<b>151 348 741</b>	<b>163 482 900</b>	<b>170 777 889</b>	<b>178 428 739</b>

<sup>1</sup> The consolidated budget is linked to Programme 1: Administration and its sub-programmes, namely 1 (Legal, Risk and Compliance), 2 (Corporate Support Services) and 3 (Financial Management), on measure: RM7, PM1, PM2, PM3, FM1, FM2 and LM1. The budget outlines how planned outputs will be achieved.





## Programme 2: Nuclear Power Plant

This programme conducts regulatory oversight of Koeberg. It reviews applications, grants authorisations and verifies compliance with regulatory requirements for nuclear safety and radiation protection. It also issues authorisations for vessels propelled by nuclear power or with radioactive material on board.

### Outcomes, outputs and performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets								
			Audited/actual performance			Estimated performance			MTEF period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26		
Maintain implementation of regulatory programmes to assure effective nuclear safety regulation	<ul style="list-style-type: none"> <li>Inspection reports</li> <li>Letter to authorisation holder or applicant on inspection outcomes</li> <li>Inventory of inspections conducted</li> </ul>	RM2a: Number of inspections conducted (NPP)	100%	100% implementation of compliance assurance plan	29 NPP inspections conducted	29 NPP inspections conducted	35 NPP inspections conducted	41 NPP inspections conducted	41 NPP inspections conducted	41 NPP inspections conducted	
	<ul style="list-style-type: none"> <li>Letter to authorisation holder or applicant on review and assessment outcomes</li> <li>Inventory of reviews and assessments undertaken</li> <li>Quarterly plan for reviews and assessments</li> </ul>	RM2b: % implementation of reviews and assessments plan (NPP)	100%	100% implementation of reviews and assessments	100% reviews and assessments undertaken	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	
	<ul style="list-style-type: none"> <li>Letter to authorisation holder or applicant on review and assessment outcomes</li> <li>Inventory of reviews and assessments undertaken</li> <li>Quarterly plan for reviews and assessments</li> </ul>	RM2c: % implementation of the reviews and assessments plan NISL	N/A	N/A	N/A	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	

		Annual targets							
		Audited/actual performance			Estimated performance		MTEF period		
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
<b>Outcome</b>	<b>Output indicators</b>	N/A							
<b>Outputs</b>	<b>Output indicators</b>	N/A							
		<ul style="list-style-type: none"> <li>Letter to authorisation holder on review and assessment outcomes of reviews and assessments plan (SGR)</li> <li>Inventory of reviews and assessments undertaken</li> <li>Quarterly plan for reviews and assessments</li> </ul>							
		N/A							
<b>Provide effective oversight of the long-term operations</b>	<b>Output indicators</b>	RM2d: % implementation of reviews and assessments plan (SGR)	100% implementation of reviews and assessments plan					100% implementation of reviews and assessments plan	N/A
			Approved resource plan for LTO	N/A	100% implementation of the LTO training plan	Safety evaluation progress report	Draft record of decision report	Final safety evaluation report	
								N/A	

### Output indicators: Annual and quarterly targets

Output indicator	Annual target	Q1	Q2	Q3	Q4
RM2a: Number of inspections conducted (NPP)	35 inspections conducted	Conduct 8 NPP inspections	Conduct 11 NPP inspections	Conduct 8 NPP inspections	Conduct 8 NPP inspections
RM2b: % implementation of reviews and assessments plan (NPP)	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan
RM2c: % implementation of reviews and assessments plan (NISL)	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan
RM2d: % Implementation of reviews and assessments plan (SGR)	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan
RM4: Compile draft record of decision report	Draft record of decision report	N/A	N/A	N/A	Draft record of decision report





## Programme resource considerations<sup>2</sup>

	Medium-term Expenditure Framework						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Programme 2: Nuclear Power Plant	Audited outcome	Audited outcome	Audited outcome	Approved budget	Revised budget estimate	Revised budget estimate	Planning budget estimate
<b>Expenses</b>							
<b>Compensation of employees</b>	<b>30 367 736</b>	<b>28 773 876</b>	<b>33 217 017</b>	<b>34 561 764</b>	<b>36 089 394</b>	<b>37 695 372</b>	<b>39 384 125</b>
Salaries, wages and social contributions	30 367 736	28 773 876	33 217 017	34 561 764	36 089 394	37 695 372	39 384 125
<b>Goods and services</b>	<b>17 304 998</b>	<b>16 861 520</b>	<b>19 577 502</b>	<b>28 780 500</b>	<b>30 052 598</b>	<b>31 389 939</b>	<b>32 796 208</b>
Staff expenses	2 462 417	237 673	698 796	3 577 000	3 735 103	3 901 316	4 076 094
Professional services	13 989 313	15 949 092	17 574 097	23 100 000	24 121 020	25 194 405	26 323 115
Operating expenses	69 776	-	-	676 000	705 879	737 291	770 321
Administrative expenses	783 492	674 755	1 304 609	1 427 500	1 490 596	1 556 927	1 626 677
Other operation expenditure	-	-	-	-	-	-	-
General/capital expenditure	-	-	-	-	-	-	-
<b>Total expenditure</b>	<b>47 672 734</b>	<b>45 635 396</b>	<b>52 794 519</b>	<b>63 342 264</b>	<b>66 141 992</b>	<b>69 085 311</b>	<b>72 180 333</b>

<sup>2</sup> The consolidated budget is linked to Programme 2: Nuclear Power Plant, on measures RM2a, RM2b, RM2c, RM2d and RM4. The budget outlines how the planned outputs will be achieved.



### Programme 3: Nuclear Technology and Naturally Occurring Radioactive Material

The NTN programme grants authorisations and oversees nuclear technology, waste projects and naturally occurring radioactive material. This programme consists of two business units, namely NORM and NTWP. Both business units ensure compliance with regulatory requirements and conditions of authorisation through compliance inspections, audits and investigations. The NORM business unit oversees mining and minerals processing facilities and scrap metal dealers who handle or use material subject to regulatory control. The NTWP business unit oversees nuclear facilities on the Pelindaba site and the Vaalputs national radioactive waste disposal facility. Any nuclear technology matter not associated with NPP and NORM falls under the NTWP unit.

#### Outcome, outputs and performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Maintain implementation of regulatory programmes to assure effective nuclear safety regulation	<ul style="list-style-type: none"> <li>Inspection reports</li> <li>Letter to authorisation holder or applicant on inspection outcomes</li> <li>Inventory of inspections conducted</li> </ul>	RM2a: Number of inspections conducted (NORM)	100%	120 NORM inspections conducted	120 NORM inspections conducted	120 NORM inspections conducted	120 NORM inspections conducted	120 NORM inspections conducted	120 NORM inspections conducted
			100%	50 NTWP inspections conducted	50 NTWP inspections conducted	85 NTWP inspections conducted	90 NTWP inspections conducted	90 NTWP inspections conducted	90 NTWP inspections conducted
			100%	50 NTWP reviews and assessments undertaken	100% implementation of reviews and assessments	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan
<ul style="list-style-type: none"> <li>Letter to authorisation holder or applicant on review and assessment outcomes</li> <li>Inventory of reviews and assessments undertaken</li> <li>Quarterly plan for reviews and assessments</li> </ul>	<ul style="list-style-type: none"> <li>Inspection reports</li> <li>Letter to authorisation holder or applicant on inspection outcomes</li> <li>Inventory of inspections conducted</li> </ul>	RM2a: Number of inspections conducted (NTWP)	100%	50 NTWP inspections conducted	50 NTWP inspections conducted	85 NTWP inspections conducted	90 NTWP inspections conducted	90 NTWP inspections conducted	90 NTWP inspections conducted
			100%	50 NTWP reviews and assessments undertaken	100% implementation of reviews and assessments	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan
			100%	50 NTWP reviews and assessments undertaken	100% implementation of reviews and assessments	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan





Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	<ul style="list-style-type: none"> <li>Letter to authorisation holder or applicant on review and assessment outcomes</li> <li>Inventory of reviews and assessments undertaken</li> <li>Quarterly plan for reviews and assessments</li> </ul>	RM2b: % implementation of reviews and assessments plan (NTWP)	100% Reviews and assessments undertaken	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	
	<ul style="list-style-type: none"> <li>Letter to authorisation holder or applicant on review and assessment outcomes</li> <li>Inventory of reviews and assessments undertaken</li> <li>Quarterly plan for reviews and assessments</li> </ul> <p>Approved stakeholder consultation plan</p>	RM2e: % implementation of reviews and assessments plan (multipurpose reactor)	N/A	N/A	N/A	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	
	Approved stakeholder consultation plan	RM3: Compile progress report on the indoor radon project	Draft radon action plan	Benchmark report	Approved approach for development of the indoor radon regulatory framework	Approved stakeholder consultation plan	Progress report on radon in dwellings action plan	Report and recommendations on indoor radon control	N/A

