



# **TECHNICAL INDICATOR DESCRIPTIONS 2018/19**

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## 1. BACKGROUND

The National Energy Regulator (NERSA) is the regulatory authority established in terms of the National Energy Regulator Act, 2004 (Act No. 40 of 2004) with the mandate to “undertake the functions of the National Electricity Regulator as set out in the Electricity Regulation Act, 2006 (Act No. 4 of 2006), undertake the functions of the Gas Regulator as set out in the Gas Act, 2001 (Act No. 48 of 2001), undertake the functions of the Petroleum Pipelines Regulatory Authority as set out in the Petroleum Pipelines Act, 2003 (Act No. 60 of 2003) and to perform such other functions as may be assigned to it by or under these Acts”. NERSA’s mandate is anchored on the following four primary Acts:

- National Energy Regulator Act, 2004 (Act No. 40 of 2004);
- Electricity Regulation Act, 2006 (Act No. 4 of 2006);
- Gas Act, 2001 (Act No. 48 of 2001);
- Petroleum Pipelines Act, 2003 (Act No. 60 of 2003);

The regulatory functions of NERSA, as contained in relevant legislation, are summarised as follows:

- Issuing of licences with conditions;
- Setting and/or approving tariffs and prices;
- Monitoring and enforcing compliance with licence conditions;
- Dispute resolution including mediation, arbitration and the handling of complaints;
- Gathering, storing and disseminating industry information;
- Setting of rules, guidelines and codes for the regulation of the three industries;
- Determining of conditions of supply and applicable standards;
- Consulting with government departments and other bodies with regard to industry development and regarding any matter contemplated in the three industry Acts;
- Expropriating land as necessary to meet the objectives of the relevant legislation;
- Registration; and
- Performing any activity incidental to the execution of its duties

NERSA’s mandate is further derived from written government policies and regulations developed by the Minister of Energy in terms of the Electricity Regulation Act, Gas Act and Petroleum Pipelines Act. NERSA is expected to proactively take necessary regulatory actions in anticipation of and in response to the changing circumstances in the energy industry.

NERSA derives its revenues by, amongst others, imposing prescribed levies on the regulated industries following a prescribed transparent procedure. In this regard, the following Acts govern the imposition of such levies:

- Gas Regulator Levies Act, 2002 (Act No. 75 of 2002);
- Petroleum Pipelines Levies Act, 2004 (Act No. 28 of 2004); and
- Section 5B of the Electricity Act, 1987 (Act No. 41 of 1987).

Apart from the mentioned legislation that anchors NERSA’s mandate and the imposition of levies, the following facilitating and all other legislation is also applicable to NERSA’s conduct of its business:

- The Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), which specifies the accounting of NERSA as a Section 3 Public Entity;
- The Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) (PAIA), which determines the way that NERSA has to treat access to information; and

- The Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000) (PAJA), which determines just administrative action of NERSA.

## 2. CONTEXT

In order to guide NERSA in carrying out its mandate in a structured and focuses manner, the Regulator develops its Strategic and Annual Performance Plans, in line with the prescripts of the *Framework for Strategic Plans and Annual Performance Plans (Framework)*.

National Treasury's revised Treasury Regulations 5 and 30, issued in terms of the PFMA, provided, among others, the necessary legal basis for the implementation of this Framework. The regulations require institutions to identify a core set of indicators needed to monitor institutional performance.

The form indicators part of the focus of the Annual Performance Plan. This Plan sets out performance indicators and targets for programmes which guides the organisation in achieving its outcome-oriented goals and strategic objectives. The Framework requires that a technical indicator description should be completed for each strategic outcome oriented goal and that it should be posted on the institution's website.

The purpose of this document is to provide technical descriptions for all the Key Performance Indicators as reflected in the NERSA Annual Performance Plan (2018/19 – 2020/21). In line with the approved Annual Performance Plan, these indicators are divided in programmes as well as in the following functional areas:

- Electricity Industry Regulation
- Piped-Gas Industry Regulation;
- Petroleum Pipelines Industry Regulation;
- Transversal Regulatory; and
- Organisational.

