



National
Nuclear
Regulator



To be recognised as a trusted nuclear and
radiation safety regulator

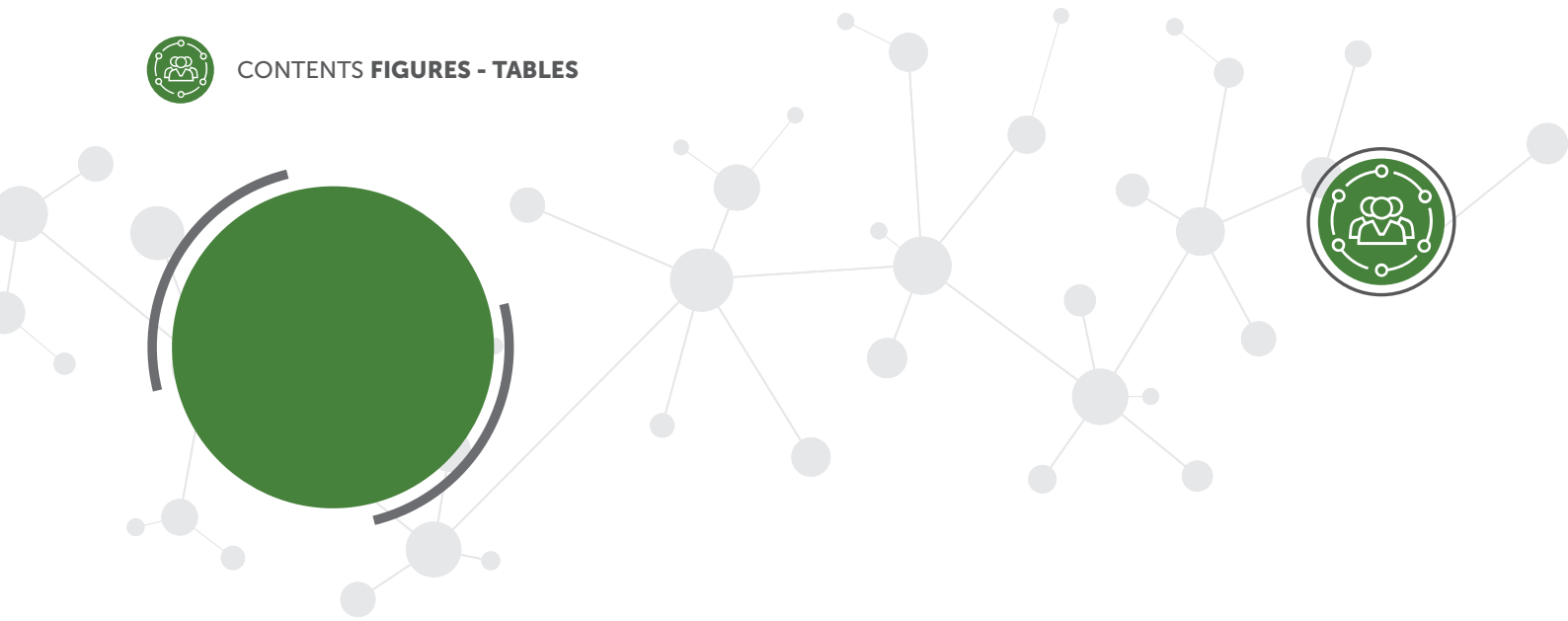
STRATEGIC PLAN
2020-2025



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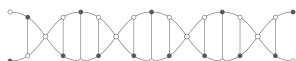


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ACRONYMS

APP	Annual performance plan	POPIA	Protection of Personal Information Act
CNSS	Centre for Nuclear Safety and Security	PPPFA	Preferential Procurement Policy Framework Act
Covid-19	Coronavirus disease 2019	SANAS	South African National Accreditation System
CSS	Corporate Support Services	SMR	Small modular reactor
DMRE	Department of Mineral Resources and Energy	SWOT	Strengths, weaknesses, opportunities, threats
ICT	Information and communications technology	WSP	Workplace skills plan
ISO/IEC	International Organisation for Standardisation and International Electrotechnical Commission		
LTO	Long-term operation		
MTSF	Medium-term Strategic Framework		
NDP	National Development Plan		
NIL	Nuclear installation site licence		
NNR	National Nuclear Regulator		
NORM	Naturally occurring radioactive material		
PESTEL	Political, economic, social, technological, environmental, and legislative and regulatory		





FOREWORD BY THE CHAIRPERSON OF THE BOARD

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

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

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

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

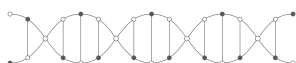
A key NNR focus area for this strategic cycle is the regulatory review and assessment of the safety case for long-term operation (LTO) of Koeberg nuclear power station. Parallel to this, we are involved in the preparatory work to regulate small modular reactors (SMRs).

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

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

Dr Thapelo Motshudi

**Chairperson of the Board
National Nuclear Regulator**





OVERVIEW BY THE CHIEF EXECUTIVE OFFICER



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

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

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

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

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

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

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

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

Ditebogo Kgomo

Chief Executive Officer

National Nuclear Regulator





OFFICIAL **SIGN-OFF**



OFFICIAL SIGN-OFF

It is hereby certified that this strategic plan:

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

Masete Letsoalo

Manager: Strategy and Organisational Performance

Date: 26 January 2023

Ditebogo Kgomo

Chief Executive Officer

Date: 26 January 2023

Robert Nemaungani

Acting Chief Financial Officer

Date: 26 January 2023

Dr Thapelo Motshudi

Chairperson of the Board

Date: 26 January 2023



PART A



OUR MANDATE





OUR MANDATE



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

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

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

The revised framework applies to:

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

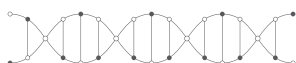
The NNR is a public entity established and governed in terms of the National Nuclear Regulator Act (Act No 47 of 1999).

