



STRATEGIC PLAN
2019-2024

ANNUAL
PERFORMANCE PLAN
2019-2020



STRATEGY =



FOR THE PROTECTION OF
PERSONS, PROPERTY AND THE
ENVIRONMENT AGAINST NUCLEAR DAMAGE

Strategic Plan 2019- 2024

and

Annual Performance Plan 2019- 2020



excellence



integrity



openness &
transparency



safety & security



teamwork



value our people

Executive Summary


The National Nuclear Regulator develops and publishes a strategic plan in line with the Framework for Strategic Plans and Annual Performance Plans for State Owned Entities/ and or Companies.

This Strategic Plan stipulates priorities and important performance outcomes of the Regulator in the short, medium and long-term. The priorities are delineated into goals and objectives in order to address the breadth of the organisation's mandate. Although the strategy covers a period of five years, it is reviewed annually to test its relevance against the ever-changing landscape. The contents of this document ranges from high-level pronouncements to more detailed plans as contained in the Annual Performance Plan (APP). Further, the Regulator's annual budget is developed on the basis of the APP.


Official Sign-Off

It is hereby certified that this Strategic Plan:

Was developed by the Board of Directors and Management of the National Nuclear Regulator and takes into account all relevant policies, legislation and other mandates. It accurately reflects the strategic outcome oriented goals and objectives which the NNR will endeavour to achieve over the planning period.

Signature: 

Dr. T. Motshudi
CHAIRPERSON OF THE BOARD

Signature: 

Dr. M.B. Tyobeka
CHIEF EXECUTIVE OFFICER

Acronyms

AGSA Auditor General of South Africa	NORM Naturally Occurring Radioactive Material
APP Annual Performance Plan	NTWP Nuclear Technology and Waste Products
COE Certificate of Exemption	NUSSC Nuclear Safety Standards Committee
COR Certificate of Registration	NVL Nuclear Vessel Licence
CNSS Centre for Nuclear Safety and Security	QMS Quality Management System
CSS Commission on Safety Standards	OTS Operating Technical Specification
ECC Emergency Control Centre	PESTEL Political, Environmental, Social, Technological, Environmental, and Legislative
EPD Electronic Personal Dosimeter	PFMA Public Finance Management Act
ENE Estimates of National Expenditure	PLEX Plant Life Extension
DEA Department of Environmental Affairs	PPC Parliamentary Portfolio Committee
DoE Department of Energy	PSA Public Safety Assessment
FNRBA Forum for Nuclear Regulatory Bodies in Africa	RADCON Radiation Control
GRAP Generally Recognised Accounting Practice	RAIS Regulatory Authority Information System
HEU Highly Enriched Uranium	RASSC Radiation Safety Standards Committee
IAEA International Atomic Energy Agency	RERC Regulatory Emergency Response Centre
ICT Information Communication and Technology	RPO Radiation Protection Officer
ILT Initial Licence Training	SALTO Safety Assessment of Long-Term Operation
INES International Nuclear Event Scale	SANAS South African National Accreditation System
INPO Institute of Nuclear Power Operators	SAPS South African Police Service
INSAG International Nuclear Safety Group (of the IAEA)	SARIS Self-Assessment of Regulatory Infrastructure for Safety
IRRS Integrated Regulatory Review Service	SARS South African Revenue Service
ISI In-service Inspection	SAT Self-Assessment Tool
IT Information Technology	SGR Steam Generator Replacement
JCC Joint Coordinating Committee	SETA Sector Education and Education Training
KNPS Koeberg Nuclear Power Station	PTS Proficiency Testing Scheme
LMC Licensing Management Committee	PAIA Promotion of Access to Information Act
LTO Long-Term Operation	SHEQ Safety, Health, Environment and Quality Management
LETF Liquid Effluent Treatment Facility	SHEQD Safety, Health, Environment and Quality Management Department
LEU Low Enriched Uranium	SWOT Strength, Weaknesses, Opportunities and Threats

LLW Low Level Waste	NISL Nuclear Installation Site Licence
LMC Licensing Management Committee	SQEP Suitably Qualified and Experience Person
LTAM Long-Term Asset Management	TPU Thermal Power Uprate
MDEP Multinational Design Evaluation Programme	TRANSSC Transport Safety Standards Committee
NDP National Development Plan	TSO Technical Support Organisation
NPP Nuclear Power Plant	US-NRC United States Nuclear Regulatory Commission
NECSA South African Nuclear Energy Corporation	WAASC Waste Safety Standards Committee
NEPROC Nuclear Emergency Preparedness Regulatory Oversight Committee	WAC Waste Acceptance Criteria
NERS Network of Regulators of Countries with Small Nuclear Programmes	WCA Wonderfonteinspruit Catchment Area
NGO Non-Governmental Organisation	

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Purpose of the Strategic Plan

The Strategic Plan is a documented articulation of the organisation’s vision, priorities and direction in the medium to long term. The strategy is meant to communicate the goals, and programmes for the organisation and includes all stakeholders’ input at different stages of its crafting. As a long term plan, the strategy spans a 5-year period and is reviewed periodically to ascertain its focus and relevance.

In the case of the NNR, the Strategic Plan is reviewed annually specifically to set the annual plan of action in motion. This is also done in order to revise any key goals in the event of major environmental changes in the nuclear industry or in the South African legislative, social, economic and /or political landscape, that are deemed to materially impact the Regulator’s duties.

Context of the Strategic Plan

Framework for Strategic Plans for State Owned Entities

As a Schedule 3A entity of the State, The National Nuclear Regulator is subject to government wide guidelines and stipulations in so far as strategic and financial planning are concerned. This is important for two reasons:

1. Using the framework assists the NNR’s Strategic Plan to demonstrate alignment to overall Energy Policy and the Department of Energy’s strategy in both content and format.
2. The extent to which the guidelines have been applied by entities is an auditable criterion by the AGSA and thus the NNR must also demonstrate adherence to this.

¹The schematic below is as per the frameworks guidelines for entities Strategic Plans.

Strategic Plan			Annual Performance Plan		
Part A: Whole department / public entity			Part A: Whole department / public entity		
Vision Mission Values	Strategic outcome Oriented goal		Updated Situational Analysis		
Legislative and other mandates	Preferably SMART Impact and Outcome Statements with 5 Year Targets		Revisions to legislative and other mandates		
Situational analysis <i>Contextual environment</i> <i>Institutional capacity</i>			Overview of Budget and MTEF estimates		
Part B: Strategic Objectives			Part B: Strategic Objectives		
For each programme (and selected sub-programme)	Programme purpose	Strategic objectives	For each programme (and selected sub-programme)	Programme purpose	SMART Annual and MTEF Targets for Strategic Objectives
	Resource considerations	Primarily SMART Output Statements with 5 Year Targets		Reconciling Performance Targets and Budgets	Programme Performance Indicators with SMART Annual and MTEF Targets
	Risk management				Quarterly Targets for Indicators (if possible)
Part C: Link to other plans			Part C: Link to other plans		
Links to long term infrastructure plan			Links to long term infrastructure plan		
Conditional grants			Conditional grants		
Public entities and PPPs			Public entities and PPPs		
Annexures: Other relevant information			Annexures: Revisions to Strategic Plan (if any)		

Figure 1: Framework for Strategic Plans and Annual Performance Plans for State Owned Entities/Companies

¹ The framework for Strategic Plans and Annual Performance Plans, National Treasury, August 2010

The NNR Strategy Map

The Strategy Map below outlines the map used by the NNR to drive the organisational performance.

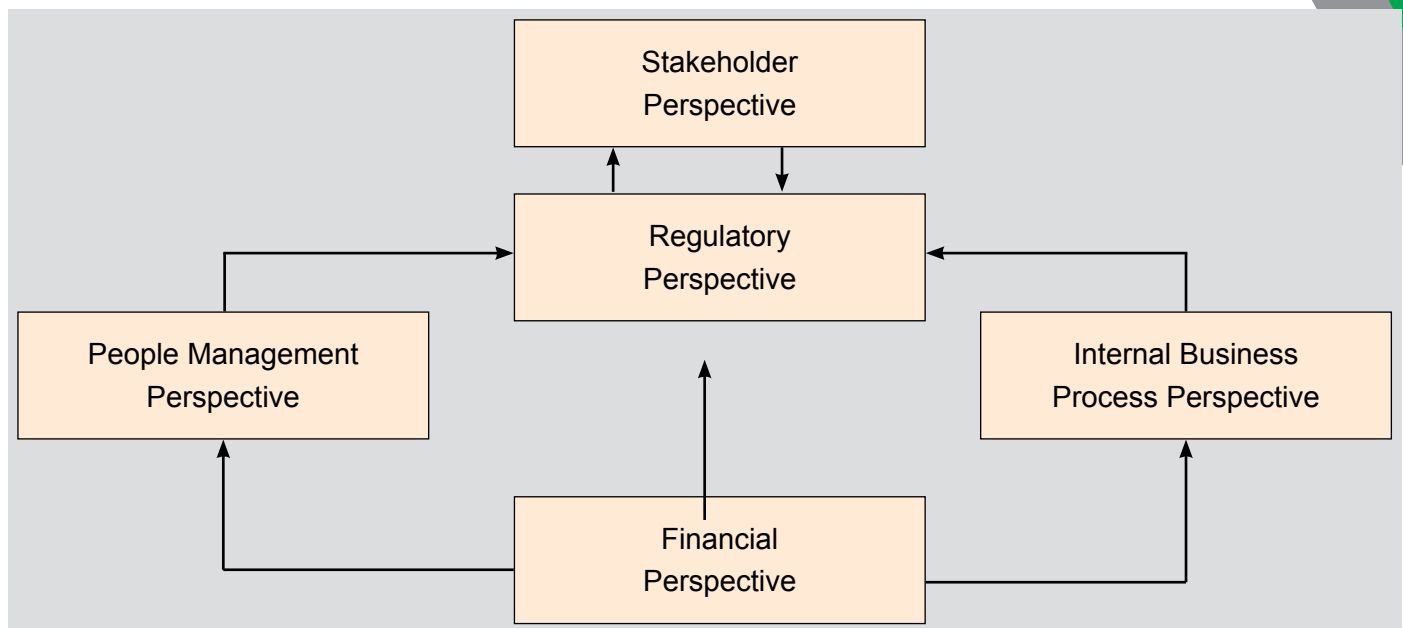


Figure 2: The NNR Strategy Map

1. As with all corporate settings, the strategic mandate is realised by a firm financial foundation as a platform. The funding of the organisation is realised through the 80% authorisation fees and 20% government grant. This apportionment is variable from time to time however it depicts the approximate proportionality of the NNR funding model.
2. The financial perspective makes direct input into the people management perspective, where talent management and skills development programmes are based.
3. The internal business processes in the main house internal controls, governance protocols, efficiency machinery and much of what the leadership require to govern the organisation properly.
4. The regulatory perspective is the enactment of the provisions of the NNR Act. The mandate and duties of the regulator are realised here. It also refers the operationalisation of nuclear projects and other associated requirements, other than human resources, required for the regulatory perspective to function optimally.
5. The stakeholder perspective represents the key consumers, interest groups, affected and interested parties and varies from organisations to the general public as depicted in section 9 of this document.