## Output indicators: Annual and quarterly targets

Output indicator	Annual target	Q1	Q2	Q3	Q4
RM2a: Number of inspections conducted (NORM)	120 inspections conducted	Conduct 35 NORM inspections	Conduct 35 NORM inspections	Conduct 25 NORM inspections	Conduct 25 NORM inspections
RM2a: Number of inspections conducted (NTWP)	90 inspections conducted	Conduct 25 NTWP inspections	Conduct 30 NTWP inspections	Conduct 15 NTWP inspections	Conduct 20 NTWP inspections
RM2b: % implementation of reviews and assessments plan (NORM)	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan
RM2b: % implementation of reviews and assessments plan (NTWP)	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan
RM2e: % implementation of reviews and assessments plan (multipurpose reactor)	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan	100% implementation of reviews and assessments plan
RM3: Compile progress report on the indoor radon project	Progress report on radon in dwellings action plan	N/A	Conduct indoor radon surveys	Data analysis	Report on status of indoor radon exposures for surveyed areas





### Programme resource considerations<sup>3</sup>

	Medium-term Expenditure Framework						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Programme 3: Nuclear Technology and Naturally Occurring Radioactive Expenses</b>	<b>Audited outcome</b>	<b>Audited outcome</b>	<b>Audited outcome</b>	<b>Approved budget</b>	<b>Revised budget estimate</b>	<b>Revised budget estimate</b>	<b>Planning budget estimate</b>
<b>Compensation of employees</b>	<b>39 280 785</b>	<b>40 905 161</b>	<b>50 230 186</b>	<b>44 808 256.88</b>	<b>46 788 782</b>	<b>48 870 883</b>	<b>51 060 298</b>
Salaries, wages and social contributions	39 280 785	40 905 161	50 230 186	44 808 257	46 788 782	48 870 883	51 060 298
<b>Goods and services</b>	<b>3 514 607</b>	<b>1 249 455</b>	<b>2 025 430</b>	<b>4 735 700</b>	<b>4 945 018</b>	<b>5 165 071</b>	<b>5 396 466</b>
Staff expenses	2 707 672	1 102 606	1 991 327	4 122 200	4 304 401	4 495 947	4 697 366
Professional services	498 083	-	-	70 000	73 094	76 347	79 767
Operating expenses	191 438	75 331	37 103	275 000	287 155	299 933	313 370
Administrative expenses	117 414	71 518	-	202 500	211 451	220 860	230 755
Other operation expenditure	-	-	-	-	-	-	-
General/capital expenditure	-	-	-	66 000	68 917	71 984	75 209
<b>Total expenditure</b>	<b>42 795 392</b>	<b>42 154 616</b>	<b>52 258 616</b>	<b>49 543 957</b>	<b>51 733 800</b>	<b>54 035 954</b>	<b>56 456 765</b>

<sup>3</sup> The consolidated budget is linked to Programme 3: Nuclear Technology and Naturally Occurring Radioactive Material and its sub-programmes 1 (Naturally Occurring Radioactive Material) and 2 (Nuclear Technology and Waste Projects) on measure: RM2a, RM2b, RM2e and RM3. The budget outlines how the planned outputs will be achieved.

## Programme 4: Regulatory Improvement and Technical Services

This programme provides cross-cutting nuclear safety services to all NNR technical departments. It performs 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. The CNSS is the programme flagship and will develop capabilities to improve the nuclear safety and security regulatory framework through targeted regulatory research and development, education and training, and technical and scientific support. CNSS collaborates with international and local academic and research institutions, and technical and scientific organisations to execute the NNR’s mandated activities.

### Outcomes, outputs and performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance		Estimated performance	MTEF period			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Provide an independent radioanalytical verification capability and capacity</b>	<ul style="list-style-type: none"> <li>Approved accreditation plan</li> <li>Approved action plan to address SANAS findings</li> <li>SANAS recommendation report</li> <li>SANAS accreditation status report</li> </ul>	RM1: SANAS accreditation gamma spectrometry (soil/ sediment/ water) ISO/IEC 17025: 2017	N/A	Submitted SANAS application form (gamma spectrometry: soil/sediment/ water)	SANAS ISO/IEC 17025: 2017 accreditation report gamma spectrometry (soil/sediment/ water)	Implementation of SANAS findings for gamma spectrometry/ (soil/sediment/ water)	SANAS accreditation status report	Application for SANAS accreditation for alpha spectrometry (uranium, radium and thorium in water)	Implementation of SANAS findings for alpha spectrometry (uranium, radium and thorium in water)
<b>Ensure readiness to regulate SMRs</b>	<ul style="list-style-type: none"> <li>Approved SMR implementation plan</li> <li>Approved SMR implementation report</li> <li>NNR readiness report</li> </ul>	RM5: Implementation of the SMR plan	N/A	N/A	Approved SMR annual implementation plan	NNR readiness progress report	NNR readiness progress report	NNR readiness report	N/A
<b>Ensure long-term sustainability of the Centre for Nuclear Safety and Security(CNSS)</b>	<ul style="list-style-type: none"> <li>Approved pilot plan</li> <li>Approved CNSS pilot report</li> </ul>	RM6a: Compile pilot report (year 2)	N/A	Approved CNSS sustainability plan	Approved sustainability strategy	Approved CNSS pilot report (year 1)	Approved CNSS pilot report (year 2)	Approved CNSS pilot report (year 3)	N/A





Outcome	Outputs	Output indicators	Annual targets							
			Audited/actual performance			Estimated performance				
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
RM16b: Implementation of the CNSS funding model/costing structure	CNSS funding model/costing structure implementation report	RM16b: Implementation of the CNSS funding model/costing structure	N/A	Approved fee structure	Approved CNSS funding model	100% funding of CNSS planned activities	CNSS funding model/costing structure implementation report	CNSS funding model/costing structure implementation report	CNSS funding model/costing structure implementation report	N/A

### Output indicators: Annual and quarterly targets

Output indicator	Annual target	Q1	Q2	Q3	Q4
RM1: SANAS accreditation gamma spectrometry (soil/sediment/water) ISO/IEC 17025: 2017	SANAS accreditation status report	Review, update and approval of procedures in integrated management systems workplan Implementation of SANAS corrective action plan	Review, update and approval of procedures in integrated management systems workplan Implementation of SANAS corrective action plan	Submit corrective action evidence to SANAS	SANAS accreditation status report
RM5: Implementation of the SMR plan activities	NNR readiness progress report	Team review of specific and general nuclear safety regulations	Management review of specific and general nuclear safety regulations	Legal review of the specific and general nuclear safety regulations	Exco review of specific and general nuclear safety regulations
RM6a: Compile pilot report (year 2)	Approved CNSS pilot report (year 2)	Progress report for regulatory research and development (RRD), technical support service (TSS) and education and training in the pilot plan	Progress report for RRD, TSS and education and training activities in the pilot plan	Progress report for RRD, TSS and education and training in the pilot plan	Compile pilot report (year 2)
RM6b: Implementation of the CNSS funding model/costing structure	CNSS funding model/costing structure implementation report	Progress report for CNSS funding model/costing structure	Progress report for CNSS funding model/costing structure	Progress report for CNSS funding model/costing structure	CNSS funding model/costing structure implementation report

#### Programme resource considerations<sup>4</sup>

Programme 4: Regulatory Improvement and Technical Services Expenses	Medium-term Expenditure Framework						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Audited outcome	Audited outcome	Audited outcome	Approved budget	Revised budget estimate	Revised budget estimate	Planning budget estimate
<b>Compensation of employees</b>	<b>38 519 761</b>	<b>44 473 729</b>	<b>54 896 274</b>	<b>49 093 974</b>	<b>51 263 928</b>	<b>53 545 173</b>	<b>55 943 996</b>
Salaries, wages and social contributions	38 519 761	44 473 729	54 896 274	49 093 974	51 263 928	53 545 173	55 943 996
<b>Goods and services</b>	<b>11 984 535</b>	<b>6 296 551</b>	<b>8 721 782</b>	<b>17 556 493</b>	<b>18 332 490</b>	<b>19 148 286</b>	<b>20 006 129</b>
Staff expenses	2 351 480	1 235 082	912 500	4 643 900	4 849 160	5 064 948	5 291 858
Professional services	1 092 178	636 767	1 319 601	2 525 000	2 678 373	2 797 561	2 922 891
Operating expenses	7 484 332	3 683 230	4 748 693	4 684 491	4 891 546	5 109 219	5 338 112
Administrative expenses	1 056 545	741 472	1 740 988	4 149 102	4 332 492	4 525 288	4 728 021
Other operation expenditure	-	-	-	-	-	-	-
General/capital expenditure	-	-	-	1 514 000	1 580 919	1 651 270	1 725 247
<b>Total expenditure</b>	<b>50 504 296</b>	<b>50 770 280</b>	<b>63 618 056</b>	<b>66 650 467</b>	<b>69 596 418</b>	<b>72 693 458</b>	<b>75 950 125</b>

<sup>4</sup> The consolidated budget is linked to Programme 4: Regulatory Improvement and Technical Services and its sub-programme 1 (CNSS) on measures: RM1, RM5 and RM6. The budget outlines how the planned outputs will be achieved.