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.

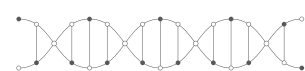
The programme has the following sub-programmes:

- 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 MTSF.

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

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

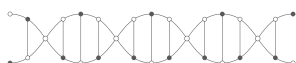
Table 2 outlines the links between the planned performance descriptions and their contribution to the NDP, MTSF and DMRE priorities.

Table 2: Planned performance links

Link to NDP	Link to MTSF	Link to DMRE priorities/outcomes
<p>Chapter 12: Building safer communities</p> <ul style="list-style-type: none"> Safety and security also link to infrastructure and access to sustainable livelihoods Building safer communities is a holistic activity and involves many stakeholders 	<p>Priority 6: Social cohesion and safe communities</p> <ul style="list-style-type: none"> Safety and security are related directly to socioeconomic development and equality 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 	<ul style="list-style-type: none"> Improve security of supply for nuclear energy Strengthen the control of nuclear material and equipment Strengthen physical protective measures for nuclear material and facilities

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. VISION

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

6. MISSION

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

7. VALUES

Table 3: Values of the NNR

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

8. SITUATIONAL ANALYSIS OF THE NNR

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

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

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



Figure 1: External analysis problem tree

EXTERNAL CHALLENGES

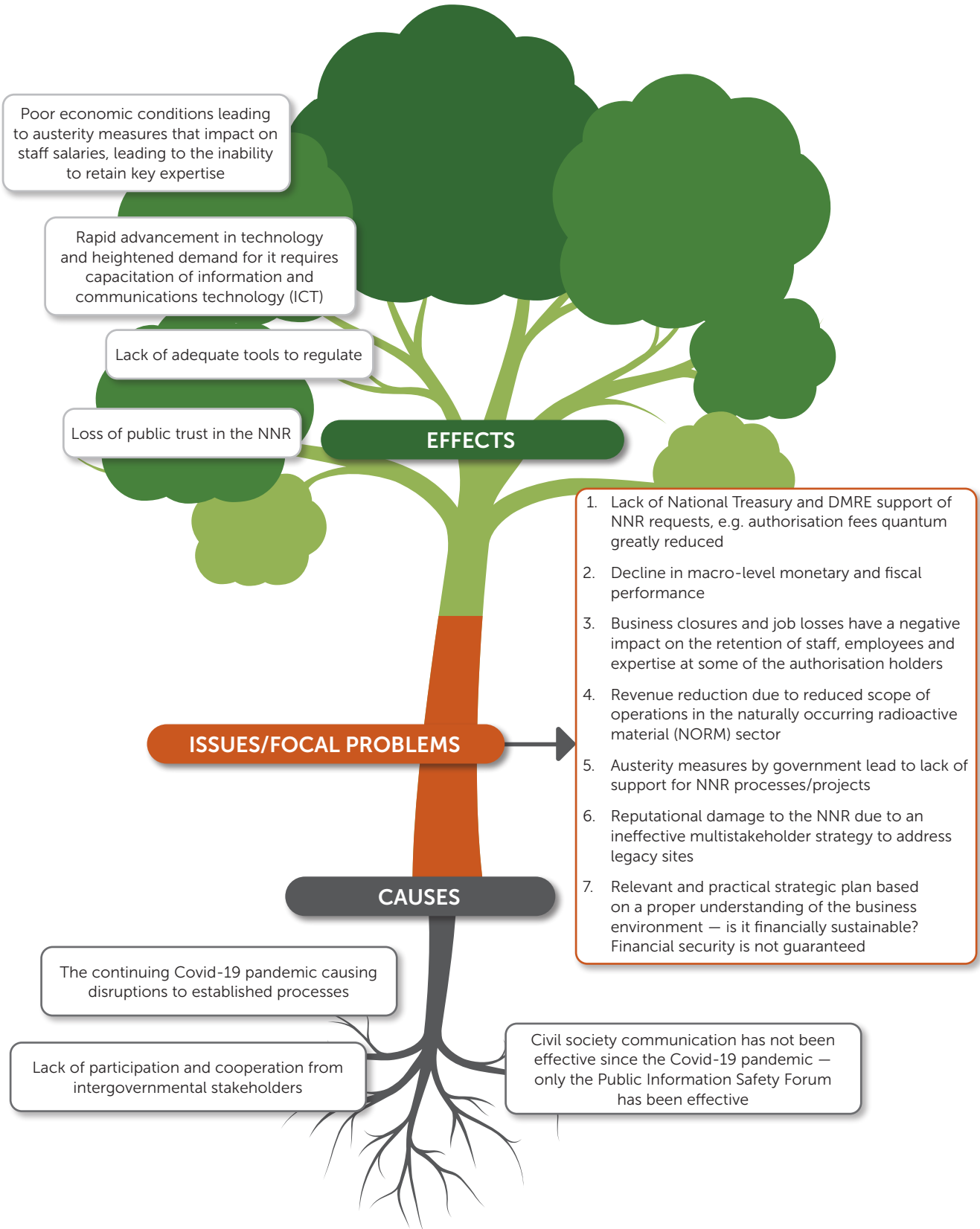




Figure 2: External analysis possible solutions

SOLUTIONS TO EXTERNAL CHALLENGES

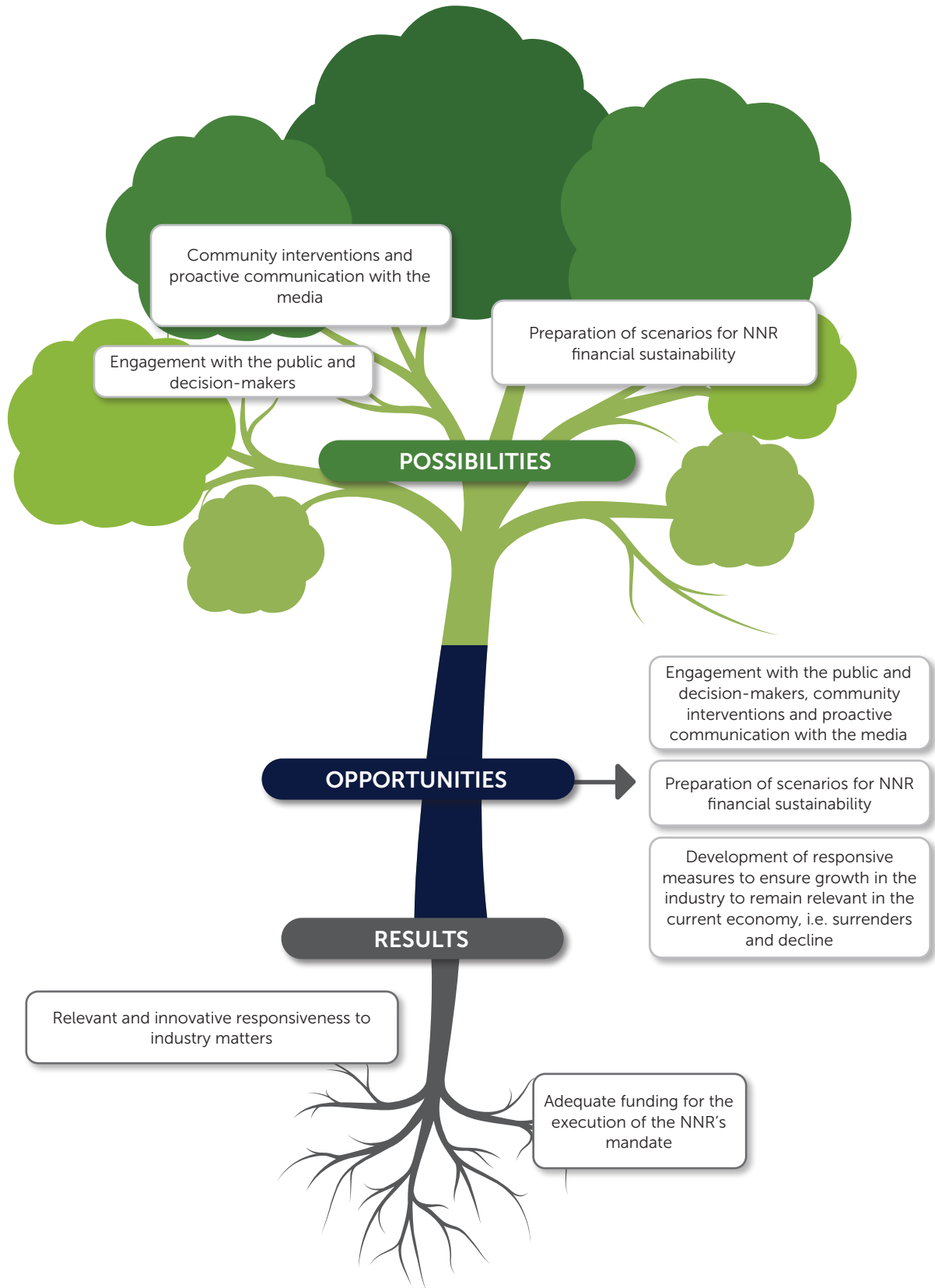


Figure 3: Internal analysis problem tree

INTERNAL CHALLENGES

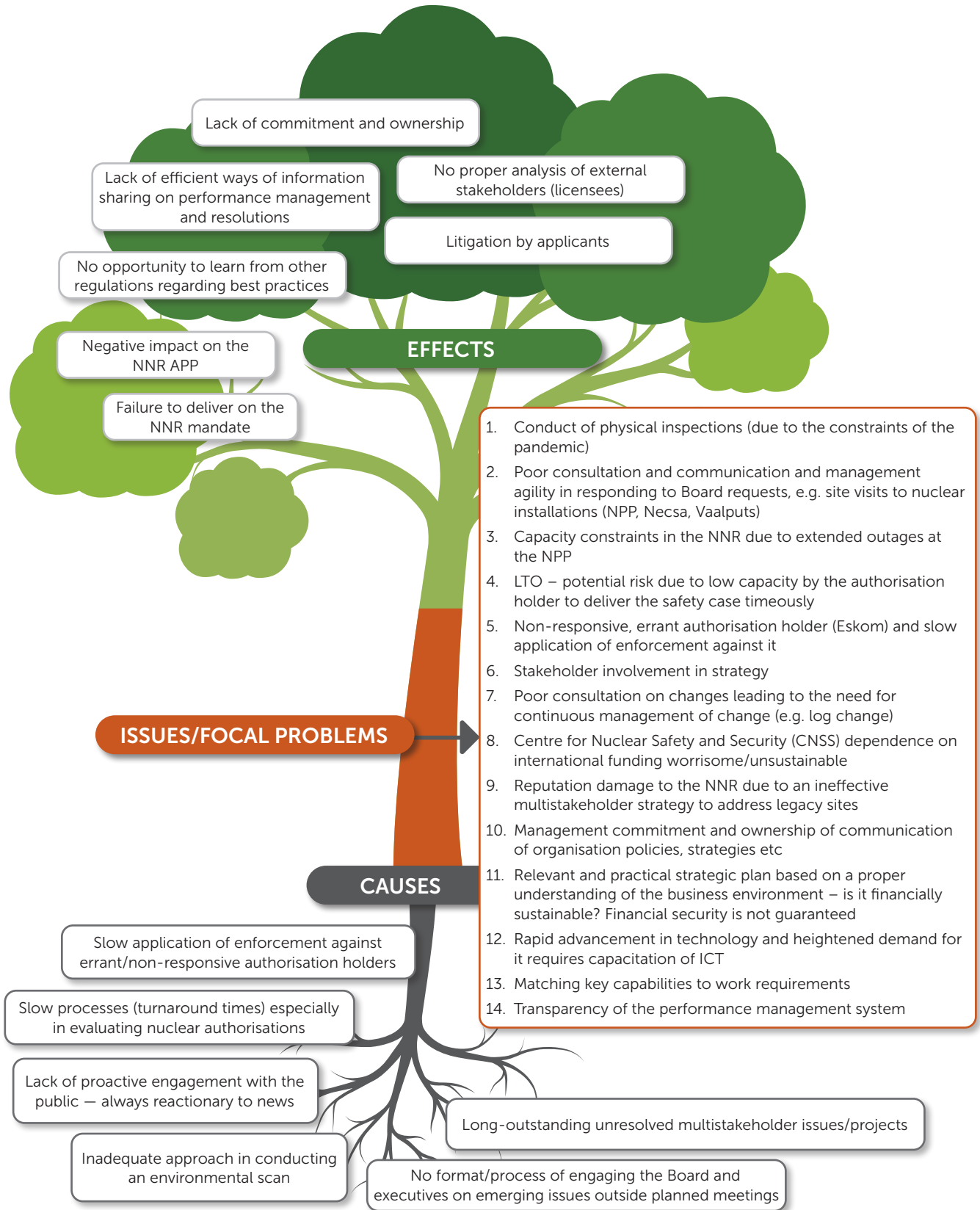
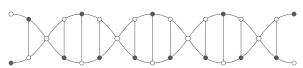
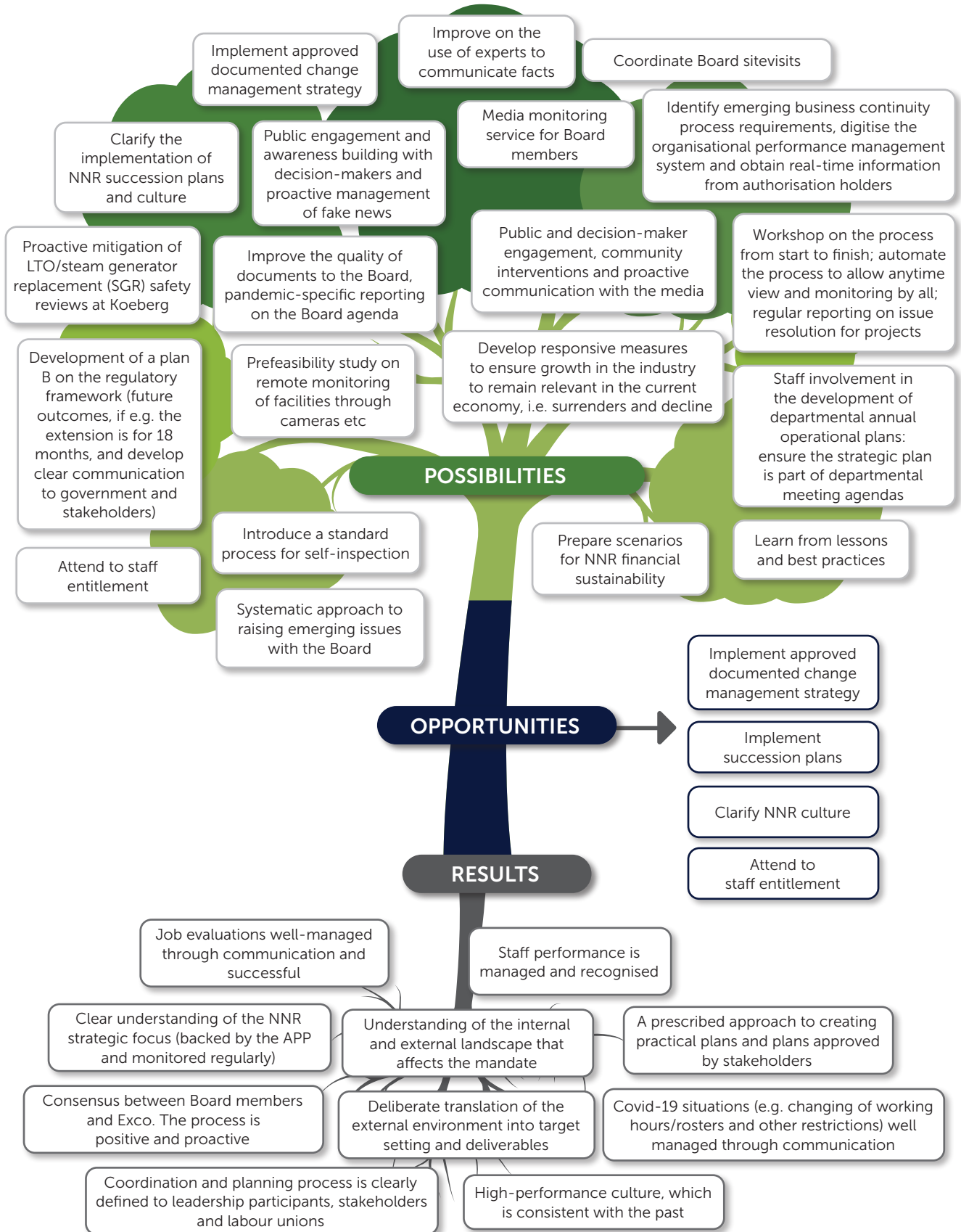