STRATEGY OVERVIEW



**Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa**

1. Strategy Overview

The following represents the strategy pillars for the NNR:

1.1 Vision

To be an independent leading Nuclear Regulator.

1.2 Mission

To provide and maintain an effective and efficient national regulatory framework for the protection of persons, property and the environment against nuclear radiation.

1.3 Values

The NNR subscribes to six key Values. Each of the value descriptors are as follows:

Value	Description
Excellence	We endeavor to deliver outstanding quality of work, efficiently, effectively and innovatively.
Integrity	We strive for integrity based on non-biased, fair, objective, consistent, honest, reliable, principled attitudes and attributes.
Openness and transparency	We strive for openness and transparency in the regulatory decision-making process and the communication of regulatory decisions.
Safety and Security	We endeavor to instill a culture of safety and security within the organisation, with holders of nuclear authorisations and in our interactions with all other stakeholders.
Team Work	We strive to be a cohesive team that works in collaboration to realise common goals in order to deliver exceptional results .
Valuing People	We recognise and appreciate our people by valuing their inputs, showing empathy and creating a conducive and supportive working environment.

Table 1: The Values of the NNR

LEGISLATIVE MANDATE



**Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa**

2. Legislative Mandate

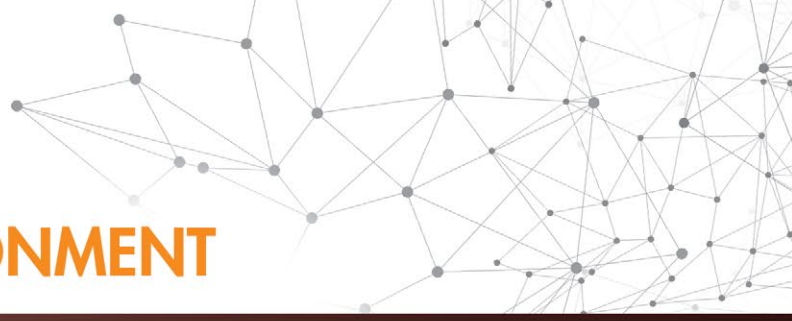
The NNR is a regulatory authority established in terms of Section 3 of the National Nuclear Regulator Act, No.19 of 1999.

The following are some of the Legislation the NNR must comply with:

Legislation	Legislation
National Environmental Management - Waste Act, 59 of 2008	Tobacco Products Control Act, No. 83 of 1993
Promotion of Administrative Justice Act, No. 3 of 2000	Broad Based Black Economic Empowerment Act, No. 53 of 2003 and 2014 Code
Basic Conditions of Employment Act, No. 75 of 1997	Government Immovable Assets Act, No.19 of 2007
Compensation for Occupational Injuries and Diseases Act, No. 130 of 1993	Pension Funds Act, No. 24 of 1956
Electronic Communications and Transactions Act, No. 25 of 2002	Preferential Procurement Policy Framework Act, No. 5 of 2000
Employment Equity Act, No. 55 of 1998	Public Finance Management Act, No. 1 of 1999-Public Entities Schedule 3
Regulation of Interception of Communications and Provision of Communications and Provision of Communication-related information Act, No. 70 of 2002	Promotion of Access to Information Act, No. 2 of 2000-Public Bodies
Labour Relations Act, No. 66 of 1995	Constitution of the Republic of South Africa, 1996
National Archives and Record Service of South Africa Act, No. 43 of 1996	Use of Official Languages Act, No. 2 of 2012
Occupational Health and Safety Act, No. 85 of 1993	Unemployment Insurance Act, No. 63 of 2001
Protection of Equality and Prevention of Unfair Discrimination Act, No. 4 of 2000	Unemployment Insurance Contributions Act, No.4 of 2002
Protected Disclosures Act, No.26 of 2000	Protection of Personal Information Act, No. 4 of 2013
Protection of Information Act, No.84 of 1982	Intergovernmental Relations Framework Act, No.13 of 2005
Skills Development Act, No.97 of 1998	Income Tax Act, No. 58 of 1962
Skills Development Levies Act, No.9 of 1999	

Table 2: Overview of all relevant Legislation Regulating the NNR.

RELEVANT COURT RULINGS & ORGANISATIONAL ENVIRONMENT



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National Nuclear Regulator Act of South Africa

3. Relevant Court Rulings

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

4. Organisational Environment

4.1 The NNR Structure

The NNR structure defines the major categorisation of roles in the organisation. The NNR is led by a Board of Directors (Board) in line with the prescripts of the NNR Act. The Board is appointed by the Minister of Energy and currently has sub-committees. Committees are made up of Board members and form part of the Transformation and Development Committee, the Audit and Risk Management Committee and the Technical Committee.

The Chief Executive Officer of the NNR is appointed by the Minister of Energy in line with the NNR Act. The CEO, in consultation with the Board appoints the Executives. Currently the NNR has five Executives in the areas of Finance, Nuclear Power Plant(s), Nuclear Technology & NORM, Regulatory Improvement & Technical Services, and Corporate Support Services, which includes Communications & Stakeholder Management.

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

The approved summarised structure of the NNR is depicted in figure 3 below.

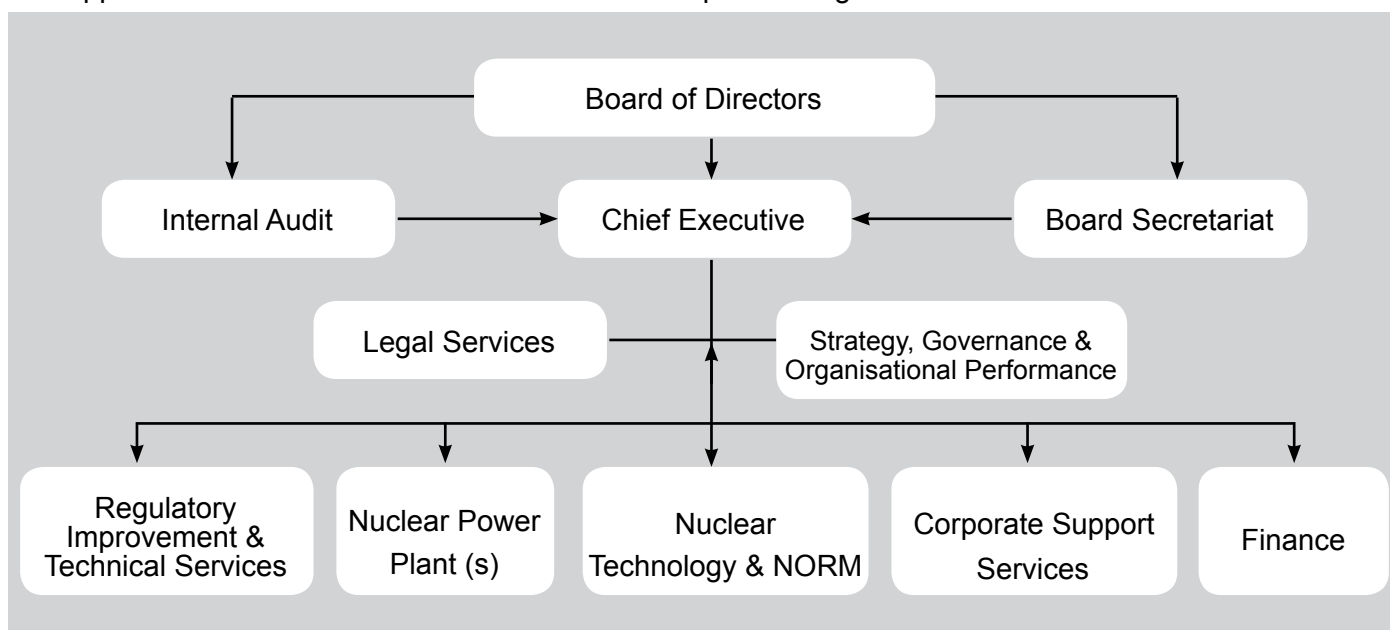


Figure 3: Overview of the Management Structure.