### 3. ELECTRICITY INDUSTRY REGULATION

3.1 Programme 1: Setting and/or approval of tariffs and prices

- NERSA Strategic Objective(s)**
- 1: Energy supply that is certain and secure for current and future user needs
  - 2: A regulatory environment that facilitates investment in energy infrastructure
  - 3: Competition and competitiveness within the energy industry
  - 4: Regulatory certainty within the energy industry
  - 5: Accessible and affordable energy for all citizens

Indicator number	1	2
<b>Indicator title</b>	<b>% of tariff applications of licensed distributors considered by the relevant Subcommittee, within 60 days of receipt of complete application</b>	<b>Number of monitoring reports of the implementation of Inclining Block Tariffs (IBTs) by licensed distributors in South Africa, considered by the relevant Subcommittee</b>
<b>Short definition</b>	This is the percentage of complete tariff applications that are considered by the Regulator Executive Committee or the Electricity Subcommittee (depending on delegation) and submitted to the Energy Regulator for a final decision, in compliance with the legislated timeframes.	These are reports aimed at providing the Regulator with information on how licensed distributors implement the IGTs
<b>Purpose/Importance</b>	The implementation of this KPI is necessary for NERSA to execute its mandate in setting prices and tariffs, aimed at ensuring financially sustainable supply of electricity by municipalities and private distributors.	The implementation of this KPI forms part of the setting of prices and tariffs, aimed at ensuring financially sustainable supply of electricity by municipalities and private distributors. Moreover this will ensure that the burden on the poor is limited and will also assist in lowering the usage of electricity.
<b>Source/collection of data</b>	Tariff Applications and D Forms; Tariff analysis schedules and Minutes of REC and ELS meetings	Tariff Applications and D Forms; Tariff analysis schedules and Minutes of REC and ELS meetings
<b>Method of calculation</b>	$((\text{number of tariff applications approved within 60 days of receipt of complete application}) / (\text{number of received tariff applications})) * 100$	Add up number of reports per year
<b>Data limitations</b>	None	Information supplied by licencees
<b>Type of indicator</b>	Outcome	Output
<b>Calculation type</b>	Non-cumulative	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Quarterly	Annual
<b>New indicator</b>	No	No
<b>Desired performance</b>	100% of tariff applications of licensed distributors approved by the relevant Subcommittee within 60 days of receipt of complete application.	1 three yearly report on the monitoring of the implementation of IBTs by licensed distributors in South Africa eligible for IBT implementation considered by ELS/REC by 31 March 2020
<b>Indicator Responsibility</b>	EM (ELR) and HOD (EPT)	EM (ELR) and HOD (EPT)

Indicator number	3	4
Indicator title	<b>Number of reports on the proposed municipal guidelines and benchmarks for the forthcoming financial year considered by the relevant subcommittee</b>	<b>Number of reports on the review of Eskom's revenue application for period starting 1 April 2019 considered by ER</b>
Short definition	These are reports in which proposed municipal guidelines and benchmarks for the forthcoming financial year are stated, based on an analysis that was performed, taking into account the MYPD3, the current financial year's Municipal tariff increases and benchmarks as well as inflation targets and others.	Report will summarise the outcome of the analysis of the applications, the outcome of stakeholder engagements and public hearings as well as the recommended revenue for approval and a clear motivation for the recommendation.
Purpose/Importance	The Guidelines for Municipal Tariff Increases and Benchmarks for the forthcoming financial year assists municipalities in compiling their tariff applications for the forthcoming financial year. This is aimed at facilitating the sustainability of electricity supply by Eskom	Eskom is required to submit an application to the Energy Regulator for approval of its revenue and tariff for each financial year. The process of approving Eskom's revenue may be done at the beginning of one financial year and for further extended years. In terms of the ERA and the licence conditions, Eskom cannot charge any customer any tariff other than the one approved by the Energy Regulator
Source/collection of data	Reasons for Decision of MYPD3 and previous Municipal tariff increases and benchmarks; Guidelines for Municipal tariff increases and Benchmarks for the current financial year; and minutes of ELS and ER meetings	Analysis of applications, comments from stakeholders and inputs received during public hearings.
Method of calculation	Number of reports per year	Add up number of reports per year
Data limitations	None	Information supplied by Eskom
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annual	Annual
New indicator	No	Yes
Desired performance	1 report on the proposed guidelines and benchmarks for 2018/19 considered by the ELS/REC by 31 December 2018	1 report on the review of Eskom's revenue application from period starting 1 April 2019 considered by ER by 31 December 2018
Indicator Responsibility	EM (ELR) and HOD (EPT)	EM (ELR) and HOD (EPT)