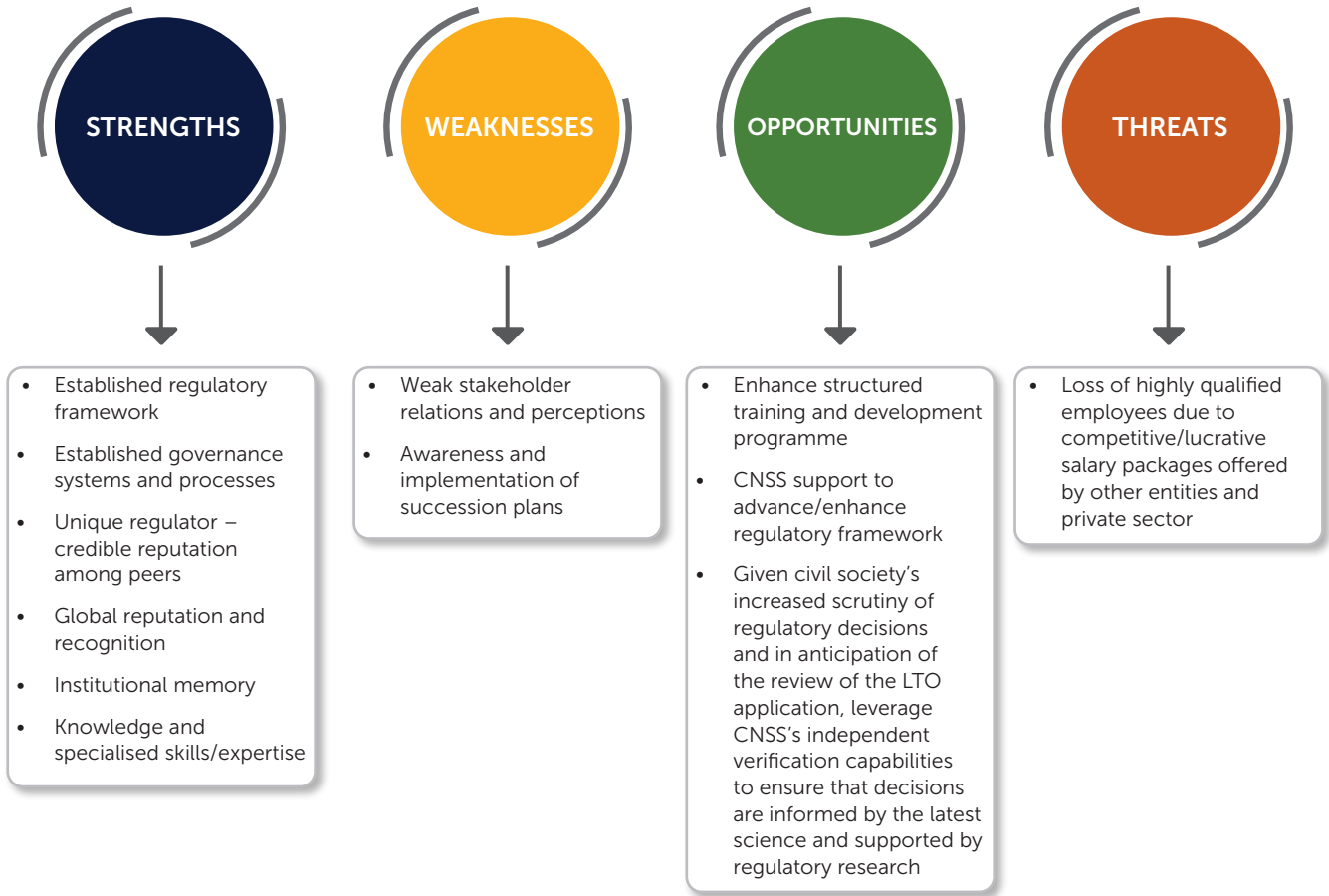
Figure 4: Internal analysis possible solutions