PROGRAMMES



**Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa**

5. Programmes

An overview of the NNR broad functions also referred to as programmes can be viewed in table 3 below:

Programme	Programme Purpose
The Board of Directors	<p>The Board sets the direction and governs the regulator in accordance with the NNR Act. The Board develops the strategic plan and oversee the organisation's performance with regards to the stated strategic objectives as well as responsible for overseeing the risk based Internal Audit.</p> <p>The Board Secretariat services the Board and reports to the Chairperson of the Board.</p>
Office of the CEO	<p>As the face of the organisation, the office of the CEO has the overall responsibility. The functions in this office include (a) Legal Services and Enterprise Risk Management (b) Strategy, Governance and Organisational Performance responsible for the implementation of the organisation's strategic plan and oversees the performance of operations including the development of the organisational performance, reporting, as well as the monitoring of strategic projects and maintaining order through governance.</p> <p>(c) Internal Audit (reporting to the Board's Audit and Risk Management Committee functionally and administratively to the CEO), is responsible for conducting risk based internal audits in all divisions/departments of the NNR.</p>
Financial Management	<p>Programmes in this portfolio provide organisational support in the area of financial management and administration. This is done through the following key functional streams (a) Financial Planning and Management, (b) Financial Reporting, (c) Asset Management and Supply Chain Management (Procurement), (d) Accounts Payable, (e) Accounts Receivable and Cash Book Management, and Payroll Management.</p>
Nuclear Power Plant	<p>The NPP division focuses on a holistic approach towards regulating safety and security for nuclear power plants technology. In terms of its core functions it delivers on the Compliance Assurance and Enforcement activities, Reviews and Assessments and general oversight of the KNPS licence. Additionally, the programme focuses on issuing of authorisations for Nuclear Vessel Licences (NVL), licence change request, and management of NPP projects throughout the facility life-cycle.</p>

Programme	Programme Purpose
Nuclear Technology & NORM	<p>The NTN division provides a holistic approach towards regulating safety and security of the application of nuclear technologies and management of radioactive waste including various nuclear facilities on the Necsia Pelindaba site, Vaalputs National Radioactive Waste Disposal Facility as well as all facilities including mines that engage in activities involving Naturally Occurring Radioactive Material (NORM) and Regulation of public exposure resulting from contaminated and radon.</p> <p>The programme focuses on the issuing of nuclear authorisations including Nuclear Installation Licences (NIL), Nuclear Vessel Licences (NVL), Certificates of Registration (COR) and Certificates of Exemption (COE) and amendments thereto as well as conducting reviews and assessments related to the safety of these facilities.</p> <p>Further, it delivers on the compliance assurance and enforcement activities, which include conducting inspections, investigations, surveillances and environmental monitoring and sampling related to nuclear technology facilities, all identified naturally occurring radiation material (NORM) facilities.</p>
Regulatory Improvement & Technical Services	<p>Strategic leadership and management in delivering Regulatory Improvement and Technical Services to all the technical programmes of the NNR through its cross-cutting and in-depth review and assessments capabilities.</p> <p>The division offers technical services in Emergency Preparedness & Response, Laboratory Services, Nuclear Safety and Security Culture, Development of Regulatory Standards and Nuclear projects and the coordination of nuclear security activities.</p> <p>Conduct in-depth reviews and assessments in the areas of Waste Management, Environment & Radiation Protection, Transport of Radioactive materials and the issuing of Nuclear Vessel licenses, Engineering Services and the independent verification by computer codes.</p> <p>A key component of this programme is the research and development which is conducted on emerging issues regarding nuclear and radiation safety housed under the flagship of the Center for Nuclear Safety and Security(CNSS). The RITS workflow process has been developed, to concentrate on Regulatory Improvement.</p> <p>A key component of this programme is the research and development which is conducted on emerging issues regarding nuclear and radiation safety housed under the flagship of the Center for Nuclear Safety and Security(CNSS).</p>
Corporate Support Services	<p>This programme provides strategic organisational support through the key functions of Human Capital Management, Knowledge and Information Management, Integrated Management System, Facilities Management, Information Communication and Technology, Security and Occupational Health and Safety and Communication and Stakeholder Relations Management.</p>

Table 3: Overview of the NNR Programmes

HIGH-LEVEL RESOURCE CONSIDERATION PROGRAMME



**Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa**

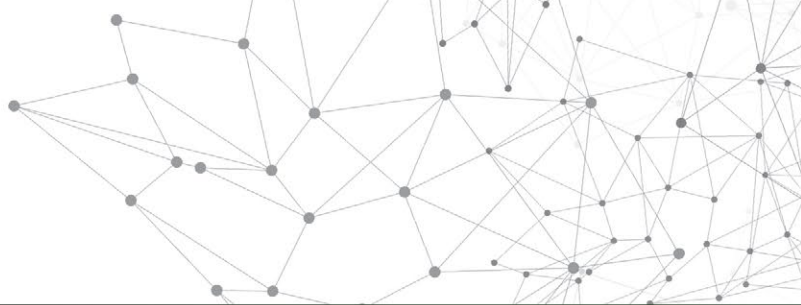
6. High-Level Resource Consideration Programme

	Audited Outcome	Audited Outcome	Audited Outcome	Revised estimate	Average growth rate (%)	Expenditure/ total: Average (%)
R thousand	2015/16	2016/17	2017/18	2018/19	2015/16-2018/19	
Administration	90,328	92,187	102,472	110,897	7,1%	47,3%
Standards Authorisations and Review Assessments	63,543	70,900	105,116	76,198	10,8%	37,7%
Compliance Assurance and Enforcement	28,808	26,283	28,354	41,367	15,0%	14,9%
Total expense	182,679	189,370	235,942	228,462	29,2%	100.0%

	Medium-term estimate			Average growth rate (%)	Expenditure/ total: Average (%)
R thousand	2019/20	2020/21	2021/22	2019/20 - 2021/22	
Administration	113,654	125,394	132,290	6,1%	48,2%
Standards Authorisations and Review Assessments	80,465	86,902	91,682	6,4%	33,5%
Compliance Assurance and Enforcement	43,684	47,178	49,773	6,4%	18,3%
Total Expense	237,803	259,475	273,745	18,8%	100.0%

Table 4: High level resource consideration per programme

SITUATIONAL ANALYSIS



**Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa**

7. Situational Analysis



Figure 4: Situational Analysis

The situational analysis provides a broad overview of the external and internal perspectives. The situational analysis allows the organisation to define its key drivers for the current strategy.

In this case, the **PESTEL** and **SWOT** analysis methods were applied to depict the prevailing trends and issues impacting on the Regulator.

7.1 EXTERNAL ANALYSIS - PESTEL

The NNR conducted a situational analysis covering both the external and internal perspectives. The PESTEL analysis was updated to highlight the following:

Political

- Frequent change in Ministerial appointments causes instability and uncertainty, thus leading to delays in processes and implementation of key policies and projects as well as legislative improvements.
- Issues around global relations and geopolitical relationships could impact policy in South Africa broadly, which may in turn impact on the NNR.
- National Policy and approach to nuclear expansion has been revised as evidence by the Draft IRP Document. This further guides the NNR's response towards industry developments.
- The current widespread corruption in South Africa may compromise operations and the quality of regulation.
- The envisaged transfer of the RADCON function from the Department of Health to the NNR will widen the scope of the Regulator and thus require further capacitation.

Economic

- Rand fluctuation and the lack of economic growth has contributed to the liquidation of some companies. This volatile economic climate may impact adversely on some authorisation holders' ability to pay fees to the NNR as well as compromising the safety of their operations including the financial provision for decommissioning and (nuclear) waste management.

- Labour unrests, illegal mining and service delivery protests in local mining communities adversely affects both the authorisation holders and communities surrounding the mines, economically and socially.
- The impact on the Regulator is threats to physical safety of inspectors which may negatively impact on the compliance assurance programme.
- Limited funding i.e. State grant reduction and limitations to authorisation fees increase adversely affect the NNR's programmes and budgets.

Social

- Land grabs are the new social threat. This may expose communities to hazards as there may not always be sufficient verification of the safety of some of the land i.e. it may contain radioactive material and impact on nuclear/radiation safety. This point is also critical for land redistribution initiatives where the government needs to ensure that land redistributed for human settlements is free from radioactive contamination.
- Negative perceptions, as a result of historic global nuclear accidents may erode public trust and confidence in the nuclear industry. This negative perception lead to a misunderstanding of the role of the Regulator, this needs to be addressed.
- Public demand for openness and transparency is growing and will have to be part of the organisation's programme. Currently, there are low levels of public awareness on nuclear safety and emergency preparedness.

Technological

- The envisaged beneficiation of Uranium will introduce new technologies into the South African market and will also influence changes to nuclear safety and security for the regulator.
- Online Regulatory Management Systems are a growing trend and the regulator should adapt to this regularly.
- Cyber Security, Data fraud and theft is becoming an increasing threat that the Regulator and authorisation holders must manage and protect against.
- Ageing management of facilities continue to warrant interventions, expertise and new technologies to be applied.
- Advancements in technology will continue to impact nuclear safety and security.

Environmental

- Environmental contamination from legacy sites and ownerless mines in South Africa.
- Management of High Level Radioactive Waste requires careful consideration of society.
- Regulator involvement in proposed urban planning needs to be enhanced so as to ensure that there is no undue impact on the emergency planning zones.
- The regulator has to investigate radio activity in water related to acid mine drainage which can have a serious impact on the health and safety of persons, property and the environment.
- There are technological developments in water recycling and desalination. NNR must keep up with such technological developments.

Legislative

- Delays in the promulgation of the amendments of the NNR Act and Regulations hampers our ability to regulate effectively.
- Emerging technology may impact on legislative requirements.
- Implementation of beneficial cooperative agreements is increasingly becoming an imperative for the NNR.

- Implementation of the new funding model will bring a new dimension to internal administration.
- The NNR should make provision for adequate funding.

7.2 INTERNAL ANALYSIS - SWOT

Strengths

- The NNR Regulatory Framework is established and effective.
- The NNR mandate is legislated and unambiguous.
- Skilled personnel are a key feature of the Regulator.
- There is an established structure to deliver the current mandate.
- Stimulating and challenging scope of activities.
- Developed and maintained a high performance culture.
- Bilateral relationships facilitate corporation and sharing of good practices.

Weaknesses

- Internal stakeholder communication needs improvement.
- Lack of effective knowledge transfer may result in skills gap.
- Unionised management poses a potential conflict of disciplinary interest.