Indicator number	5	6
Indicator title	<b>Number of reports on the analysis of Eskom's performance based on submitted Regulatory Financial Reports (RFRs) considered by the relevant Subcommittee</b>	<b>Number of reports on the review of Eskom's submission on Eskom Retail Tariff and Structural Adjustment (ERTSA) considered by the relevant subcommittee in line with statutory requirements</b>
Short definition	These reports provide the Regulator with information on Eskom's performance which are based on an analysis of Eskom's Regulatory Financial Reports and on the MYPD3 determination.	These are reports on the review of Eskom's annual application to adjust the tariffs applicable to the respective customer groups; the annual submission of a proposed schedule of standard tariffs applicable to each of the customer groups for each year of the MYPD as well as the Reasons for Decision (RfD).
Purpose/Importance	The implementation of this KPI will enable NERSA to monitor the impact of the MYPD3 on Eskom and decide on possible regulatory clearing accounts. This is aimed at facilitating the sustainability of electricity supply by Eskom.	The implementation of this KPI fits into the setting of tariffs and prices in that NERSA will determine the structural adjustments of Eskom's retail tariffs (those tariffs that Eskom uses to sell electricity to other distributors, amongst others). This is aimed at facilitating the sustainability of electricity supply by Eskom.
Source/collection of data	Eskom report on its actual performance against the MYPD3	ERTSA Application by Eskom and tariff model, Reasons for Decision and Minutes (ELS and Energy Regulator).
Method of calculation	Add up number of reports per year	The ERTSA is determined by the tariff model
Data limitations	Information supplied by licencees	Accuracy and timeliness of information
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annual	Annual
New indicator	No	No
Desired performance	1 report on the analysis of Eskom's performance based on submitted Regulatory Financial Reports (RFRs) considered by the ELS/REC by 31 December 2018	1 report on the review of Eskom's submission on ERTSA for the 2019/20 financial year considered by the ELS/REC by 30 November 2018 in line with statutory requirements
Indicator Responsibility	EM (ELR) and HOD (EPT)	EM (ELR) and HOD (EPT)

<b>Indicator number</b>	<b>7</b>
<b>Indicator title</b>	<b>Number of reports on the Free Basic Electricity (FBE) Rate for the compensation of Eskom for implementation on 1 July annually considered by the relevant Subcommittee</b>
<b>Short definition</b>	These are reports on the determination of the rate at which Eskom can charge the municipalities annually for supplying FBE on its behalf, based on an analysis of Eskom's FBE reports which contains customer statistics and consumption information and an analysis of Eskom's approved IBT (1 <sup>st</sup> block) rate.
<b>Purpose/Importance</b>	The implementation of this KPI will also ensure that the free basic electricity is implementable by municipalities as they will get their required revenue and the poor will benefit. This is aimed at facilitating the sustainability of electricity supply by Eskom.
<b>Source/collection of data</b>	Eskom - FBE customer statistics and consumption information; NERSA - the Approved 1 <sup>st</sup> block of The Eskom Retail Tariff; and minutes of ELS and ER
<b>Method of calculation</b>	FBE is in line with the tariff model
<b>Data limitations</b>	Accuracy and timeliness of information
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Annual
<b>New indicator</b>	No
<b>Desired performance</b>	One report on the FBE Rate for the compensation of Eskom for implementation on 1 July annually considered by the relevant Subcommittee
<b>Indicator Responsibility</b>	EM (ELR) and HOD (EPT)

3.2 Programme 2:

Licensing and registration

**NERSA Strategic Objective(s)**

- 1: Energy supply that is certain and secure for current and future user needs
- 2: A regulatory environment that facilitates investment in energy infrastructure
- 3: Competition and competitiveness within the energy industry
- 5: Accessible and affordable energy for all citizens