## Explanation of planned performance over the planning cycle

All planned outcomes, outputs and performance indicators are achieved in line with the organisation's policies and strategies. The planned performance is linked with NDP, MTSF and DMRE priorities, particularly ensuring social cohesion and safe communities, including focus on women, youth and people with disabilities.

The NNR will carry out its APP based on these 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 employee competencies.
- Adequate funding for NNR's mandate.
- Include previously disadvantaged individuals in procurement.
- Provide adequate and safe facilities for the site office.
- Maintain 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 Central for Nuclear Safety and Security (CNSS).





## 12. Budget programme resource considerations

Statement of financial performance	2019/20		2020/21		2021/22		2022/23		Outcome/budget average %	2019/20 to 2022/23		Medium-term estimate			Expenditure/total: Average (%)
	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome		Average growth rate (%)	Expenditure/total: Average (%)	2023/24	2024/25	2025/26	
<b>R thousand</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>											
<b>REVENUE</b>															
Tax revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Non-tax revenue</b>	<b>223 660</b>	<b>244 932</b>	<b>240 886</b>	<b>260 983</b>	<b>245 296</b>	<b>300 983</b>	<b>283 577</b>	<b>96,8%</b>	<b>7,6%</b>	<b>84,9%</b>	<b>304 006</b>	<b>317 535</b>	<b>331 760</b>	<b>5,4%</b>	<b>86,4%</b>
Sale of goods and services other than capital assets	199 926	196 440	212 814	210 884	209 887	250 094	223 262	96,4%	4,4%	71,9%	240 230	250 920	262 161	5,5%	68,2%
Sales of goods and services produced by entity of which:															
Administrative fees	199 926	196 440	212 814	210 884	209 887	250 094	223 262	96,4%	4,4%	71,9%	240 230	250 920	262 161	5,5%	68,2%
Sales by market establishment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sales of scrap, waste, arms and other used current goods	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other non-tax revenue	23 734	31 335	28 172	50 099	35 409	50 889	60 315	99,0%	24,4%	13,0%	63 776	66 615	69 599	4,9%	18,2%
<b>Transfers received</b>	<b>43 096</b>	<b>40 467</b>	<b>40 467</b>	<b>46 089</b>	<b>46 089</b>	<b>47 308</b>	<b>47 308</b>	<b>100,0%</b>	<b>3,2%</b>	<b>15,1%</b>	<b>46 949</b>	<b>49 057</b>	<b>51 255</b>	<b>2,7%</b>	<b>13,6%</b>
<b>Total revenue</b>	<b>266 756</b>	<b>270 871</b>	<b>285 399</b>	<b>281 353</b>	<b>291 385</b>	<b>348 291</b>	<b>330 885</b>	<b>97,3%</b>	<b>6,9%</b>	<b>100,0%</b>	<b>350 955</b>	<b>366 592</b>	<b>383 015</b>	<b>5,0%</b>	<b>100,0%</b>
<b>EXPENSES</b>															
<b>Current expenses</b>	<b>266 756</b>	<b>253 830</b>	<b>285 399</b>	<b>256 445</b>	<b>307 072</b>	<b>348 291</b>	<b>330 885</b>	<b>93,7%</b>	<b>9,2%</b>	<b>100,0%</b>	<b>350 955</b>	<b>366 592</b>	<b>383 015</b>	<b>5,0%</b>	<b>100,0%</b>
Compensation of employees	165 606	169 119	186 508	170 223	200 114	201 817	238 138	208 517	94,9%	7,2%	223 228	233 182	243 627	5,3%	63,5%
Goods and services	87 778	70 035	85 775	72 747	95 026	76 324	99 046	106 586	88,6%	15,0%	111 296	116 249	121 458	4,4%	31,8%
Depreciation	9 450	11 646	10 536	12 010	10 642	11 780	15 735	122,7%	10,6%	4,5%	16 430	17 162	17 930	4,4%	4,7%
Interest, dividends and rent on land	3 922	3 030	2 580	1 465	1 290	653	15	47	66,5%	-75,1%	-	-	-	-100,0%	0,0%
<b>Transfers and subsidies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total expenses</b>	<b>266 756</b>	<b>253 830</b>	<b>285 399</b>	<b>256 445</b>	<b>307 072</b>	<b>348 291</b>	<b>330 885</b>	<b>93,7%</b>	<b>9,2%</b>	<b>100,0%</b>	<b>350 955</b>	<b>366 592</b>	<b>383 015</b>	<b>5,0%</b>	<b>100,0%</b>
<b>Surplus/(deficit)</b>	<b>-</b>	<b>17 041</b>	<b>-</b>	<b>24 908</b>	<b>811</b>	<b>-</b>	<b>-</b>	<b>-100,0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## NNR revenue sources

In terms of Section 17(1) of the National Nuclear Regulator Act, NNR revenue sources comprise:

- Money appropriated by Parliament (government grant).
- Fees paid to the Regulator in terms of Section 28.
- Donations or contributions received by the Regulator, with the approval of the Minister, from any source.

Revenue sources of revenue not covered by the Act include interest on short-term investments and other income (recoveries) from services rendered by the NNR on behalf of partner institutions (International Atomic Energy Agency, European Nuclear Safety Training and Tutoring Institute etc).

Following the approval by the Minister of Mineral Resources and Energy for the Regulator's CNSS to receive donations and generate additional revenue, the NNR developed a structure of charges for CNSS's services (RRD, TSS and education and training). The CNSS is undertaking a pilot project to determine the funding model.

Authorisation fees, which account for about 75% of total NNR revenue, have grown at an average of 4.7% from 2020/21 to 2022/23.

The government grant has grown by about 5.6% over the same period and is expected to grow by 2.7% over the MTEF period.

The Regulator's approved revenue budget for 2022/23 is R330 million and is expected to grow at around 5% over the MTEF period.



### 13. Updated key risks and mitigations

Table 4: Updated key risks and risk mitigations

Outcome	Key risk	Risk mitigation
<p>Ensure proactive management of potential litigation</p>	<p>Possible legal challenges to the NNR</p>	<ul style="list-style-type: none"> <li>Review and update NNR regulatory universe</li> <li>Assess and monitor compliance quarterly</li> <li>Monitor and report on legislative compliance</li> <li>Annual refresher training on POPIA</li> </ul>
<p>Enhance stakeholder engagements (internal and external)</p>	<p>Compromise and damage to the Regulator's reputation</p>	<p>Develop and implement a communication programme to inform and educate the public on nuclear safety</p>
<p>Enhance ICT capabilities to enable business support</p>	<p>Compromise of information and business continuity and inability to operate effectively in a changing environment</p>	<ul style="list-style-type: none"> <li>Conduct regular and ongoing environmental scans and risk assessments to identify new and emerging threats</li> <li>Conduct ICT security assessments and tests and implement remediation plans to address gaps</li> <li>Develop and implement a business continuity plan that includes regular testing</li> <li>Implement ICT governance standards and monitor and report on compliance with standards</li> <li>Implement ICT training and communication plan for employees</li> <li>Develop and implement training plan for ICT personnel</li> <li>Implement cyber standby services</li> <li>Meet cyber-insurance requirements</li> </ul>
<p>Determine the gap between the WSP and competencies of employees</p>	<p>Inaccurate assessment of competence, which may lead to gaps not being addressed</p>	<ul style="list-style-type: none"> <li>Appoint a service provider to independently verify competence</li> <li>Develop a mitigation plan to address identified gaps and update the WSP</li> </ul>
<p>Adequate funding for execution of NNR's mandate</p>	<p>Inability to sustain the NNR financially</p>	<p>Continue monitoring financial compliance of authorisation holders</p>
<p>Inclusion of previously disadvantaged individuals in procurement</p>	<p>Lack of capable service providers to deliver services to the NNR</p>	<ul style="list-style-type: none"> <li>Continue engagement with stakeholders at industry events and activities</li> <li>Continue testing the market and setting aside procurement for designated groups in terms of the PPPFA</li> </ul>