Opportunities

- Stakeholder engagement has improved and opportunities to enhance it further exist.
- Incorporation of RADCON presents an opportunity to ensure more effective regulation of sources.
- The new structure enhance capability to regulate more effectively.
- Capability to regulate small nuclear reactors (SMR-PBMR experienced).

Threats

- Non-paying authorisation holders adversely affect the Regulator's financial sustainability
- Delays in revision of the regulatory framework hampers enhancement of the nuclear safety and radiological.
- Fiscal austerity measures negatively impact regulatory resources.
- Changes in national plans and political leadership instability creates uncertainties (unpredictable of policies).

GOALS & OBJECTIVES



**Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa**

8. Goals and Objectives of the NNR



Figure 5: Goals and Objectives

Goal 1: To Provide Efficient and Effective Nuclear Regulatory Services

1. To provide an independent analytical verification capability and capacity.
2. To have in place a fully operational RERC.
3. To ensure protection of persons, property and environment.
4. To strengthen regulatory oversight of the back end of the nuclear fuel.
5. To reverse the observed trend of degradation of safety and security culture at authorised facilities.
6. To review and update regulatory framework for LTO.
7. To implement systematic ageing management inspections.
8. To provide manufacturing oversight for SGR.

Goal 2: To Operationalise the CNSS

1. To leverage strategic partnerships through the CNSS to build capacity.
2. To enhance collaboration with strategic partners to strengthen training and capacity building.
3. To undertake research and ensure effective technical support to the Regulator.

Goal 3: To Ensure Financial Viability and Sustainability of the Organisation

1. To develop mechanisms to ensure financial viability and sustainability of the organisation.
2. To increase price competitiveness in procurement.

Goal 4: To Provide Robust Internal Business Processes

1. To implement ICT strategy.
2. To maintain an effective Internal Audit programme.
3. To build Security Management Capacity.

Goal 5: To Optimise Strategic People Management Practices

1. To enhance staff communication and involvement.
2. To implement leadership and management development programme.
3. To implement an organisational culture project.

TECHNICAL PROGRAMMES



**Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa**

9. Technical Programmes

The NNR recently realigned its functional structure which placed its functions into three broad technical categories. The functions are in the short-to-medium term.

The newly categorised programmes have identified priorities and activities in line with the table below. These priorities are incorporated in the 2019/20 Annual Performance Plan.



Figure 6: Depicting a Nuclear Power Plant

Nuclear Power Plant Programme profile

The NPP division focuses on a holistic approach towards regulating safety and security for nuclear power plant technology. In terms of its core functions it delivers on the Compliance Assurance and Enforcement activities, reviews and assessments and general oversight of the KNPS licence.

Additionally, the programme focuses on issuing of authorisations for Nuclear Vessel Licences (NVL), Licence Change Request, and Management of NPP projects throughout the facility life-cycle.

NPP Programme Objectives

- To strengthen regulatory oversight of the back end of the nuclear fuel cycle.
- To review and update regulatory framework for LTO.
- To implement systematic ageing management inspections.
- To provide manufacturing oversight for SGR.

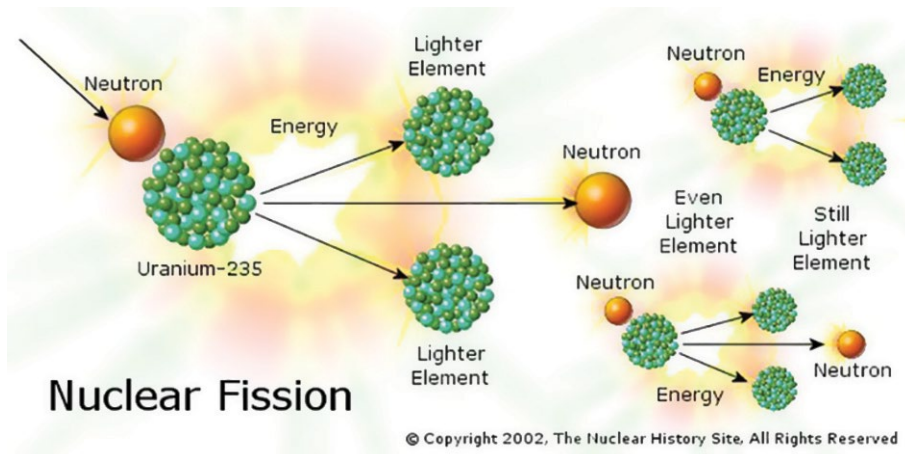


Figure 7: Depicting Nuclear Fission as it relates to Nuclear Technology

Nuclear Technology & NORM Programme profile

The NTN division provides a holistic approach towards regulating safety and security of the application of nuclear technologies and management of radioactive waste including various nuclear facilities on the Necsa Pelindaba site, Vaalputs National Radioactive Waste Disposal Facility as well as all facilities including mines that engage in activities involving Naturally Occurring Radioactive Material (NORM) and Regulation of public exposure resulting from contaminated and radon.

The programme focuses on the issuing of nuclear authorisations including Nuclear Installation licences (NIL), Nuclear Vessel Licences (NVL), Certificates of Registration (COR) and Certificates of Exemption (COE) and amendments thereto as well as conducting reviews and assessments related to the safety of these facilities.

NTN Programme Objectives

- To ensure the protection of persons, property and environment.
- To reverse the observed trend of degradation of safety and security culture at authorised facilities.

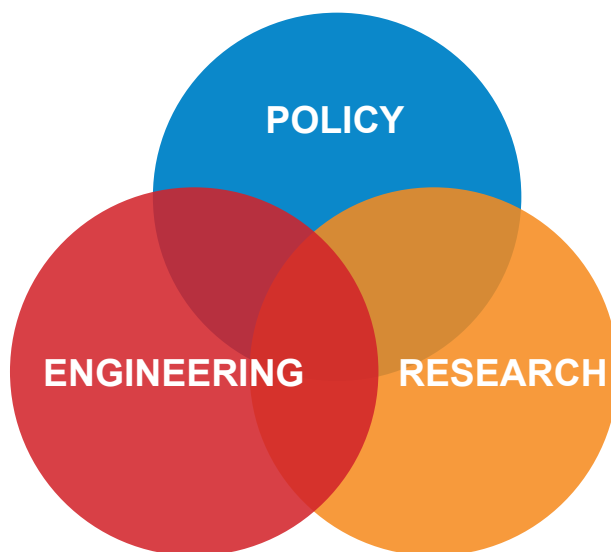


Figure 8: Depicting various Nuclear Regulatory Improvement & Technical Services Areas

Regulatory Improvement & Technical Services Programme profile

The RITS division provides a strategic leadership and management through delivering Regulatory Improvement Services to all the technical programmes of the NNR through its cross-cutting and in-depth review and assessments capabilities.

The division offers technical services in Emergency Preparedness & Response, Laboratory Services, Nuclear Safety and Security Culture, Development of Regulatory standards and nuclear projects and the coordination of nuclear security activities.

Conducts in-depth reviews and assessments in the areas of Waste Management, Environment & Radiation Protection, Transport of radioactive materials and the issuing of Nuclear Vessel Licenses, Engineering Services and the Independent Verification by computer codes.

A key component of this programme is the research and development which is conducted on emerging issues regarding nuclear and radiation safety housed under the flagship of the Center for Nuclear Safety and Security (CNSS). The RITS workflow process has been developed, to concentrate on Regulatory Improvement.

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RITS Programme Objectives

- To provide an independent analytical verification capability and capacity.
- To have in place a fully operational RERC.
- To leverage strategic partnerships through the CNSS to build capacity.
- To enhance collaboration with strategic partners to strengthen training and capacity building.
- To undertake research and ensure effective technical support to the Regulator.

STAKEHOLDER **MAP**



**Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa**

10. Stakeholder Map

The strategy is most useful and effective when aligned with stakeholder needs. The NNR has for that reason engaged in a stakeholder mapping exercise and defined the types of linkages that the organisation has with various stakeholder groupings as per figure 5 below:

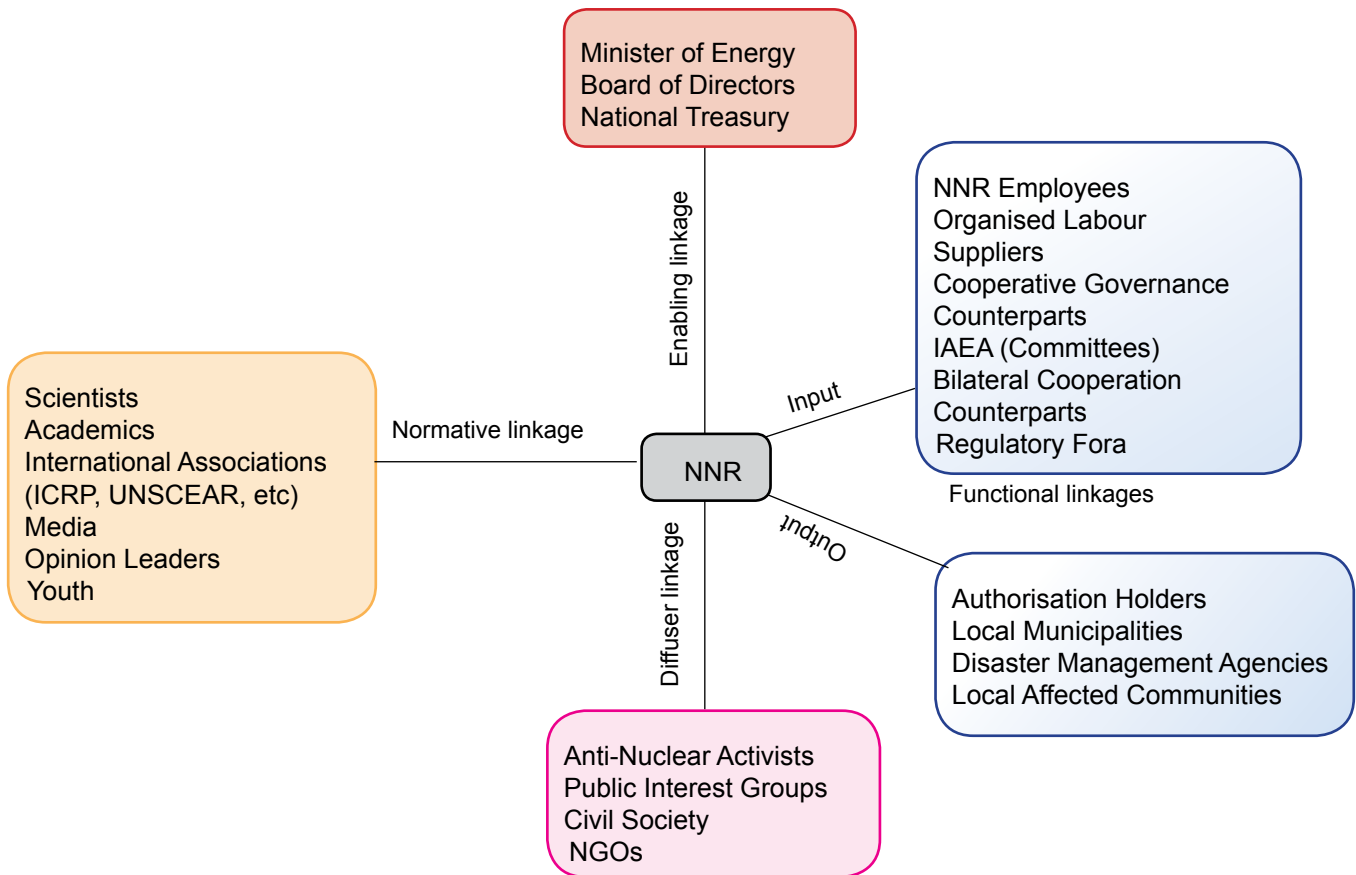
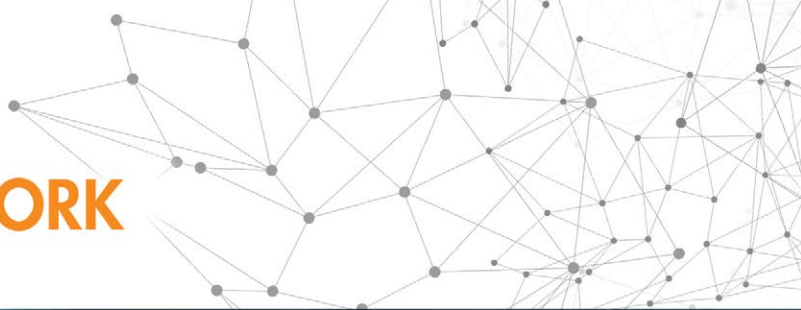


Figure 9: The NNR Stakeholder Map

- 1. Enabling stakeholders** have some control and authority over the organisation and could include the board of directors, legislators and regulators among others. The NNR is reliant on these stakeholders for decision making, guidance and directives necessary for the NNR to operate.
- 2. Normative linkages** are those groups with whom the organisation has a common interest and shares similar values, goals or problems. There is sharing and exchange of information, knowledge, practices etc.
- 3. Diffused linkages** are those stakeholders who become involved based on the actions of the organisation and often the organisation does not have regular interaction with them. They could include the community, activists and special interest groups. These are interested parties who may have a similar goal of safety as the regulator but may vary on their views regarding processes. The regulator needs to share as much information with this group in line with the key driver on communicating regulatory processes and decisions.
- 4. Functional linkages** are essential for the functioning of the organisation. Some are involved in the input of the organisation such as employees and suppliers, and others form part of the output of the organisation such as consumers and retailers. The stakeholders provide outputs of various natures for review and assessment and inspection by the regulator. These stakeholders expect approval, guidance and regulations. The second group of stakeholders still under functional linkages provides inputs to the regulator and these include internal stakeholders as well as partners.

GOVERNANCE FRAMEWORK



Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa

11. Governance Framework

The Governance Framework applied in the NNR encapsulates and draws from the NNR Act 47 of 1999.

The model below depicts the summary of key areas of emphasis in ensuring robust organisational governance observance in the NNR.

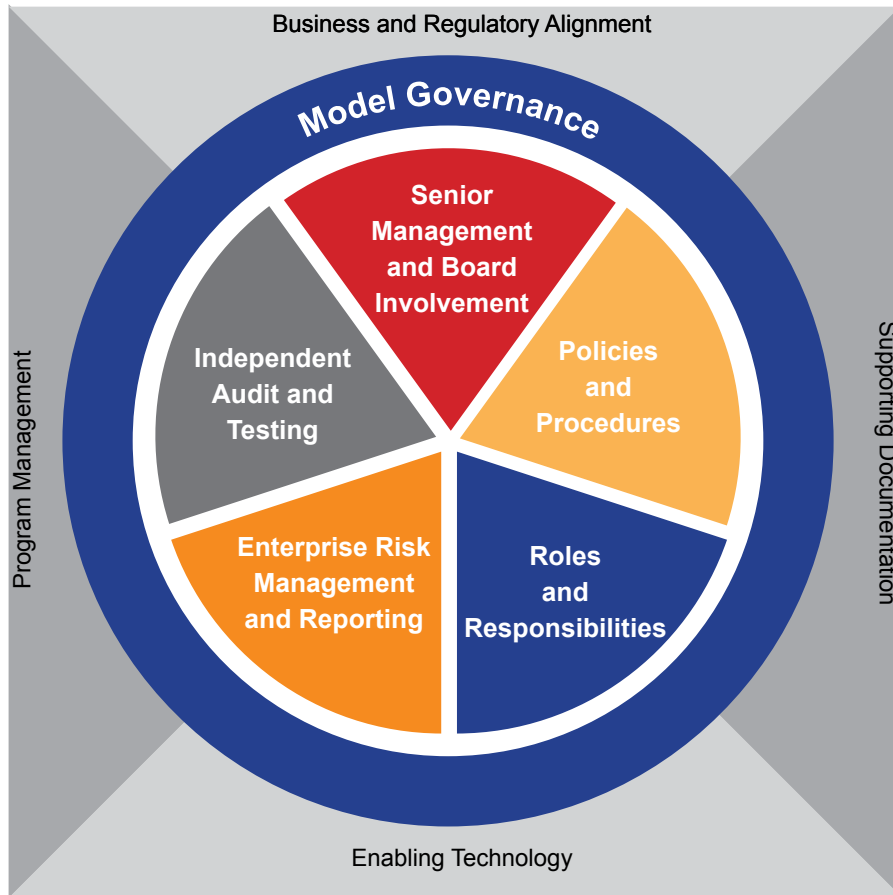


Figure 10: The Governance Framework

Figure 10 above presents a five-part governance framework where the Board and Senior Management understand and apply requisite level of involvement in ensuring an effective system of internal controls and broad governance principles throughout the organisation.

The framework clearly stipulates roles and responsibilities of the Board, Management and Staff which is manifested by policies and procedures which manages the NNR.

As part of its main areas of focus in ensuring governance, the NNR observes an enterprise wide and strategy aligned risk management protocol. The veracity, adequacy and effectiveness of these tenets and practices of governance are tested through the internal and external audit processes. The strategic plan encapsulates this in its articulation of the APP.

RISK MANAGEMENT



**Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa**

12. Risk Management

Risk Management permeates all areas of the organisation and is central to all governance activities as discussed above. The Risk Management philosophy and strategy of the organisation has been defined and a typical process for risk management can be summarised as depicted below in figure 11:

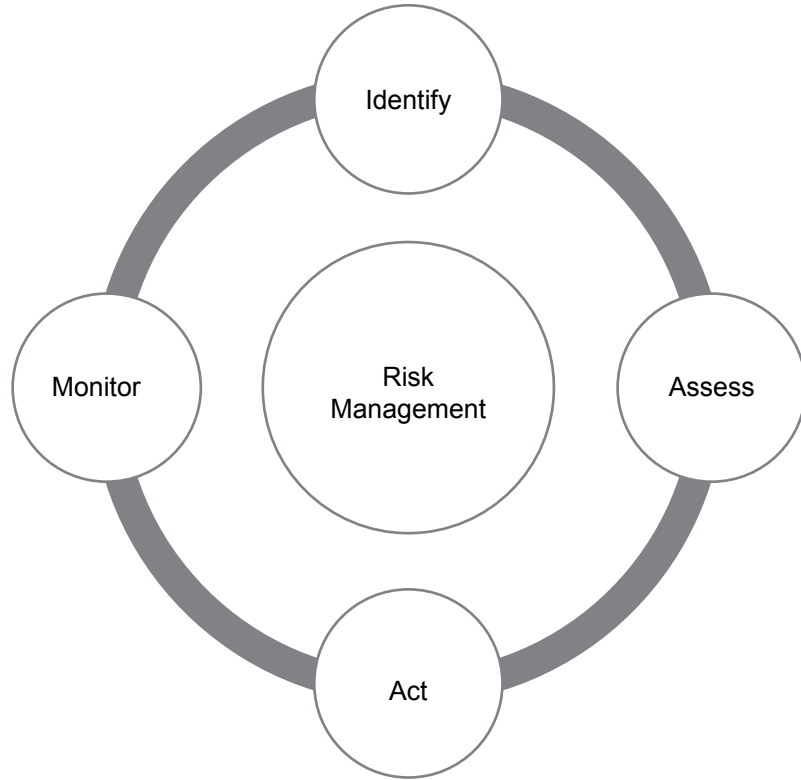


Figure 11: Risk Management Process

The risks are first identified, then assessed to determine their impact and probability, this is followed by appropriate preventive actions being stated. The final step is to implement the actions as appropriate and continuously monitor the system.

The risks are assessed annually at both strategic and operational level and monitored continuously, with quarterly reports status produced. Key risk action plans are incorporated into the Annual Performance Plan (APP). The Strategic Risk Register is developed to assess and monitor the possible risks associated with each of the strategic objectives identified.