<b>Indicator number</b>	<b>1</b>
<b>Indicator title</b>	<b>% of licence applications considered by the relevant Subcommittee within 120 days from receipt of all required information</b>
<b>Short definition</b>	This is the percentage of complete tariff applications that are considered by the Regulator Executive Committee or the Electricity Subcommittee (depending on delegation) and submitted to the Energy Regulator for a final decision, in compliance with the legislated timeframes.
<b>Purpose/Importance</b>	The implementation of this KPI is necessary for NERSA to execute its mandate to issue licences with conditions, aimed at controlling entry and ensuring the orderly development of the Electricity Industry.
<b>Source/collection of data</b>	Licence applications, Reasons for decision (RFD). The RFD documents outlines the timelines in the processing of applications and Minutes (REC/ELS/ER depending on delegation)
<b>Method of calculation</b>	$(\text{number of processed licence applications within 120 days} / \text{number of received licence applications}) * 100$
<b>Data limitations</b>	Incomplete applications
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	100% of licence applications considered by the ELS/REC within 120 days from receipt of all required information
<b>Indicator Responsibility</b>	EM (ELR) and HOD (ELC)

3.3 Programme 3:

Compliance monitoring and enforcement

**NERSA Strategic Objective(s)**

- 1: Energy supply that is certain and secure for current and future user needs
- 2: A regulatory environment that facilitates investment in energy infrastructure
- 3: Competition and competitiveness within the energy industry
- 5: Accessible and affordable energy for all citizens

Indicator number	1	2
Indicator title	<b>Number of consolidated audit reports on the state of compliance of licencees with license conditions considered by the relevant Subcommittee</b>	<b>Number of progress reports on the monitoring of the implementation of the corrective action plans by non-complying licensees considered by the relevant subcommittee</b>
Short definition	These are annual reports on all the audits NERSA conducted on the state of generation, transmission and distribution licencees' compliance with licence conditions, including audit findings	These are reports indicating the progress made by licencees' with their corrective action plans, based on the audit findings by NERSA regarding the state of their compliance with license conditions.
Purpose/Importance	This KPI will ensure effective and consistent compliance monitoring throughout in the electricity sector, as part of executing NERSA's mandate with specific reference to the promotion of the quality and reliability level of electricity supply.	This KPI will contribute towards a higher level of compliance with licence conditions through monitoring the implementation of licencees' corrective action plan, as part of executing NERSA's mandate with specific reference to the promotion of the quality and reliability level of electricity supply.
Source/collection of data	Compliance audit reports	Compliance audit reports; status reports on the implementation of corrective action plans
Method of calculation	Number of reports per year	Number of reports per year
Data limitations	Cooperation by licencees in providing management comments	Information supplied by licencees
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annually	Annually
New indicator	No	No
Desired performance	Three consolidated distribution audit reports - one each for distribution, generation and distribution licensees - on the state of compliance of licensees with licence conditions considered by the ELS/REC by 31 March 2019	3 progress reports on the monitoring of the implementation of the corrective action plans by non-complying licensees considered by the ELS/REC by 31 March 2019 one each for transmission generation and distribution licencees
Indicator Responsibility	EM (ELR) and HOD (ELC)	EM (ELR) and HOD (ELC)

Indicator number	3	4
Indicator title	<b>Number of audit reports on the review of the annual performance of the Integrated Demand Management (IDM) considered by the relevant Subcommittee</b>	<b>Number of audit reports on Eskom's Transmission Network Development projects for compliance with the South African Grid Code, considered by the relevant Subcommittee (subject to all information available)</b>
Short definition	These are annual audit reports of the IDM performance based on Eskom's breakdown of all IDM programmes/ technologies with their estimated costs, demand and energy savings that was submitted to the Energy Regulator with the MYPD application.	These are reports regarding the audits conducted on projects included in Eskom's approved Transmission Development Plan in order to evaluate the compliance of these projects with the approved Grid Code
Purpose/Importance	The implementation of this KPI will assist in ensuring the implementation of measurable and sustainable demand-reduction interventions in order to increase the safety net between South Africa's energy usage and what Eskom can supply. This forms part of executing NERSA's mandate with specific reference to the promotion of the quality and reliability level of electricity supply.	The implementation of this KPI will assist in determining the level of compliance of projects in Eskom's approved Transmission Development Plan with the South African Grid Code.
Source/collection of data	Approved audit report that details the assessment and evaluation of IDM for compliance with the South African Grid Code	Approved audit report that details the assessment and evaluation of projects in Eskom's approved Transmission Development Plan for compliance with the South African Grid Code
Method of calculation	Number of audit reports per year	Number of audit reports per year
Data limitations	Participation by Eskom Transmission	Participation by Eskom Transmission
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annual	Annual
New indicator	No	No
Desired performance	1 audit report on the review the annual performance of IDM for 2015/16 considered by the ELS/REC by 31 March 2019	1 audit report on Eskom's Transmission Network Development 2016/17 projects for compliance with the South African Grid, considered by the ELS/REC by 31 March 2019 subject to all information available
Indicator Responsibility	EM (ELR) and HOD (EIP)	EM (ELR) and HOD (EIP)