Outcome	Key risk	Risk mitigation
<p><b>Provision of adequate and safe facilities for the site office</b></p>	<p>Further project delay due to the demand of a fee increase by the professional services team</p>	<p>Contract a mediator for disputes between the NNR and service providers</p>
<p><b>Maintain the implementation of regulatory programmes to assure effective nuclear safety regulation</b></p>	<p>Inconsistency in implementation of enforcement</p> <p>Failure to complete compliance assurance activities on time (inspections, environmental verifications, investigations, etc)</p>	<ul style="list-style-type: none"> <li>• Implement the work instruction for inspectors on the implementation of enforcement</li> <li>• Implement the grading matrix on non-compliances</li> <li>• Continue maintenance of non-compliance databases</li> <li>• Fill vacancies that are funded as they arise</li> <li>• Review and adjust workplans in response to the inability to conduct compliance assurance activities (e.g. Covid-19, social unrest, illegal mining)</li> </ul>
	<p>Failure to complete NISL and SGR review and assessment tasks</p>	<p>Monitor the implementation of the review plan for NISL, e.g. knowledge transfer from technical area leaders</p>
	<p>Failure to complete effective consultations with external stakeholders on the indoor radon regulatory framework</p>	<p>Consultation with stakeholders as per the plan</p>
	<p>Failure to complete reviews and assessments within agreed timelines</p>	<ul style="list-style-type: none"> <li>• Ensure adequate resources to perform reviews and assessments</li> <li>• Reprioritise resources and reassign to crucial areas, where needed</li> </ul>
<p><b>Provide effective oversight of the long-term operations</b></p>	<p>Delays in processing LTO application</p>	<ul style="list-style-type: none"> <li>• Use technical support organisation (TSO) support where appropriate</li> <li>• Ensure broader public engagements by Eskom</li> <li>• Provide standalone quarterly reports to the Board</li> <li>• Implement approved review plan</li> </ul>
	<p>Undue pressure to finalise the informed regulatory decision for LTOs</p>	<ul style="list-style-type: none"> <li>• Apprise the Executive Authority on project progress</li> <li>• Monitor Eskom's LTO dashboard</li> <li>• Alert Eskom about the impact of delays in the implementation of safety case commitments on the regulatory decision</li> <li>• Share information on LTO with the public</li> </ul>

Outcome	Key risk	Risk mitigation
Provide an independent radioanalytical verification capability and capacity	Lack of SANAS accreditation for gamma spectrometry methods	<ul style="list-style-type: none"> <li>Update and approve plan to address SANAS assessment recommendations</li> <li>Implement approved plan to address SANAS assessment recommendations</li> </ul>
Ensure readiness to regulate SMRs	Inadequate regulatory standards to regulate and authorise SMRs or new technology	<ul style="list-style-type: none"> <li>Update, approve and implement SMR annual plan</li> <li>Issue progress report on gap analysis on regulatory standards as per SMR annual plan</li> </ul>
Ensure the long-term sustainability of the CNSS	Inability to leverage strategic partnerships	<ul style="list-style-type: none"> <li>Develop Spokes project-specific agreements</li> <li>Implement revised CNSS processes (RRD/TSS/education and training and strategic partnerships)</li> <li>Review and renew the CNSS hosting agreement</li> </ul>

## 14. Infrastructure projects

Table 5: Infrastructure projects

Project name	Programme	Description	Outputs	Start date	Completion date	Total estimated cost	Current year expenditure
Cape Town office construction project	Finance	Construction of an office building to accommodate NNR employees in Cape Town	NNR Cape Town office space/building	November 2014	December 2024	R56 065 533.00	R12 025 561.71 spent to date

## 15. Public-private partnership

Table 6: Public-private partnership

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





# PART D



# TECHNICAL INDICATOR DESCRIPTIONS



# PART D

# TECHNICAL INDICATOR DESCRIPTIONS



Indicator title	PM3: Number of legislative compliance reports
Definition	The level to which the NNR complies with primary legislation as measured through the Exclaim software. The reports contain a detailed compliance level of the organisation.
Source/collection of data	Quarterly legislative compliance report
Method of calculation	Milestones (approval stages) as per the organisational performance framework
Means of verification (portfolio of evidence - PoE)	Quarterly legislative compliance report
Assumptions	<ul style="list-style-type: none"> <li>• Adequate legal, risk and compliance capacity</li> <li>• Availability and cooperation from stakeholders (Act owners and Workflow users)</li> <li>• Available budget for the system</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	100% compliance with legislation
Indicator responsibility	Senior Manager: Legal, Risk and Compliance





Indicator title	RM7: % implementation of the public communications and stakeholder engagement plans
Definition	The level of NNR engagement with internal and external stakeholders
Source/collection of data	<ul style="list-style-type: none"> <li>Engagement plan</li> <li>Corporate calendar</li> </ul>
Method of calculation	<p>A calculated percentage of activities in the plan, i.e.</p> $\frac{\text{(Actual performance)}}{\text{(Planned performance)}}$ <p>The formula is also used for the annual target</p>
Means of verification (PoE)	<ul style="list-style-type: none"> <li>Stakeholder engagement plan</li> <li>Quarterly reports</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Availability of financial and human resources to implement the plan</li> <li>Conducive external environment</li> <li>Stakeholder cooperation</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	100% of public communications and stakeholder engagement plans
Indicator responsibility	Divisional Executive: Corporate Support Services

Indicator title	PM1: % implementation of the ICT business support activities
Definition	Implementation of approved ICT plan to enhance business operations
Source/collection of data	<ul style="list-style-type: none"> <li>Annual ICT strategic plan</li> <li>Relevant status reports</li> </ul>
Method of calculation	<p>A calculated percentage of activities in the plan, i.e.</p> $\frac{\text{(Actual performance)}}{\text{(Planned performance)}}$ <p>The formula is also used for the annual target</p>
Means of verification (PoE)	Approved plans and progress reports
Assumptions	<ul style="list-style-type: none"> <li>Business requirements timeously and clearly identified by divisions</li> <li>Timeous approval of planned initiatives</li> <li>Implementation of initiatives by divisions</li> </ul>
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 the ICT strategic deliverables for business support
Indicator responsibility	Divisional Executive: Corporate Support Services



Indicator title	LM1: Conduct an independent competency analysis
Definition	An independent competency analysis to determine the gap between the WSP and competencies of employees and development of a plan to fill the gaps
Source/collection of data	Analysis report
Method of calculation	A calculated percentage of activities in the plan, i.e.: $\frac{\text{(Actual performance)}}{\text{(Planned performance)}}$ <p>The formula is also used for the annual target</p>
Means of verification (PoE)	<ul style="list-style-type: none"> <li>• Analysis report</li> <li>• Mitigation plan</li> <li>• Updated WSP</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Business requirements timeously and clearly identified by divisions</li> <li>• Timeous approval of planned initiatives</li> <li>• Implementation of initiatives by divisions</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Determination of the skills gap between the WSP and competencies of employees
Indicator responsibility	Divisional Executive: Corporate Support Services

Indicator title	FM1: % funding of NNR planned activities
Definition	Adequate funding for execution of the NNR's mandate
Source/collection of data	Board-approved budget
Method of calculation	A calculated percentage of activities in the plan, i.e.: $\frac{\text{(Actual performance)}}{\text{(Planned performance)}}$ <p>The formula is also used for the annual target</p>
Means of verification (PoE)	<ul style="list-style-type: none"> <li>• Board-approved budget</li> <li>• Quarterly financial reports</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Submission of complete authorisation holder database at the beginning of the financial year</li> <li>• Billing of authorisation holders within 60 days of the beginning of the financial year</li> <li>• Requested % increase of authorisation fees granted by the Minister of Mineral Resources and Energy</li> <li>• No significant budget cuts/austerity measures</li> </ul>
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