For the current strategic plan, the risks have been identified in the risk register as follows;

Strategic Risk Register

Goal aligned with	Strategic Objective	Risk Description	Consequence Description	Inherent Rating	Residual Rating	Actions to Mitigate the Risk
Goal 1: To Provide Efficient and Effective Nuclear Regulatory Services	To provide an independent analytical verification capability and capacity	Inability to perform independent verification (LAB).	<ol style="list-style-type: none"> 1. NNR utilises the services of a licence holder (NEC-SA) to analyse samples. 2. Delays in obtaining results to make timely regulatory decisions. 3. Members of public potentially exposed to radiation. 4. Negative Reputation. 	20	16	<ol style="list-style-type: none"> 1. Validation and verification of methods and procedures per the approved action plan to obtain SANAS accreditation.
Goal 1: Provide Efficient and Effective Nuclear Regulatory Services.	To ensure the protection of persons, property and environment	Non-achievement of strategic objective relating to the regulatory decision of the NISL application.	<ol style="list-style-type: none"> 1. Negative impact on organizational performance. 2. Breakdown in stakeholder trust and confidence in the NNR 	20	16	<ol style="list-style-type: none"> 1. Establish timelines with Eskom. 2. Agree timelines for public participation. 3. Identification of TSOs for remaining areas.
Goal 5: To optimise strategic people management practices.	To enhance staff communication and involvement To implement leadership and management development program To implement organisational culture project	Inadequate cooperation between regulatory authorities.	<ol style="list-style-type: none"> 1. Regulatory ineffectiveness on commonly regulated areas. 2. Damage to image / reputation. 3. Damage / exposure to environment. 	20	16	<ol style="list-style-type: none"> 1. Consult with Programme Managers and develop the business support plan which includes engagements with Cooperative Governance Parties 2. Arrange information sharing sessions with relevant regulatory authorities namely: <ol style="list-style-type: none"> 1.1 South African Bureau of Standard 1.2 Civil Aviation Authority 1.3 Department of Transport 1.4 Road Traffic Management Corporation 1.5 South African Maritime Safety Authority 1.6 Department of Environmental Affairs 1.7 Department of Minerals and Energy 1.8 Department of Human Settlements, Water and Sanitation 1.9 Department of Labour and Employment 3. Engage with identified stakeholders on NISL licences.

Goal aligned with	Strategic Objective	Risk Description	Consequence Description	Inherent Rating	Residual Rating	Actions to Mitigate the Risk
Goal 1: To Provide Efficient and Effective Nuclear Regulatory Services	To review and update regulatory framework for LTO. To implement systematic ageing management inspections.	Inability to regulate NPP effectively	<ol style="list-style-type: none"> Regulatory decisions could be challenged Current regulations do not provide the NNR with a basis to regulate LTO and ageing management. Continued long term operation of Koebeeg could be challenged. 	20	15	<ol style="list-style-type: none"> CNSS researching best practices Develop RGs on LTO and periodic safety review.
Goal 1: To Provide Efficient and Effective Nuclear Regulatory Services.	To reverse the observed trend of the degradation of safety and security culture at authorised facilities.	Exposure of inspectors to injuries and fatalities while on duty.	<ol style="list-style-type: none"> Occupational injuries. Inspectors fearful to conduct compliance assurance activities in areas affected by illegal mining. 	16	12	<ol style="list-style-type: none"> Need a personal physical security threat assessment to be performed to inform further actions. Develop guidelines for assessing risk, which will be used by inspectors before the access certain sites. Develop a guideline on communication and liaison with the SAPS on the affected areas.
Goal 3: To Ensure Financial Viability and Sustainability of the Organisation	To develop mechanisms that ensure financial viability and sustainability of the organisation. To increase price competitiveness in procurement	Inadequate facilities and infrastructure.	<ol style="list-style-type: none"> Inadequate facilities. Health and safety of employees may be compromised. High maintenance costs associated with poor facilities. Lack of a corporate identity in relation to facilities. 	20	12	<ol style="list-style-type: none"> Explore options available to optimally address growth of staff and implement approved solutions. Develop a facility management roadmap and plan. Integrate immovable asset management and facility management. Develop corporate identity for NNRR facilities
Goal 4: To provide robust internal business processes.	To implement ICT strategy To maintain an effective internal audit program To build security management capacity	Leaking of information.	<ol style="list-style-type: none"> Disclosure of regulated information. Reputational harm. Litigation. 	15	12	<ol style="list-style-type: none"> Implementation of the IRM project. Implementation of the data leakage prevention project.

Goal aligned with	Strategic Objective	Risk Description	Consequence Description	Inherent Rating	Residual Rating	Actions to Mitigate the Risk
Goal 3: To Ensure Financial Viability and Sustainability of the Organisation.	To develop mechanisms that ensure financial viability and sustainability of the organization. To increase price competitiveness in procurement	Inability to sustain financial viability of the NNR.	<ol style="list-style-type: none"> Inability to fund regulatory activities. Strategic projects held back. 	15	10	<ol style="list-style-type: none"> Submission of government notice to the Board for approval Development of the Final Report on the fee structure
Goal 1: To Provide Efficient and Effective Nuclear Regulatory Services.	To reverse the observed trend of the degradation of safety and security culture at authorised facilities.	Authorisation holders may submit inaccurate information relating to radon measurements in high risk areas.	<ol style="list-style-type: none"> Inability to independently validate that the equipment used by the authorisation holders to measure radon levels is 'fit for purpose'. 	20	9	<ol style="list-style-type: none"> Determine specifications of required monitoring equipment. Perform a desktop research of available equipment and invite suppliers to present & demonstrate equipment to NNR. Determine the quantity and funding requirements. Once monitoring equipment is procured, activities can be scheduled in the CAP.
Goal 3: To Ensure Financial Viability and Sustainability of the Organisation.	To develop mechanisms that ensure financial viability and sustainability of the organisation. To increase price competitiveness in procurement	Decline in Revenue.	<ol style="list-style-type: none"> Financial obligations and mandate not met. 	16	9	<ol style="list-style-type: none"> Binding conditions of authorizations to be included in the licence, which will ensure that NNR will be paid if the company liquidates, going on business rescue. Draft categorisation of NORM authorisation holders document to be finalised and implemented. 3. Development of the Final Report on the fee structure (CNSS pilot plan)

Table 5: Strategic Risk Register

ALIGNMENT WITH GOVERNMENT PRIORITIES



**Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa**

13. Alignment with Government Priorities

As with all State Owned Entities, the National Nuclear Regulator's strategic plan must be aligned with Government Priorities. These priorities, though enduring, are refined on an annual basis. In addition, the broader provisions of the NDP and the priorities of the Department of Energy where the NNR reports, are also taken into consideration.

² *Medium Terms Strategic Framework 2014 - 2019*

This Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The NNR is expected to contribute to Government's twelve outcomes, which are based on Government's Medium Term Strategic Framework (MTSF). Planning within public entities are as such that it should be based on the MTSF guided by priorities and outcomes. Therefore, the NNR is expected to contribute to the following outcomes:

Outcome 2: A long and healthy life for all South Africans;

Outcome 3: All people in South Africa are and feel safe;

Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.

The organisation also contributes to **Programme 5** of the Department of Energy, on Nuclear Energy. The purpose of programme 5 is to manage the South African Nuclear in terms of international obligations, nuclear legislation and policies to ensure the peaceful use of nuclear energy. The programme has the following Sub-Programmes:

- Nuclear Safety and Technology
- Nuclear Non-proliferation and Radiation Security
- Nuclear Policy

The NNR, however continues to focus on the safe use of Nuclear Energy in South Africa.

FORECASTED PERFORMANCE PLAN (YEAR)



Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa

14. Forecasted Performance Plan (Year)

Strategic Objective	Performance Indicator	Audited/ Actual Performance		Previously Planned Performance Targets	Planned Performance Targets	Medium-Term Targets							
		2016-17	2017-18			2019-20	2020-21	2021-22	2022-23	2023-24			
1. To provide an independent analytical verification capability and capacity 2. To have in place a fully operational RERC 3. To ensure protection of persons, property and environment	RM1: % of approved activities as per the plan	New KPI for 2019/20	New KPI for 2019/20	New KPI 2019/20	SANAS Application Assessment Report	SANAS Application Assessment Report	SANAS Application Assessment Report	SANAS Application Assessment Report	SANAS Application Assessment Report	SANAS Application Assessment Report	SANAS Application Assessment Report	SANAS Application Assessment Report	SANAS Application Assessment Report
	RM2: Effective response to a nuclear radiological emergency	New KPI for 2019/20	New KPI for 2019/20	New KPI 2019/20	Implemented RERC Exercise	Implemented RERC Exercise	Implemented RERC Exercise	Implemented RERC Exercise	Implemented RERC Exercise	Implemented RERC Exercise	Implemented RERC Exercise	Implemented RERC Exercise	Implemented RERC Exercise
	RM3a: % Implementation of the CAP RM3b: Reviews and assessments undertaken	100%	100%	100% of the CAP 100% of planned quarterly activities	100% of the CAP 100% of planned quarterly activities	100% of the CAP 100% of planned quarterly activities	100% of the CAP 100% of planned quarterly activities	100% of the CAP 100% of planned quarterly activities	100% of the CAP 100% of planned quarterly activities	100% of the CAP 100% of planned quarterly activities	100% of the CAP 100% of planned quarterly activities	100% of the CAP 100% of planned quarterly activities	100% of the CAP 100% of planned quarterly activities
	RM3c: No: of conditions of authorisations reviewed	New KPI for 2019/20	New KPI for 2019/20	New KPI 2019/20	2 Categories	2 Categories	2 Categories	2 Categories	2 Categories	2 Categories	2 Categories	2 Categories	2 Categories
	RM3d: No: of conditions of authorisations re-viewed	New KPI for 2019/20	New KPI for 2019/20	New KPI 2019/20	12 Necsa Authorisation	12 Necsa Authorisation	12 Necsa Authorisation	12 Necsa Authorisation	12 Necsa Authorisation	12 Necsa Authorisation	12 Necsa Authorisation	12 Necsa Authorisation	12 Necsa Authorisation
	RM3e: Developed Methodology	New KPI for 2019/20	New KPI for 2019/20	New KPI 2019/20	Developed Methodology	Developed Methodology	Developed Methodology	Developed Methodology	Developed Methodology	Developed Methodology	Developed Methodology	Developed Methodology	Developed Methodology