SOLUTIONS TO INTERNAL CHALLENGES



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

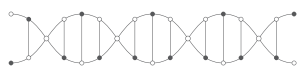
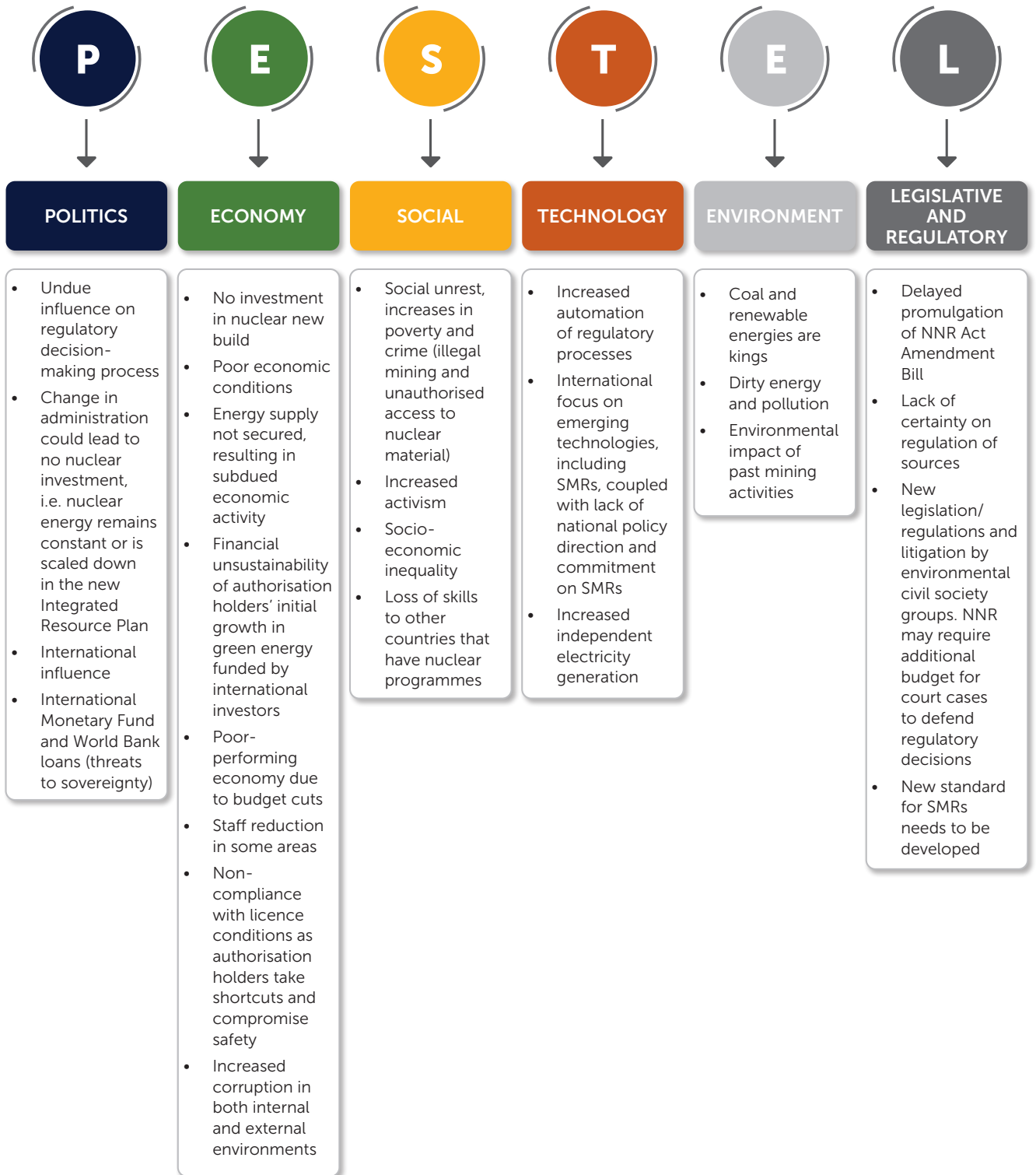
Figure 5: SWOT analysis



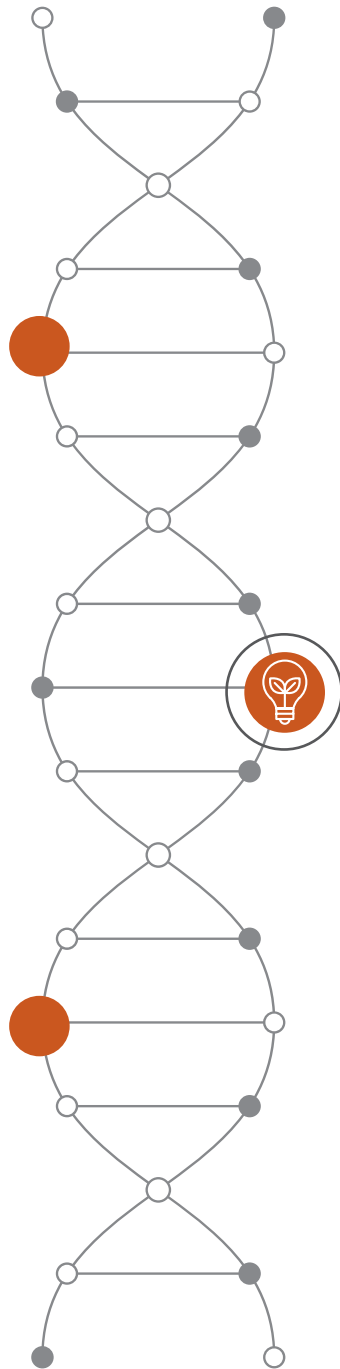


A PESTEL analysis evaluates macro-environment factors that have an impact on the organisation. The NNR’s factors are set out in Figure 6.

Figure 6: PESTEL analysis



PART C



MEASURING OUR PERFORMANCE





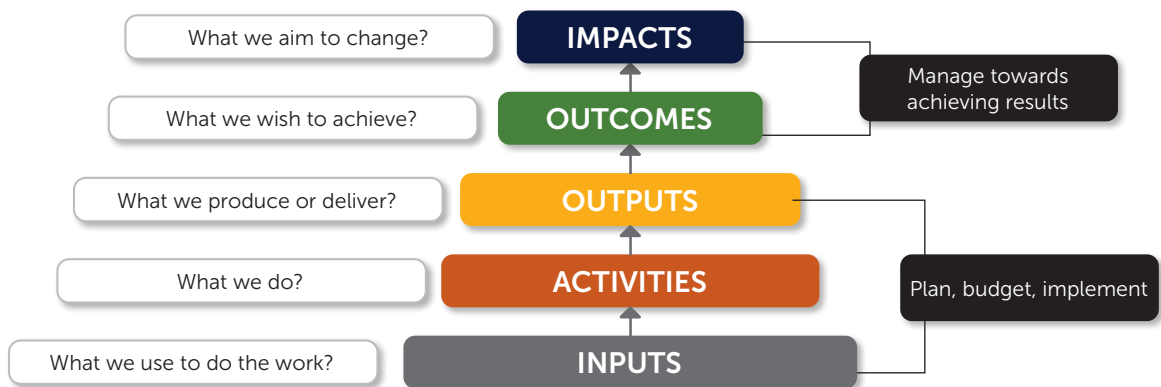
PART C

MEASURING OUR PERFORMANCE



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

Figure 7: Results-based concepts

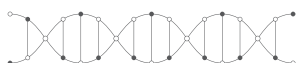


Source: *Framework for Managing Programme Performance Information (2007)*

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

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

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



9. INSTITUTIONAL PERFORMANCE INFORMATION

Impact statement

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

Measuring our outcomes

Table 4: Outcomes, indicators, baseline and targets

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





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

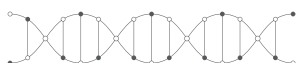
Explanation of planned performance over the planning cycle