Indicator title	FM3: % procurement spent on designated groups
Definition	The percentage of procurement spend 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	<ul style="list-style-type: none"> <li>• Demand plan</li> <li>• Procurement records</li> </ul>
Method of calculation	<p>A calculated percentage of activities in the plan, i.e.</p> $\frac{\text{(Actual performance)}}{\text{(Planned performance)}}$ <p>The formula is also used for the annual target</p>
Means of verification (PoE)	Supply chain management report on bids awarded to targeted groups
Assumptions	Response by prospective suppliers or service providers from designated groups as the NNR invites bids
Disaggregation of beneficiaries (where applicable)	Designated groups in the PPPFA
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	70% of procurement spent with designated groups
Indicator responsibility	Chief Financial Officer

Indicator title	PM2: % implementation of Cape Town office construction project plan
Definition	The extent to which project milestones and activities are carried out
Source/collection of data	<ul style="list-style-type: none"> <li>• Project plan</li> <li>• Project business case</li> </ul>
Method of calculation	<p>A calculated percentage of activities in the plan, i.e.</p> $\frac{\text{(Actual performance)}}{\text{(Planned performance)}}$ <p>The formula is also used for the annual target</p>
Means of verification (PoE)	<ul style="list-style-type: none"> <li>• Project plan</li> <li>• Project report</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Resource costs are consistent and within the 20% escalation by National Treasury</li> <li>• Project scope will not change</li> <li>• Professional services team, the NNR and the building contractor project schedule as planned</li> </ul>
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 Cape Town office construction project plan
Indicator responsibility	Chief Financial Officer



Indicator title	RM2a: Number of inspections conducted (NORM, NTWP and NPP)
Definition	<p>Number of regulatory inspections conducted based on the compliance assurance plan, which comprises:</p> <ul style="list-style-type: none"> <li>• Inspections of authorised facilities</li> <li>• Audits of specific areas when required</li> <li>• Investigations of specific matters where applicable</li> <li>• Enforcement when there is a nuclear safety or security breach</li> </ul>
Source/collection of data	<ul style="list-style-type: none"> <li>• Compliance assurance plan</li> <li>• Inventory of inspections conducted</li> </ul>
Method of calculation	<p>A calculated percentage of activities in the plan, i.e</p> $\frac{\text{(Actual performance)}}{\text{(Planned performance)}}$ <p>The formula is also used for the annual target</p>
Means of verification (PoE)	<ul style="list-style-type: none"> <li>• Inspection reports</li> <li>• Letter to authorisation holder or applicant on inspection outcomes</li> <li>• Inventory of inspections conducted</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Availability of NNR human and financial resources</li> <li>• Availability of authorisation holder personnel</li> <li>• Availability of tools and equipment</li> <li>• NNR allowed unfettered access to sites</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
Desired performance	All planned inspections for NORM, NPP and NTWP conducted and reports submitted to authorisation holders
Indicator responsibility	Divisional Executive: Nuclear Technology and Naturally Occurring Radioactive Material Divisional Executive: Nuclear Power Plant



Indicator title	RM2b: % implementation of the reviews and assessments plan (NORM, NTWP and NPP) <sup>1</sup>
Definition	Reviews and assessments undertaken for effective nuclear and radiation safety regulation in NORM, NTWP and NPP programmes
Source/collection of data	<ul style="list-style-type: none"> <li>• Authorisation holder documentation/submissions and requests for approvals to the NNR</li> <li>• Listing of incoming submissions</li> </ul>
Method of calculation	<p>A calculated percentage of activities in the plan, i.e.</p> $\frac{\text{(Actual performance)}}{\text{(Planned performance)}}$ <p>The formula is also used for the annual target</p>
Means of verification (PoE)	<ul style="list-style-type: none"> <li>• Letter to authorisation holder or applicant on review and assessment outcomes</li> <li>• Quarterly plan for reviews and assessments</li> <li>• Inventory of reviews and assessments undertaken</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Holders of nuclear authorisations and applicants submit safety assessments as per schedule*</li> <li>• Availability of NNR resources</li> <li>• Availability of TSO resources to assist with reviews, as necessary</li> <li>• Availability of authorisation holder personnel</li> <li>• Availability of tools and equipment</li> <li>• NNR allowed unfettered access to sites</li> </ul>
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% implementation of the reviews and assessments plans (NORM, NTWP and NPP)
Indicator responsibility	<p>Divisional Executive: Nuclear Technology and Naturally Occurring Radioactive Material</p> <p>Divisional Executive: Nuclear Power Plant</p>

<sup>1</sup> \*The Regulator and each of the holders agree quarterly on the schedule of reviews and assessments. An annual reconciliation is done at the end of the financial year.



Indicator title	RM2c: % implementation of the reviews and assessments plan (NISL)
<b>Definition</b>	Reviews and assessments undertaken for effective nuclear and radiation safety regulation for NISL project
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Authorisation holder documentation/submissions and requests for approvals to the NNR</li> <li>• Database of submissions</li> </ul>
<b>Method of calculation</b>	<p>A calculated percentage of activities in the plan, i.e.</p> $\frac{\text{(Actual performance)}}{\text{(Planned performance)}}$ <p>The formula is also used for the annual target</p>
<b>Means of verification (PoE)</b>	<ul style="list-style-type: none"> <li>• Letter to authorisation holder or applicant on review and assessment outcomes</li> <li>• Quarterly plan for reviews and assessments</li> <li>• Inventory of reviews and assessments undertaken</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Holders of nuclear authorisations and applicants submit safety assessments as per schedule</li> <li>• Availability of NNR resources</li> <li>• Availability of TSO resources to assist with reviews, as necessary</li> <li>• Availability of authorisation holder personnel</li> <li>• Availability of tools and equipment</li> <li>• NNR allowed unfettered access to sites</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly and annually
<b>Desired performance</b>	100% implementation of reviews and assessments plan for NISL project
<b>Indicator responsibility</b>	Divisional Executive: Nuclear Power Plant



Indicator title	RM2d: % implementation of reviews and assessments plan (SGR)
<b>Definition</b>	Reviews and assessments undertaken for effective nuclear and radiation safety regulation for the SGR project
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Authorisation holder documentation/submissions and requests for approvals to the NNR</li> <li>• Database of submissions</li> </ul>
<b>Method of calculation</b>	<p>A calculated percentage of activities in the plan, i.e.</p> $\frac{\text{(Actual performance)}}{\text{(Planned performance)}}$ <p>The formula is also used for the annual target</p>
<b>Means of verification (PoE)</b>	<ul style="list-style-type: none"> <li>• Letter to authorisation holder or applicant on review and assessment outcomes</li> <li>• Quarterly plan for reviews and assessments</li> <li>• Inventory undertaken of reviews and assessments</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Availability of NNR human and financial resources</li> <li>• Availability of authorisation holder personnel</li> <li>• Availability of tools and equipment</li> <li>• NNR allowed unfettered access to sites</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly and annually
<b>Desired performance</b>	100% implementation of the reviews and assessments plan for SGR project
<b>Indicator responsibility</b>	Divisional Executive: Nuclear Power Plant



Indicator title	RM2e: % implementation of reviews and assessments plan (multipurpose reactor)
Definition	Maintain implementation of regulatory programmes to assure effective nuclear safety regulation
Source/collection of data	<ul style="list-style-type: none"> <li>• Authorisation holder documentation/submissions and requests for approvals to the NNR</li> <li>• Database of submissions</li> </ul>
Method of calculation	<p>A calculated percentage of activities in the plan, i.e.</p> $\frac{\text{(Actual performance)}}{\text{(Planned performance)}}$ <p>The formula is also used for the annual target</p>
Means of verification (PoE)	<ul style="list-style-type: none"> <li>• Letter to authorisation holder or applicant on review and assessment outcomes</li> <li>• Quarterly plan for reviews and assessments</li> <li>• Inventory undertaken of reviews and assessments</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Availability of NNR human and financial resources</li> <li>• Availability of authorisation holder personnel</li> <li>• Availability of tools and equipment</li> <li>• NNR allowed unfettered access to sites</li> </ul>
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 reviews and assessments plan for the multipurpose reactor
Indicator responsibility	Divisional Executive: Nuclear Technology and Naturally Occurring Radioactive Material