<b>Indicator number</b>	<b>5</b>
<b>Indicator title</b>	<b>Number of monitoring reports on the performance and progress of Renewable Energy projects considered by the Energy Regulator, considered by the relevant Subcommittee</b>
<b>Short definition</b>	These are monitoring reports on the performance of and progress made with renewable energy aimed at informing all stakeholders and decision makers on the status.
<b>Purpose/Importance</b>	The implementation of this KPI is directly linked to NERSA's mandate of promoting the quality and reliability level of electricity supply.
<b>Source/collection of data</b>	Reports on the performance and progress of Renewable Energy
<b>Method of calculation</b>	Number of reports per year
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Bi-annually
<b>New indicator</b>	No
<b>Desired performance</b>	Two monitoring reports on the performance and progress of Renewable Energy projects considered by the Energy Regulator for 2017/18, considered by the relevant Subcommittee by 30 September and by 31 March respectively
<b>Indicator Responsibility</b>	EM (ELR) and HOD (EIP)

3.4 Programme 4: Dispute resolution, including mediation, arbitration and handling of complaints

NERSA Strategic Objective(s) 3: Competition and competitiveness within the energy industry  
 5: Accessible and affordable energy for all citizens  
 6: Establishing NERSA as an efficient and effective regulator

Indicator number	1	2
Indicator title	% of disputes/ complaints closed within 180 days from receipt	Number of reports on the trends regarding to the status of disputes and complaints in the electricity industry considered by the relevant Subcommittee
Short definition	This is the percentage of complaints / disputes closed with set timelines	This is a report compiled on an annual basis, on the trends regarding to and the status of complaints in the electricity industry
Purpose/Importance	The implementation of this KPI is directly linked to NERSA's mandate of dispute resolution including mediation, arbitration and the handling of complaints	The implementation of this KPI is directly linked to NERSA's mandate of dispute resolution including mediation, arbitration and the handling of complaints
Source/collection of data	Records of complaints received	Records of complaints and disputes
Method of calculation	(number of closed disputes / complaints within 180 days of receipt / number of received complaints)*100	Number of reports per year
Data limitations	Participation by complainant and licencees	None
Type of indicator	Outcome	Output
Calculation type	Non-cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly	Annually
New indicator	No	No
Desired performance	85% of disputes/ complaints closed within 180 days from receipt	1 report on the trends regarding to the status of disputes and complaints in the electricity industry considered by the ELS/REC by 31 March 2019
Indicator Responsibility	EM (ELR) and HOD (ELC)	EM (ELR) and HOD (ELC)

**3.5 Programme 5:**

Setting of rules, guidelines and codes for the regulation of the electricity industry

**NERSA Strategic Objective(s)**

- 1: Energy supply that is certain and secure for current and future user needs
- 3: Competition and competitiveness within the energy industry
- 4: Regulatory certainty within the energy industry
- 6: Establishing NERSA as an efficient and effective regulator

Indicator number	1	2
<b>Indicator title</b>	<b>% of decisions regarding applications from the ESI relating to fair and equitable access to electricity infrastructure requiring exemptions to the South African distribution and transmission grid code, made by the relevant Subcommittee within 60 days from receipt of application</b>	<b>% of decisions regarding applications from the ESI relating to fair and equitable access to electricity infrastructure requiring amendment to the South African distribution and transmission grid code, made by the relevant Subcommittee within 60 days from receipt of application</b>
<b>Short definition</b>	This is the percentage of decisions taken regarding applications for exemption from the Grid Code made by the relevant Subcommittee within 60 days from receipt of application	This is the percentage of decisions taken regarding applications for amendment of the Grid Code made by the relevant Subcommittee within 60 days from receipt of application
<b>Purpose/Importance</b>	The implementation of this KPI is directly linked to NERSA's mandate of Setting of rules, guidelines and codes for the regulation of the three industries	The implementation of this KPI is directly linked to NERSA's mandate of Setting of rules, guidelines and codes for the regulation of the three industries
<b>Source/collection of data</b>	Applications for <u>exemptions</u> of the grid code	Applications for <u>amendments</u> to the grid code
<b>Method of calculation</b>	(number of applications <u>requiring exemptions</u> completed within 60 days / number of applications for <u>exemptions</u> received)*100	(number of applications <u>requiring amendments</u> completed within 60 days / number of applications for <u>amendments</u> received)*100
<b>Data limitations</b>	None	None
<b>Type of indicator</b>	Outcome	Outcome
<b>Calculation type</b>	Non-cumulative	Non-cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Quarterly	Quarterly
<b>New indicator</b>	No	No
<b>Desired performance</b>	100% of applications from the ESI relating to fair and equitable access to electricity infrastructure requiring exemptions to the South African distribution and transmission grid code, considered by the ELS/REC within 60 days from receipt of application	100% of applications from the ESI relating to fair and equitable access to electricity infrastructure requiring amendment to the South African distribution and transmission grid code, considered by the ELS/REC within 60 days from receipt of application
<b>Indicator Responsibility</b>	EM (ELR) and HOD (EIP)	EM (ELR) and HOD (EIP)