Strategic Objective	Performance Indicator	Audited/ Actual Performance		Previously Planned Performance Targets	Planned Performance Targets	Medium-Term Targets			
		2016-17	2017-18			2019-20	2020-21	2021-22	2022-23
	RM3f: Impact Assessed	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	Impact Assessment Report	Impact Assessment Report	Impact Assessment Report	Impact Assessment Report	Impact Assessment Report
	RM3g: Framework for collaboration with stakeholders on contaminated sites	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	Developed Framework	Developed Framework	Developed Framework	Developed Framework	Developed Framework
	RM3h: Funding mechanism proposal	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	Funding Proposal Document	Funding Proposal Document	Funding Proposal Document	Funding Proposal Document	Funding Proposal Document
	RM3i: Draft National Radon action plan developed	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	Draft National Radon Action Plan	Draft National Radon Action Plan	Draft National Radon Action Plan	Draft National Radon Action Plan	Draft National Radon Action Plan
	RM4: Decommissioning plans and financial provisions reviewed (NTWR, NPP)	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	18 Facilities Plans	18 Facilities Plans	18 Facilities Plans	18 Facilities Plans	18 Facilities Plans
4. To strengthen regulatory oversight of the back end of the nuclear fuel cycle									
5. To reverse the observed trend of degradation of safety and security culture at authorised facilities	RM5: No. of awareness sessions conducted	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	3 Sessions held	3 Sessions Held	3 Sessions Held	3 Sessions Held	3 Sessions Held
6. To review and update regulatory framework for LTO	RM6: Approved benchmarking report	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	Benchmarking Report	Benchmarking Report	Benchmarking Report	Benchmarking Report	Benchmarking Report
7. To implement systematic ageing management programme inspections.	RM7: % of ageing management programme	New KPI for 2018/19	New KPI for 2018/19	100%	20% of ageing management programme	20% of ageing management programme	20% of ageing management programme	20% of ageing management programme	20% of ageing management programme

Strategic Objective	Performance Indicator	Audited/ Actual Performance		Previously Planned Performance Targets	Planned Performance Targets	Medium-Term Targets				
		2016-17	2017-18			2019-20	2020-21	2021-22	2022-23	2023-24
8. To provide manufacturing oversight for SGR.	RM8: % verification reports reviewed	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	100% reviewed and verified reports	100% Reviewed and Verified Reports	100% Reviewed and Verified Reports	100% Reviewed and Verified Reports	100% Reviewed and Verified Reports	100% Reviewed and Verified Reports
	RM9a: No: of CNSS staff trained/developed through partner institutions	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	2	2	2	2	2	2
9. To leverage strategic partnerships through the CNSS.	RM9b: No: of new strategic partnership/collaboration agreements signed	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	2	2	2	2	2	2
	RM10a: No: of competency based training co-developed	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	2	2	2	2	2	2
10. To enhance collaboration with strategic partners to strengthen training and capacity building.	RM10b: No: of inspector training modules co-developed	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	2	2	2	2	2	2
	RM11a: No: of research projects scoped	New KPI for 2018/19	New KPI for 2018/19	6	6	6	6	6	6	6
11. To undertake research and ensure effective technical support to the Regulator.	RM11b: No: of research projects initiated and managed	New KPI for 2018/19	New KPI for 2018/19	4	2	2	2	2	2	2
	RM11c: No: of various research projects presented at forum	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	4	4	4	4	4	4
12. To develop mechanisms to ensure financial viability and sustainability of the organisation.	RM11d: No: of TSS projects initiated	New KPI for 2018/19	New KPI for 2018/19	New KPI for 2018/19	3	2	2	2	2	2
	FM1a: Development and submission of the Board approved government notice	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	Board approved Government notice	Board approved Government notice	Board approved Government notice	Board approved Government notice	Board approved Government notice	Board approved Government notice
	FM1b: 100% implementation of pilot plan	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	Final Report on the fee structure	Final Report on the fee structure	Final Report on the fee structure	Final Report on the fee structure	Final Report on the fee structure	Final Report on the fee structure

Strategic Objective	Performance Indicator	Audited/ Actual Performance		Previously Planned Performance Targets	Planned Performance Targets	Medium-Term Targets						
		2016-17	2017-18			2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
13. To increase price competitiveness in procurement	FM2: 50% of procurement spend on designated groups	New KPI for 2018/19	New KPI for 2018/19	50%	50% of procurement spend on designated groups	50% of procurement spend on designated groups	50% of procurement spend on designated groups	50% of procurement spend on designated groups	50% of procurement spend on designated groups	50% of procurement spend on designated groups	50% of procurement spend on designated groups	50% of procurement spend on designated groups
14. To implement ICT strategy	PM1: Implementation of the ICT strategy	New KPI for 2018/19	New KPI for 2018/19	100%	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables
15. To maintain an effective internal audit programme	PM2: Reduced number of outstanding audit findings.	New KPI for 2018/19	New KPI for 2018/19	100% close out findings per the action plan	100% close out findings per action plan	100% close-off of audit findings per the action plan	100% close-off of audit findings per the action plan	100% close-off of audit findings per the action plan	100% close-off of audit findings per the action plan	100% close-off of audit findings per the action plan	100% close-off of audit findings per the action plan	100% close-off of audit findings per the action plan
16. To build security management capacity	PM3a: % of implementation of deliverables	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	Approved Security Framework	Approved Security Framework	Approved Security Framework	Approved Security Framework	Approved Security Framework	Approved Security Framework	Approved Security Framework	Approved Security Framework
	PM3b: % of implementation of deliverables.	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	Approved Security Policy	Approved Security Policy	Approved Security Policy	Approved Security Policy	Approved Security Policy	Approved Security Policy	Approved Security Policy	Approved Security Policy
17. To enhance staff communication and involvement	LM1: Implementation of an enhanced internal communications framework	New KPI for 2018/19	New KPI for 2018/19	New KPI for 2018/19	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables
	LM2: Implementation of management and leadership development plan	New KPI for 2018/19	New KPI for 2018/19	100%	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables
19. To implement an organisational culture project	LM3: Define the NNR Culture	New KPI for 2019/20	New KPI for 2019/20	New KPI for 2019/20	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables	100% of annual deliverables

Table 6: Forecasted Five Year Performance Plan.

ANNUAL PERFORMANCE PLAN (APP) 2019-2020



Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa

15. Annual Performance Plan (APP) 2019 - 2020

The APP is based on the following 19 Strategic Objectives:

Goal	Objective	Measure	KPI	Annual Target	Q1	Q2	Q3	Q4
1. To provide efficient and effective Nuclear Regulatory Services.	1.1 To provide an independent analytical verification capability and capacity.	SANAS Application Assessment Report	RM1: % of approved activities as per the plan	SANAS Application Assessment Report	Approved accreditation plan	N/A ³	N/A	N/A
	1.2 To have in place a fully operational RERC.	RERC Exercise	RM2: Effective response to a nuclear radiological emergency	Implemented RERC Exercise	Preparation work for application of SANAS accreditation (Updating of Lab procedures, PTS plan and audits)	Submitted application for accreditation to SANAS	Preparation work for assessment by SANAS. Procedure approval and implementation (IAEA PTS)	SANAS assessment
	1.3 To ensure the protection of persons, property and environment.	Compliance assurance activities conducted Reviews and assessments undertaken Conditions of authorisation reviewed	RM3a: % Implementation of the CAP RM3b: Reviews and assessments undertaken RM3c: No: of conditions of authorisations reviewed	100% of the CAP 100% of planned quarterly activities 2 Categories	Exercise plan and preparation 100% of the quarterly CAP activities 100% of Planned quarterly activities N/A	Draft exercise implementation document 100% of the quarterly CAP activities 100% of planned quarterly activities Establish criteria for redefining conditions of authorisations	Full-scope RERC emergency exercise 100% of the quarterly CAP activities 100% of planned quarterly activities Category 1 conditions reviewed	RERC emergency exercise report 100% of the quarterly CAP activities 100% of planned quarterly activities Category 2 conditions reviewed

Goal	Objective	Measure	KPI	Annual Target	Q1	Q2	Q3	Q4
			RM3d: No: of conditions of authorisations reviewed	12 Necsca Authorisations	3	3	3	3
		Develop a methodology to assess capacity requirements of human resources and leadership for safety	RM3e: Developed Methodology	Developed Methodology	N/A	N/A	N/A	Developed Methodology
		Regional assessment of impact on the public from NORM facilities	RM3f: Impact assessed	Impact Assessment Report	N/A	N/A	N/A	Impact Assessment Report
		Regulation of public exposures resulting from radon and contamination sites not covered by existing authorisations	RM3g: Framework for collaboration with stakeholders on contamination sites	Developed Framework	N/A	N/A	Framework Document	N/A
			RM3h: Funding mechanism proposal	Funding Proposal Document	N/A	N/A	N/A	Funding mechanism proposal document
		National action plan for radon	RM3i: Draft national radon action plan developed	Draft National Radon Action Plan Developed	N/A	N/A	IAEA Expert mission on radon	Draft national radon action plan
	1.4 To strengthen regulatory oversight of the back end of the nuclear fuel cycle.	Review decommissioning plans and associated financial provisions of Necsca facilities	RM4: Decommissioning plans and financial provisions reviewed (NTWP, NPP)	18 Facilities Plans	100% of planned quarterly activities	100% of planned quarterly activities	100% of planned quarterly activities	100% of planned quarterly activities