Indicator title	RM4: Compile draft record of decision report
Definition	Provide effective oversight of LTO
Source/collection of data	<ul style="list-style-type: none"> <li>• Resource plan</li> <li>• LTO review plan</li> </ul>
Method of calculation	Milestones (approval stages) in the organisational performance framework
Means of verification (PoE)	Draft record of decision report
Assumptions	<ul style="list-style-type: none"> <li>• Timeous submissions from the applicant</li> <li>• Timeous resolution of technical issues</li> <li>• Quality of submissions</li> <li>• Sufficient resources</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	A draft record of decision report for Board consideration
Indicator responsibility	Divisional Executive: Nuclear Power Plant





Indicator title	RM3: Compile progress report on the indoor radon project
Definition	Provide report on the indoor radon project for contribution to the national radon plan
Source/collection of data	<ul style="list-style-type: none"> <li>Radon regulatory framework</li> <li>Stakeholder consultation plan</li> </ul>
Method of calculation	Milestones (approval stages) in the organisational performance framework
Means of verification (PoE)	<ul style="list-style-type: none"> <li>Project plan</li> <li>Analysis report</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Availability of stakeholders</li> <li>Availability of human resources</li> <li>Cooperation of stakeholders</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Progress report on radon in dwellings action plan
Indicator responsibility	Divisional Executive: Nuclear Technology and Naturally Occurring Radioactive Material
Indicator title	RM1: SANAS accreditation gamma spectrometry (soil/sediment/water) ISO/IEC 17025:2017
Definition	Measures the progress made towards SANAS accreditation of NNR laboratory methods
Source/collection of data	<ul style="list-style-type: none"> <li>Laboratory quality manual and procedures</li> <li>Schedule of accreditation</li> <li>Onsite assessment report</li> </ul>
Method of calculation	<p>A calculated percentage of activities in the plan, i.e.</p> $\frac{\text{(Actual performance)}}{\text{(Planned performance)}}$ <p>The formula is also used for the annual target</p>
Means of verification (PoE)	<ul style="list-style-type: none"> <li>Approved corrective action plan</li> <li>SANAS application status report</li> <li>Approved procedures</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Availability of human and financial resources</li> <li>Availability of SANAS team</li> <li>No external factors such as Covid-19 or public events preventing access to facilities for assessments</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	SANAS accreditation for gamma spectrometry (soil/sediment/water) ISO/IEC 17025:2017
Indicator responsibility	Divisional Executive: Regulatory Improvement and Technical Services



Indicator title	RM5: Implement SMR plan activities
Definition	Implementation of the recommendations of the SMR benchmarking report to provide a report on NNR readiness to regulate SMRs
Source/collection of data	<ul style="list-style-type: none"> <li>Benchmarking report</li> <li>Approved implementation plan</li> </ul>
Method of calculation	Milestones (approval stages) as per the organisational performance framework
Means of verification (PoE)	Reviewed specific and general nuclear safety regulations
Assumptions	<ul style="list-style-type: none"> <li>Availability of financial and human resources</li> <li>Cooperation from internal and external stakeholders</li> <li>No external disruptive activities or international pandemic effects</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	NNR readiness progress report on the implementation of the benchmark report recommendations
Indicator responsibility	Divisional Executive: Regulatory Improvement and Technical Services

Indicator title	RM6: Compile pilot report (year 2)
Definition	Pilot plan for year 2 CNSS pillars
Source/collection of data	<ul style="list-style-type: none"> <li>Approved strategy</li> <li>Pilot plan</li> </ul>
Method of calculation	Milestones (approval stages) in organisational performance framework
Means of verification (PoE)	<ul style="list-style-type: none"> <li>Approved pilot plan</li> <li>Approved CNSS pilot report</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Availability of funds</li> <li>Availability of staff</li> <li>Participation of CNSS partners</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Approved CNSS pilot report (year 2)
Indicator responsibility	Divisional Executive: Regulatory Improvement and Technical Services



Indicator title	RM6b: Implementation of CNSS funding model/costing structure
<b>Definition</b>	Implementation of CNSS funding model/costing structure in line with ministerial approval of 2019/20 (revised 2020/21) to inform revision of the baseline costing structure/model using pilot results
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Approved funding model</li> <li>• Implementation progress reports</li> </ul>
<b>Method of calculation</b>	Milestones (approval stages) in the organisational performance framework
<b>Means of verification (PoE)</b>	Implementation progress reports
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Availability of resources</li> <li>• No significant impacts such as the Covid-19 pandemic</li> <li>• CNSS appropriate for operations</li> <li>• Availability of customers</li> <li>• Conducive economic climate for CNSS services</li> <li>• Availability of bank account for transactions</li> <li>• Extension of CNSS hosting contract at host institution</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Fully implement approved CNSS funding model/costing structure
<b>Indicator responsibility</b>	Divisional Executive: Regulatory Improvement and Technical Services





# ANNEXURE



# DETAILED RISK REGISTER





# ANNEXURE: DETAILED RISK REGISTER

Outcome	RISK ANALYSIS				REG-LEG-001.1																	
	Risk description	Risk category	Root cause(s) (contributing factor)	Consequence(s)	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
Provide independent radioanalytical verification capability and capacity	Lack of SANAS accreditation for gamma spectrometry methods	Compliance/regulatory	1. Delays due to SANAS requirements being updated to align with the new ISO/IEC 17025:2017 standard 2. Laboratory analysis methods not fully validated 3. Lack of specialised expertise for SANAS accreditation	1. Laboratory analysis results may not be legally defensible 2. NNR uses licence holder Necsa to analyse samples when accredited results are needed 3. Delays in obtaining results to make timeous regulatory decisions 4. The public may be exposed to radiation 5. NNR reputational damage	Critical	5	Likely	4	20	1. Verification is conducted at other laboratories 2. NNR laboratory is established and staff is competent to operate instruments 3. About 85% of samples in the verification plan analysed at NNR laboratory. 4. 70% of methods validated and verified to SANAS requirements. 5. Procedures for analysis of verification samples developed and implemented 6. NNR laboratory continues to participate in the inter-laboratory comparison studies to demonstrate technical competence and for benchmarking 7. Analysis of samples as per approved verification plan	Partially adequate	Partially effective	Major	4	Moderate	3	12	1. Update and approve plan to address SANAS assessment recommendations 2. Implement approved plan to address SANAS assessment recommendations	Ntshabiseng Mchala (Manager: Lab)	1 April 2023	31 March 2024	Louisa Mpete (Divisional Executive: Regulatory Improvement and Technical Services)

REG-LEG-001.1																		
Outcome	RISK ANALYSIS				Inherent risk rating	Value	Inherent likelihood	Value	Inherent impact rating	Value	Residual impact rating	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)														
<b>Ensure readiness to regulate SMRs</b>	Inadequate regulatory standards to regulate and licence use of SMRs or new technology	Compliance/regulatory	1. Current regulatory standards may not fully cover all nuclear safety and security aspects of new technology/designs 2. Inadequate knowledge in SMR mandate use of technology, standards and licensing approaches 3. Policy uncertainty on SMR technology choices and timelines	1. Inability to provide effective regulatory licensing, guidance, position and regulation of SMRs 2. Ineffective and inefficient implementation of NNR mandate of protecting persons, property and the environment against nuclear damage 3. NNR reputational damage 4. Potential uncertainties for licensing SMRs	20	Likely	4	Critical	5	Moderate	3	9	1. Update, approve and implement SMR annual plan 2. Report progress on gap analysis on regulatory standards in SMR annual plan	Dr Adriaan Joubert (Manager: Regulatory Standards and Projects)	1 April 2023	31 March 2024	Louisa Mpete (Divisional Executive: Regulatory Improvement and Technical Services)	
<b>Maintain implementation of regulatory programmes to assure effective nuclear safety regulation</b>	Inconsistency in implementation of enforcement	Core verification/enforcement	1. Lack of harmony on rating of findings 2. Lack of harmony in following up occurrences 3. Insufficient training and guidance provided to inspectors	1. Enforcement policy and procedure (PRO-ENF-001 and PRO-ENF-002) 2. All enforcement reviewed by management 3. Inspector qualification 4. Work instruction for inspectors on implementation of enforcement	20	Common	5	Major	4	Likely	3	12	1. Implement work instruction for inspectors on implementation of enforcement 2. Implement grading matrix on non-compliance 3. Continuous maintenance of non-compliance databases	Orion Phillips (Divisional Executive: Nuclear Power Plan) Thiagan Patheer (Acting Divisional Executive: Nuclear Technology and Naturally Occurring Radioactive Material)	1 April 2023	31 March 2024	Orion Phillips (Divisional Executive: Nuclear Power Plan) Thiagan Patheer (Acting Divisional Executive: Nuclear Technology and Naturally Occurring Radioactive Material)	