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

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

Outcomes:

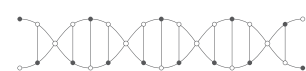
- Ensure proactive management of potential litigation.
- Enhance stakeholder engagements (internal and external).
- Enhance ICT capabilities to enable business support.
- Determine the gap between the WSP and competencies of employees.
- Adequate funding for execution of the NNR’s mandate.
- Include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



10. KEY RISKS AND MITIGATIONS

Table 5: Key risks and risk mitigations

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





Outcome	Key risk	Risk mitigation
Maintain the implementation of regulatory programmes to assure effective nuclear safety regulation	Inconsistency in implementation of enforcement actions	<ul style="list-style-type: none"> Implement the work instruction for inspectors on the implementation of enforcement actions Implement the grading matrix for non-compliances Continue maintenance of non-compliance databases
	Failure to complete compliance assurance activities on time (inspections, environmental verification, investigation etc)	<ul style="list-style-type: none"> Fill existing funded vacancies as they arise Review and adjust workplans in response to the inability to conduct compliance assurance activities (e.g. Covid-19, social unrest, illegal mining)
	Failure to complete nuclear installation site licence (NISL) and steam generator replacement review and assessment tasks	Monitor implementation of the review plan for NISL, e.g. knowledge transfer from technical area leaders
	Failure to complete effective consultations with external stakeholders on the indoor radon regulatory framework	Consult with stakeholders as per the plan
Provide effective oversight of the long-term operations	Delays in processing the long-term operations application	<ul style="list-style-type: none"> Use of technical support organisations support where appropriate Ensure broader public engagements by Eskom Provide standalone, quarterly reports to the Board Implement the approved review plan
	Undue pressure to finalise the informed regulatory decision for LTOs	<ul style="list-style-type: none"> Apprise the Executive Authority on progress made with the project Monitor Eskom’s LTO dashboard Alert Eskom to the impact of delays in implementation of safety case commitments on the regulatory decision Public information sharing on LTO
Provide an independent radioanalytical verification capability and capacity	Lack of SANAS accreditation for gamma spectrometry methods	<ul style="list-style-type: none"> Update and approve plan to address SANAS assessment recommendations Implement approved plan to address SANAS assessment recommendations
Ensure readiness to regulate SMRs	Inadequate regulatory standards to regulate and authorise SMRs or new technology	<ul style="list-style-type: none"> Update, approve and implement SMR annual plan Progress report on gap analysis on regulatory standards as per SMR annual plan
Ensure the long-term sustainability of the CNSS	Inability to leverage strategic partnerships	<ul style="list-style-type: none"> Develop Spokes project-specific agreements Implement revised CNSS processes (regulatory research and development/technical support service/education and training/strategic partnerships) Initiate review and renewal of CNSS hosting agreement



PART D



TECHNICAL INDICATOR DESCRIPTIONS

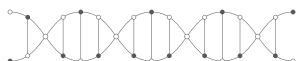




PART D

TECHNICAL INDICATOR DESCRIPTIONS

Outcome	Ensure proactive management of potential litigation
Indicator title	% compliance with applicable legislation
Definition	The extent to which the NNR successfully addresses matters of litigation based on the organisation’s full compliance with primary and applicable legislation
Source/collection of data	Quarterly legislative compliance report
Method of calculation	A system generated % of compliance with legislation
Assumptions	<ul style="list-style-type: none"> • Adequate legal, risk and compliance capacity • Availability and cooperation from stakeholders (Act owners and Workflow users) • Available budget for the system
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	100% compliance with applicable legislation
Indicator responsibility	Senior Manager: Legal, Risk and Compliance



Outcome	Enhance stakeholder engagements (internal and external)
Indicator title	% of stakeholder-engagement activities implemented in relation to the plan
Definition	This indicator measures the percentage of planned stakeholder engagement activities implemented
Source/collection of data	<ul style="list-style-type: none"> Stakeholder-engagement reports Corporate calendar
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 also calculates the annual target</p>
Assumptions	<ul style="list-style-type: none"> Availability of financial and human resources to implement the plan Conducive external environment Cooperation from stakeholders
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	100% implementation of the stakeholder-engagement plan
Indicator responsibility	Divisional Executive: Corporate Support Services

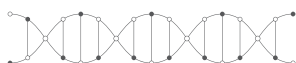
Outcome	Enhance ICT capabilities to enable business support
Indicator title	% implementation of the NNR ICT strategy
Definition	Implementation of the approved ICT strategic plan to enhance business operations
Source/collection of data	<ul style="list-style-type: none"> Annual ICT strategy plan Status reports
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 also calculates the annual target</p>
Assumptions	<ul style="list-style-type: none"> Timeous and clear identification of business requirements by divisions Timeous approval of planned initiatives by the business Implementation of initiatives by divisions
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	100% implementation of NNR ICT strategy
Indicator responsibility	Divisional Executive: Corporate Support Services