Goal	Objective	Measure	KPI	Annual Target	Q1	Q2	Q3	Q4
2. To operationalise the CNSS.	1.5 To reverse the observed trend of degradation of safety and security culture at authorised facilities.	Safety and security culture awareness session conducted	RM5: No. of awareness sessions conducted	3 Sessions held with holders	N/A	1 security culture awareness session	Safety culture awareness session	1 security culture awareness session
	1.6 To review and update Regulatory Framework for LTO.	Benchmarking with Regulatory counterparts in respect of LTO	RM6: Approved benchmarking report	Benchmarking Report	N/A	Benchmarking report	N/A	N/A
	1.7 To implement systematic ageing management inspections.	Inspection programme for ageing management	RM7: % of ageing management programme	20% of ageing Management Programme	As per plan	As per plan	As per plan	As per plan
	1.8 To provide manufacturing oversight for SGR.	Standards met and, compliance with requirements	RM8: % verification reports reviewed	100% Reviewed and Verified Reports	As per manufacturing schedule	100% of planned quarterly activities	100% of planned quarterly activities	100% of planned quarterly activities
	1.9 To leverage strategic partnerships through the CNSS to build capacity.	Leveraging on existing strategic partnerships	RM9a: No: of CNSS staff trained/developed through partner institutions	2	N/A	1	N/A	1
		Establish new collaboration with strategic partners	RM9b: No: of new strategic partnership/ collaboration agreements signed	2	1	N/A	N/A	1

Goal	Objective	Measure	KPI	Annual Target	Q1	Q 2	Q3	Q 4		
3. To ensure financial viability and sustainability of the organisation.	1.10. To enhance collaboration with strategic partners to strengthen training and capacity building.	Develop workforce capability	RM10a: No: of competency based training co-developed	2	N/A	1	N/A	1		
		Develop and implement training programmes	RM10b: No: of inspector training modules co- developed	2	N/A	1	N/A	1		
	1.11. To undertake research and ensure effective technical support to the Regulator.	Identify and scope priority research projects	RM11a: No: of research projects scoped	6	2	2	2	2	N/A	
		Identify and scope priority TSS projects	RM11b: No: of research projects initiated and managed	2	N/A	1	1	N/A	1	
	1.12 To develop mechanisms that ensure financial viability and sustainability of the organisation.	Proposed Government notice	Identify and scope priority TSS projects	RM11c: No: of various research projects presented at forums	4	1	1	1	1	
			Identify and scope priority TSS projects	RM11d: No: of TSS projects initiated	2	N/A	N/A	1	1	
		Pilot plan of action	Development and submission of the Board approved Government notice	FM1a: Development and submission of the Board approved Government notice	Board approved Government notice	2	N/A	N/A	N/A	N/A
			Final Report on the fee structure	FM1b: 100% implementation of pilot plan	Final Report on the fee structure	2	N/A	Develop and submit the proposed Government notice	Conduct pilot service provision with fee structure through CNSS	N/A
	1.13 To increase price competitiveness in procurement	% of procurement spend on designated groups, as a percentage of total procurement	FM2: 50% of procurement spend on designated groups	50% of procurement spend on designated groups	50% of procurement spend on designated groups	N/A	50% of procurement from previously disadvantaged individuals	50% of procurement from previously disadvantaged individuals	50% of procurement from previously disadvantaged individuals	

Goal	Objective	Measure	KPI	Annual Target	Q1	Q2	Q3	Q4
4. To provide robust internal business processes.	1.14 To implement ICT strategy.	100% of quarterly deliverables	PM1: Implementation of the ICT strategy	100% of annual deliverables	Develop an implementation plan to give effect to the ICT strategy	100% of identified quarterly deliverables	100% of identified quarterly deliverables	100% of identified quarterly deliverables
	1.15 To maintain an effective internal audit programme.	No overdue actions to close out outstanding audit findings	PM2: Reduced number of outstanding audit findings	100% close-off of audit findings per the action plan	Monitor implementation of actions to close-out audit findings, per action plan	Monitor implementation of actions to close-out audit findings, per action plan	Monitor implementation of actions to close-out audit findings, per action plan	Monitor implementation of actions to close-out audit findings, per action plan
	1.16 To build security management capacity.	Develop security strategic framework Develop security policy	PM3a: % of implementation of deliverables PM3b: % of implementation of deliverables	Approved Security Framework Approved Security Policy	N/A Draft policy and executive commitment. EXCO approval	Establish and train security committee Board approval	Draft Framework Consult internal stakeholders EXCO approval N/A	Board approval N/A

Goal	Objective	Measure	KPI	Annual Target	Q1	Q2	Q3	Q4
5. To optimise strategic people management practices.	1.17 To enhance staff communication and involvement.	100% of quarterly deliverables	LM1: Implementation of an enhanced internal communications framework	100% of annual deliverables	Develop an integrated internal communication plan and communicate the plan. This includes all aspects of communication	Monitor and report on compliance and implementation	Monitor and report on Compliance and Implementation	Monitor and Report on Compliance and implementation
	1.18 To implement leadership and management development programme.	100% of quarterly deliverables	LM2: Implementation of management and leadership development plan	100% of annual deliverables	Identify priorities for the financial year and develop an implementation plan	100% of identified quarterly deliverables	100% of identified quarterly deliverables	100% of identified quarterly deliverables
	1.20 To implement an organisational culture project.	100% of quarterly deliverables	LM3: Define the NNR culture	100% of annual deliverables	Review current organisational culture and gather information for the framework.	Develop the NNR culture framework	Approval of the NNR culture framework. Develop action plan to implement the identified initiatives	Communicate the NNR culture framework and action plan

Table 7: Annual Performance Plan.



RESOURCE IMPLICATIONS- DETAILED FINANCES & NOTES ON THE FINANCIALS

**Commemorating the 20th Anniversary of the
National Nuclear Regulator Act of South Africa**

16. Resource Implications - Detailed Finances

Statement of financial performance	Projected Expenditure per Economic Classification															
	2015/16		2016/17		2017/18		2018/19		2015/16 - 2018/19		Medium-term estimate		2018/19-2021/22			
	Budget	Audited Outcome	Budget	Audited Outcome	Budget	Audited Outcome	Budget Estimate	Approved Budget	Out-come/Budget Average %	Average growth rate (%)	Expend-iture/total: Average (%)	2019/20	2020/21	2021/22	Average growth rate (%)	Expend-iture/total: Average (%)
R thousand																
Revenue																
Tax revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-tax revenue	147 887	159 873	174 534	183 563	198 145	212 155	211 952	211 952	104,8%	9,9%	194 707	214 007	225 778	2,1%	84,9%	
Sales of goods and services of which:	143 739	147 443	156 676	161 755	170 776	172 549	180 339	180 339	101,6%	6,9%	190 438	210 042	221 504	7,1%	80,2%	
Administrative fees	143 739	147 443	156 676	161 755	170 776	172 549	180 339	180 339	101,6%	6,9%	190 438	210 042	221 504	7,1%	80,2%	
Other non-tax revenue	4 148	12 430	17 858	21 808	27 369	39 606	31 613	31 613	130,2%	36,5%	4 269	3 965	4 274	-48,7%	4,7%	
Transfers received	21 487	21 487	40 936	40 936	38 573	38 573	16 510	16 510	100%	-8,4%	43 096	45 467	47 968	42,7%	15,1%	
Total revenue	169 374	181 360	215 470	224 499	236 718	250 728	228 462	228 462	104,1%	8,0%	237 803	259 474	237 746	6,2%	100%	
Expenses																
Current expenses	169 374	193 119	215 470	189 370	236 718	235 942	228 462	228 462	99,6%	5,8%	237 803	259 474	273 745	6,2%	100,0%	
Compensation of employees	108 716	122 353	118 428	124 331	138 156	138 449	142 350	142 350	103,9%	5,2%	150 495	161 613	170 501	6,2%	62,5%	
Goods and services	42 205	52 068	80 402	48 861	84 675	82 219	72 025	72 025	91,4%	11,4%	72 432	82 503	87 041	6,5%	31,4%	
Depreciation	13 090	12 774	11 886	10 468	9 801	10 443	10 369	10 369	97,6%	-6,7%	10 950	11 826	12 476	6,4%	4,6%	
Interest, dividends and rent on land	5 363	5 924	4 754	5 710	4 086	4 831	3 718	3 718	112,6%	-14,4%	3 926	3 533	3 727	0,1%	1,5%	
Total expenses	169 374	193 119	215 470	189 370	236 718	235 942	228 462	228 462	99,6%	5,8%	237 803	259 474	273 745	6,2%	100,0%	
Surplus/ (Deficit)	-	(11 759)	-	35 129	-	14 785	-	-		100,0%	-	-	-	-	-	-

17. Notes on the Financials

ADMINISTRATION

This programme continues to receive a major share of the total budget of the organisation at an average of 48% during the MTEF period. The allocation covers most operational fixed costs such as rental, IT infrastructure, security etc. The amount of R 114 million estimated for 2019/20 financial year is equivalent to 3% of the R111 million allocated in 2018/19 financial year. The allocation for this programme will continue to increase marginally over the MTEF period, in line with the MTEF Guideline projections on CPI and taking into account the cost containment measures.

STANDARDS AUTHORISATIONS AND REVIEW ASSESSMENTS

The expenditure for this programme is anticipated to slightly increase by about 5% to R80 million in the 2019/20 financial year, and to about R91 million over the MTEF period. This additional funding will be utilised to increase the capacity of this programme through the appointment of permanent staff in CNSS, while phasing out the utilisation of consultants, over the MTEF period.

COMPLIANCE ASSURANCE AND ENFORCEMENT

The projected expenditure in this programme is estimated at R44 million, for the 2019/20 financial year. This is an increase of about 5% from the 2018/19 allocation of R41 million, in line with the MTEF Guideline projected CPI of 5,3%. This additional allocation will enable the organisation to implement the Compliance Assurance Programme (CAP) effectively. It will further be utilised to fund the Inspector Training and Development Programme.

(Footnotes)

1 N/A – not applicable for the specific quarter



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