REG-LEG-001.1																					
Outcome	RISK ANALYSIS				Current controls																
	Risk description	Risk category	Root cause(s) (contributing factor)	Consequence(s)	Inherent impact	Value	Inherent likelihood	Value	Inherent risk	Control adequacy	Control effectiveness	Residual impact	Value	Residual likelihood	Value	Residual risk rating	Actions plans	Action owner	Action start date	Due date	Risk owner
Maintain implementation of regulatory programmes to assure effective nuclear safety regulation	Failure to complete compliance assurance activities on time (inspections, environmental verification, etc)	Compliance/regulatory	1. Insufficient staffing due to resignations and unfilled positions 2. Business/operational dynamics that affect planned work 3. Protest action 4. Prevailing conditions at site may prevent planned activities (e.g. safety, security or holder availability) 5. Decisions taken by other regulatory authorities prevent planned compliance activities 6. Impact of Covid-19	1. Non-delivery or delays in meeting performance objectives 2. Reputational risk 3. Holder non-compliance not identified	Critical	5	Likely	4	20	Adequate	Effective	Moderate	3	Likely	4	12	1. Fill funded vacancies as they arise 2. Ongoing review and adjustment of workplans in response to the inability to conduct Nuclear Technology and Naturally Occurring Radioactive Material (NTORM) activities (e.g. Covid-19, social unrest, illegal mining)	Orion Phillips (Divisional Executive: Nuclear Power Plant) Thiagan Patheer (Acting Divisional Executive: Nuclear Technology and Naturally Occurring Radioactive Material)	1 April 2023	31 March 2024	Orion Phillips (Divisional Executive: Nuclear Power Plant)
Maintain implementation of regulatory programmes to assure effective nuclear safety regulation	Failure to complete NISL and SGR review and assessments	Compliance/regulatory	1. Insufficient staff 2. Unavailability of TSO specialists 3. Conflicting assessment priorities 4. Availability of project leader (NISL) 5. Long-term projects 6. Impact of Covid-19	1. Non-responsiveness to applicant needs 2. Delayed reviews 3. Negative impact on quality of review and, therefore, safety 4. Over-reliance on project leaders	Moderate	3	Common	5	15	Partially adequate	Effective	Moderate	3	Likely	4	12	1. Monitoring implementation of the review plan for NISL e.g. knowledge transfer from technical area leaders 2. Additional resources appointed 3. TSO appointed 4. Reconstituted NISL review team	Orion Phillips (Divisional Executive: Nuclear Power Plant)	1 April 2023	31 March 2024	Orion Phillips (Divisional Executive: Nuclear Power Plant)



REG-LEG-003.1																							
Outcome	RISK ANALYSIS				RISK ANALYSIS																		
	Risk description	Risk category	Root cause(s) (contributing factor)	Consequences	Inherent impact rating	Value	Inherent likelihood	Value	Inherent risk	Current 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	
<b>Maintain implementation of regulatory programmes to assure effective nuclear safety regulation</b>	Failure to complete effective consultations with stakeholders on indoor radon regulatory framework	Strategic	1. Lack of understanding of the significance of regulating indoor radon in South Africa 2. Stakeholders not realising their role in indoor radon control 3. Lack of relationship with the NNR and no appreciation of its mandate among certain stakeholders 4. Ineffective cooperative agreements (where applicable) 5. Radon project not a priority for external stakeholders	1. Ineffective engagements and lack of feedback 2. Negative impact on development of indoor radon regulatory framework	Major	4	Likely	4	16	1. Signed cooperative agreements with certain key stakeholders	Inadequate	Ineffective	Major	4	Likely	4	16	1. Consultation with stakeholders as per the plan	Paite Mohajane (Programme Manager: Naturally Occurring Radioactive Material)	1 April 2023	31 March 2024	Thiagan Pathar (Acting Divisional Executive: Nuclear Technology and Naturally Occurring Radioactive Material)	
					Critical	5	Common	5	25	1. Submissions prioritised with authorisation holders and applicants following a graded approach 2. Quarterly review plans for all programmes	Inadequate	Ineffective	Major	4	Moderate	3	12	1. Ensure adequate resources to perform reviews and assessments 2. Reprioritise resources and reassign to crucial areas where needed	Peter Bester (Programme Manager: Nuclear Power Plant) Paite Mohajane (Programme Manager: Naturally Occurring Radioactive Material) Thiagan Pathar (Programme Manager: Nuclear Technology and Waste Projects)	1 April 2023	31 March 2024	Orion Phillips (Divisional Executive: Nuclear Power Plant) Thiagan Pathar (Acting Divisional Executive: Nuclear Technology and Naturally Occurring Radioactive Material)	
<b>Maintain implementation of regulatory programmes to assure effective nuclear safety regulation</b>	Failure to complete reviews and assessments with agreed timelines	Compliance/regulatory	1. Human resource constraints due to unavailability of funds for approved positions	1. Delayed responses to submissions from authorisation holders or applicants suffering burnout 2. Employees suffering burnout 3. Non-delivery posing reputational risk to the NNR																			





REG-LEG-001.1																						
Outcome	RISK ANALYSIS				Current/existing controls	Control adequacy	Control effectiveness	Residual impact rating	Value	Residual likelihood	Value	Residual risk rating										
	Risk description	Risk category	Root cause(s) (contributing factor)	Consequence(s) Description																		
<b>Effectively oversee LTOs</b>	Delays in processing LTO application	Compliance/regulatory	<ol style="list-style-type: none"> <li>Lack of financial and human resources.</li> <li>Covid-19-related inefficiencies, especially in dealing with international community</li> <li>Difficulty recruiting competencies due to scarce skills and internal processes etc</li> </ol>	<ol style="list-style-type: none"> <li>Inability to effectively regulate LTO for Koeberg</li> <li>Reputational damage</li> </ol>	Major	4	Common	5	20	<ol style="list-style-type: none"> <li>TSO appointed</li> <li>Regulatory framework developed, including approved technical assessment guide</li> <li>Project and resource plan.</li> <li>Training plan implemented</li> <li>Information from bilateral partners used in regulatory framework</li> <li>Approved review plan</li> </ol>	Partially adequate	Partially effective	Major	4	Moderate	3	12	<ol style="list-style-type: none"> <li>Use of TSO support where appropriate</li> <li>Broader public engagements by Eskom</li> <li>Standardize quarterly reports to the Board</li> <li>Implement approved review plan</li> </ol>	Orion Phillips (Divisional Executive: Nuclear Power Plant)	1 April 2023	31 March 2024	Orion Phillips (Divisional Executive: Nuclear Power Plant)
<b>Effectively oversee LTOs</b>	Undue pressure to finalise informed regulatory decision for LTOs	Compliance/regulatory	<ol style="list-style-type: none"> <li>Public resistance to LTOs</li> <li>Failure by Eskom to meet complete safety case regulatory requirements for LTO</li> <li>Failure of Eskom to resolve outstanding technical issues within timelines</li> </ol>	<ol style="list-style-type: none"> <li>Delays in finalising regulatory decisions on LTOs</li> <li>Reputational damage</li> <li>Inability to review the safety case on time</li> <li>Extended shutdown of Koeberg</li> </ol>	Critical	5	Common	5	25	<ol style="list-style-type: none"> <li>Timelines stipulated in regulatory framework</li> <li>Quarterly project meetings with Eskom to track progress</li> <li>LTO regulatory standards in place</li> <li>Inspection programme being implemented</li> <li>Public engagements</li> <li>Eskom LTO dashboard</li> <li>Regular meetings with Eskom executive</li> <li>Approved technical assessment guide</li> <li>Approved LTO review plan</li> </ol>	Partially adequate	Partially effective	Critical	5	Moderate	3	15	<ol style="list-style-type: none"> <li>Apprise the Executive Authority on project progress</li> <li>Monitor Eskom's LTO dashboard</li> <li>Alert Eskom about impact of delays in implementing safety case commitments to the regulatory decision</li> <li>Public information sharing on LTOs</li> </ol>	Orion Phillips (Divisional Executive: Nuclear Power Plant)	1 April 2023	31 March 2024	Orion Phillips (Divisional Executive: Nuclear Power Plant)