Outcome	Determine the gap between the WSP and competencies of employees
Indicator title	% implementation of analysis report recommendations
Definition	Determining the gap between the WSP and competencies of employees through an independent competency analysis of the organisation (then implement report recommendations)
Source/collection of data	<ul style="list-style-type: none"> Analysis report Status reports
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 also calculates the annual target</p>
Assumptions	Availability of financial resources
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Alignment of employee's competencies with the WSP
Indicator responsibility	Divisional Executive: Corporate Support Services

Outcome	Provision of adequate and safe facilities for the site office
Indicator title	% implementation of activities in the Cape Town office construction project plan
Definition	The extent to which project milestones and activities are carried out to complete the project
Source/collection of data	<ul style="list-style-type: none"> Project plan Business case (for the project)
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 also calculates the annual target</p>
Assumptions	<ul style="list-style-type: none"> Availability of procurement spend Resource costs are consistent and within the National Treasury 20% escalation Project scope will not change Project implementation will be as planned by the professional service team, the NNR and the building contractor
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	100% implementation of activities in the Cape Town office construction project plan
Indicator responsibility	Chief Financial Officer



Outcome	Include previously disadvantaged individuals in procurement
Indicator title	% procurement spent on designated groups
Definition	The percentage of procurement spent against the total procurement value of planned bids, as per the PPPFA, to ensure that previously disadvantaged individuals are included in the economic activities of the NNR
Source/collection of data	<ul style="list-style-type: none"> Demand plan Procurement records
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 also calculates the annual target</p>
Assumptions	Response by prospective suppliers or service providers from designated groups as the NNR invites bids
Disaggregation of beneficiaries (where applicable)	Designated groups listed in the PPPFA
Spatial transformation (where applicable)	N/A
Desired performance	70% procurement spent on designated groups
Indicator responsibility	Chief Financial Officer

Outcome	Maintain the implementation of regulatory programmes to assure effective nuclear safety regulation
Indicator title	% of inspections, reviews and assessments undertaken as per the annual plan
Definition	<ul style="list-style-type: none"> The number of regulatory inspections conducted based on the compliance assurance plan The number of reviews and assessments undertaken for effective nuclear and radiation safety regulation in the NORM, nuclear technology and waste projects and nuclear power plant programmes
Source/collection of data	<ul style="list-style-type: none"> Compliance assurance plan Inventory of inspections, reviews and assessments conducted Authorisation holder documentation/submissions and requests for various approvals to the NNR Database of submissions Letters to authorisation holders or applicants informing them of inspection/review and assessment outcomes
Assumptions	<ul style="list-style-type: none"> Availability of NNR human and financial resources Availability of authorisation-holder personnel Availability of tools and equipment NNR allowed unfettered access to sites
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	100% of planned inspections, reviews and assessments undertaken
Indicator responsibility	<ul style="list-style-type: none"> Divisional Executive: Nuclear Technology and NORM Divisional Executive: Nuclear Power Plant





Outcome	Provide effective oversight of the long-term operations
Indicator title	Regulatory decision on the long-term operations
Definition	Progress in the review of the LTO safety case and provision of oversight activities for the LTO
Source/collection of data	<ul style="list-style-type: none"> Resource plan LTO review plan Safety evaluation report
Method of calculation	Milestones (approval stages) of the organisational performance framework
Assumptions	<ul style="list-style-type: none"> Timeous submissions from the applicant Timeous resolution of technical issues Quality of submissions Sufficient resources
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Final safety evaluation report
Indicator responsibility	Divisional Executive: Nuclear Power Plant

Outcome	Provide an independent radioanalytical verification capability and capacity
Indicator title	SANAS accreditation gamma spectrometry (soil/sediment/water) ISO/IEC 17025:2017
Definition	Progress made in SANAS accreditation of specific methods for the NNR laboratory
Source/collection of data	<ul style="list-style-type: none"> Laboratory quality manual Laboratory procedures Approved accreditation plan SANAS assessment reports SANAS action plan
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 also calculates the annual target</p>
Assumptions	<ul style="list-style-type: none"> Availability of human and financial resources, including technical support organisations or external consultants where relevant Availability of tools and equipment Availability of SANAS team No external factors such as Covid-19 or public events preventing access to facilities for the assessments
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	SANAS accreditation for the laboratory
Indicator responsibility	Divisional Executive: Regulatory Improvement and Technical Services



Outcome	Ensure readiness to regulate SMRs
Indicator title	% implementation of the approved SMR plan
Definition	Implementation of the outcomes of SMR benchmarking report
Source/collection of data	<ul style="list-style-type: none"> Benchmarking report Approved implementation plan Implementation progress reports NNR readiness report
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 also calculates the annual target</p>
Assumptions	<ul style="list-style-type: none"> Availability of financial and human resources Cooperation from internal and external stakeholders No external disruptions nor international pandemic effects
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	% implementation of the approved SMR plan
Indicator responsibility	Divisional Executive: Regulatory Improvement and Technical Services

Outcome	Ensure the long-term sustainability of the CNSS
Indicator title	CNSS programme evaluation
Definition	Implementation of the pilot plans for the CNSS pillars i.e regulatory research and development, technical support service and education and training
Source/collection of data	<ul style="list-style-type: none"> Approved strategy Pilot plan and report
Method of calculation	Milestones (approval stages) of the organisational performance framework
Assumptions	<ul style="list-style-type: none"> Availability of funds Availability of staff Participation of CNSS partners
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	CNSS programme evaluation report
Indicator responsibility	Divisional Executive: Regulatory Improvement and Technical Services





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