Outcome	RISK ANALYSIS				REG-LEG-003.1																	
	Risk description	Risk category	Root cause(s) (contributing factor)	Consequence(s)	Inherent impact rating	Value	Inherent likelihood	Value	Inherent risk	Current 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
<b>Enhance ICT capabilities to enable business support</b>	Compromise of information and business continuity, and inability to operate effectively in a changing environment	Disaster recovery/business continuity	1. ICT capacity to ensure safe and secure continuation of business operations	1. Leaking or loss of information 2. Reputational harm 3. Business continuity negatively affected 4. Inability to respond to emerging threats and changes in operating environment	Critical	5	Likely	4	20	1. ICT and business continuity planning strategy 2. APP and annual operational plan 3. Ongoing training and awareness for employees	Partially adequate	Partially effective	Major	4	Moderate	3	12	1. Conduct regular and ongoing environmental scans and risk assessments to identify new and emerging threats 2. Conduct ICT security assessments and tests and implement remediation plans to address gaps 3. Develop and implement business continuity plan including regular testing 4. Implement ICT governance standards and monitor and report on compliance 5. Implement ICT training and communication plan for employees 6. Develop and implement ICT training plan for employees personnel 7. Implement cyber standby services 8. Fulfill cyber-insurance requirements	Julian Boulton (Manager: Information and Communications Technology)	1 April 2023	31 March 2024	Anita Simon (Divisional Executive: Corporate Support Services)
					Inherent impact rating	Value	Inherent likelihood	Value	Inherent risk	Control adequacy	Control effectiveness	Residual impact rating	Value	Residual likelihood	Value	Residual risk rating						





REG-LEG-001.1																						
Outcome	RISK ANALYSIS				Inherent risk	Current/existing controls	Control adequacy	Control effectiveness	Residual impact rating	Value	Residual likelihood	Value	Residual risk rating	Value	Actions plans	Action owner	Action start date	Due date	Risk owner			
	Risk description	Risk category	Root cause(s) (contributing factor)	Consequence(s)																Inherent impact rating	Inherent likelihood	Inherent risk Value
<b>Enhance stakeholder engagements (internal and external)</b>	Compromise and damage to communication the reputation	Stakeholder communication	1. Failure to ensure ongoing and continuous improvement to stakeholder engagement	1. Stakeholders unaware of NNR regulatory processes and programmes 2. Delays in NNR projects due to lack of stakeholder cooperation 3. Reputational harm and lack of trust in NNR regulatory processes	Critical	5	Common	5	25	1. APP and annual operational plan	Partially adequate	Partially effective	Moderate	3	Likely	4	12	1. Develop and implement communication programme to inform and educate the public on nuclear safety	Gino Moonsamy (Manager- Communication and Stakeholder Relations)	1 April 2023	31 March 2024	Anita Simon (Divisional Executive- Corporate Support Services)
<b>Adequate and safe facilities for site office</b>	Further project delay due to professional services team's demand for fee increase	Infrastructure	1. Time since inception to professional services team appointment	1. Delays in construction 2. Professional services team opting out of the contract	Major	4	Common	4	16	1. Service level agreement between the NNR and professional services team provides for current impasse	Partially adequate	Partially effective	Moderate	3	Likely	4	12	1. Use mediator for disputes between the NNR and service providers	Project steering committee	1 April 2023	31 March 2024	Robert Nemaungani (Acting Chief Financial Officer)
<b>Inclusion of previously disadvantaged individuals in economic activities and procurement spend allocated to women-owned companies</b>	Lack of capable service providers to deliver services	Supply chain management	1. Lack of understanding of NNR procurement	1. Poor response to NNR bids by the previously disadvantaged and women-owned companies	Major	4	Common	5	20	1. Fair and transparent supply chain management policy	Partially adequate	Partially effective	Moderate	3	Likely	4	12	1. Continuous engagement with stakeholders at industry events and activities 2. Testing the market and setting aside procurement bids for PPPFA designated groups	Lindive Nkosi (Senior Supply Chain Management Specialist)	1 April 2023	31 March 2024	Robert Nemaungani (Acting Chief Financial Officer)
<b>Determine the gap between WSP and competencies of employees</b>	Inaccurate assessments of competence, which may lead to unfilled gaps	Human resources	1. Outcomes based on subjective assessments, which may not be consistent nor accurate	1. Competence gaps not identified nor addressed	Moderate	3	Likely	4	12	1. Management of competence process 2. Training and development 3. Approved role profiles 4. WSP/annual training plan	Partially adequate	Partially effective	Minor	2	Moderate	3	6	1. Appoint service provider to independently verify competence. 2. Develop mitigation plan to address identified gaps and update WSP	Dimakaso Mangena (Human Resources Practitioner- Education, Training and Development)	1 April 2023	31 March 2024	Anita Simon (Divisional Executive- Corporate Support Services)

Outcome	RISK ANALYSIS				Inherent risk rating	Value	Inherent likelihood	Value	Inherent impact	Value	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)	Consequences																
<b>Ensure proactive management of potential litigation</b>	Possible legal challenges	Litigation	1. Non-compliance with established processes and legislation 2. Lack of transparency in decision-making 3. Different interpretation/understanding of legislative requirements	1. Reputational harm 2. Penalties for non-compliance with legislation	5	Likely	4	Critical	3	Moderate	3	Moderate	3	9	1. Review and update NNR regulatory universe 2. Assess and monitor compliance quarterly 3. Monitor and report on compliance 4. Annual POPIA refresher training	Fuluhele Ndou (Senior Manager, Legal, Risk and Compliance) Funeka Malashe (Manager, Knowledge and Quality Management)	1 April 2023	31 March 2024	Fuluhele Ndou (Senior Manager, Legal, Risk and Compliance)	
<b>Adequate funding for execution of NNRs mandate</b>	Inability to sustain NNR financially	Financial	1. Non-payment of authorisation fees by authorisation holders, resulting in debt impairments and write-offs 2. Reclassification and possible surrender of nuclear authorisations 3. Minimal contribution by government to regulatory activities	1. Inability to fund regulatory activities 2. Strategic projects held back	5	Likely	4	Critical	5	Moderate	3	Moderate	3	15	1. Continue monitoring financial compliance of authorisation holders 2. Budget allocation approved by Exco to ensure alignment with strategy and regulatory activities 3. Billing in advance 4. Levy of interest on all overdue debts 5. Implementation of CNSS funding model as additional funding source	Robert Nemaunani (Acting Chief Financial Officer)	1 April 2023	31 March 2024	Robert Nemaunani (Acting Chief Financial Officer)	
<b>Ensure long-term sustainability of CNSS</b>	Inability to leverage relevant strategic partnerships	Stakeholder communication	1. Inadequate partnership agreements (obligations for both parties not clearly defined) 2. Lack of involvement of all partners/stakeholders in decision-making 3. Inadequate feedback to primary stakeholders (NNR programmes) on project changes/status	1. Ineffective partnerships/collaboration damage to either party 2. Breach of terms and conditions of partnership agreements 3. Lack of return on investment 4. Existing partners may pull out/potential partners may not want to collaborate	4	Likely	4	Major	4	Major	4	Likely	4	16	1. Develop project-specific agreements 2. Implementation of revised CNSS processes (PRD/TSS/education and training and strategic partnerships) 3. Initiate review and renewal for CNSS hosting agreement	Dr Sifiso Ntshole (Director, Centre for Nuclear Safety and Security)	1 April 2023	31 March 2024	Louisa Mpote (Divisional Executive, Regulatory Improvement and Technical Services)	









## National Nuclear Regulator

### HEAD OFFICE

Postal Address  
PO Box 7106  
Centurion  
0046

### SITE OFFICE

Postal Address  
PO Box 46055  
Kernkrag  
7441

### PHYSICAL ADDRESS

Eco Glades Office Park  
Eco Glades 2 Block G  
Witch Hazel Avenue  
Highveld Ext 75  
Eco Park  
Centurion

### PHYSICAL ADDRESS

12 Raats Drive  
Delphi Arch Building  
Tableview  
Cape Town  
7441

T: +27 (12) 674 7100  
F: +27 (12) 663 5513  
E: [enquiry@nnr.co.za](mailto:enquiry@nnr.co.za)

T: +27 (21) 553 9500  
F: +27 (12) 553 1361

## PUBLIC ACCESS TO INFORMATION

### INFORMATION OFFICER

Ditebogo Kgomo  
T: +27 (12) 674 7122  
C: +27 71 607 5651  
E-mail: [dkgomo@nnr.co.za](mailto:dkgomo@nnr.co.za)

### DEPUTY INFORMATION OFFICER

Gino Moonsamy  
T: +27 (12) 674 7100  
C: +27 82 535 5365  
E-mail: [gmoonsamy@nnr.co.za](mailto:gmoonsamy@nnr.co.za)