<b>Indicator number</b>	<b>3</b>
<b>Indicator title</b>	<b>Number of reports on the scope for the review of the South African distribution and transmission grid code considered by ER within stated timeline</b>
<b>Short definition</b>	The report will indicate all the areas of the Grid Code that needs to be reviewed to ensure that the reciprocal obligations of industry participants around the use of the TS and operation of the interconnected power system (IPS) are aligned to developments in the industry.
<b>Purpose/Importance</b>	The implementation of this KPI is directly linked to NERSA's mandate of Setting of rules, guidelines and codes for the regulation of the three industries
<b>Source/collection of data</b>	Desk top research; analysis reports; inputs from industry participants
<b>Method of calculation</b>	Number of reports per year
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	Report on the scope for the review of the South African distribution and transmission grid code considered by ER by 31 March 2019
<b>Indicator Responsibility</b>	EM (ELR) and HOD (EIP)

**3.6 Programme 6:** Administration (Establishing NERSA as an efficient and effective regulator)

**NERSA Strategic Objective(s)**

- 1: Energy supply that is certain and secure for current and future user needs
- 4: Regulatory certainty within the energy industry
- 6: Establishing NERSA as an efficient and effective regulator)and affordable energy for all citizens

<b>Indicator number</b>	<b>1</b>
<b>Indicator title</b>	<b>Number of System Adequacy reports considered by the relevant Subcommittee</b>
<b>Short definition</b>	These are reports in which NERSA indicates the generation system adequacy and performance, as well as capacity outlook for the near future.
<b>Purpose/Importance</b>	The implementation of this KPI is directly linked to NERSA's mandate monitor the supply–demand balance of the electricity system to achieve efficient, effective, sustainable and orderly development and operation of the electricity supply infrastructure in South Arica.
<b>Source/collection of data</b>	Reports from Eskom
<b>Method of calculation</b>	Number of reports per year
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	One System Adequacy Report considered by the relevant Subcommittee
<b>Indicator Responsibility</b>	EM (ELR)

## 4. PIPED-GAS INDUSTRY REGULATION

4.1 Programme 1: Setting and/or approval of tariffs and prices

**NERSA Strategic Objective(s)**

- 1: Energy supply that is certain and secure for current and future user needs
- 2: A regulatory environment that facilitates investment in energy infrastructure
- 3: Competition and competitiveness within the energy industry
- 4: Regulatory certainty within the energy industry
- 5: Accessible and affordable energy for all citizens

Indicator number	1	2
<b>Indicator title</b>	<b>% of maximum price applications are considered by the relevant Subcommittee within 120 days after date of publication of preliminary assessment of maximum price application</b>	<b>% of trading margin applications considered by the relevant subcommittee within 120 days after the date of the publication of preliminary assessment</b>
<b>Short definition</b>	This is the percentage of applications for maximum prices of piped-gas considered by the relevant Subcommittee, within a set timeframe, subject to a finding that there is inadequate competition	This is the percentage of trading margin applications by the relevant Subcommittee, within a set timeframe, aimed at enabling the licensee to: a) Recover all efficient and prudently incurred investment and operational costs, and b) Make a profit commensurate with risk
<b>Purpose/Importance</b>	The implementation of indicator is directly linked to NERSA's mandate of setting and approving of tariffs and prices.	The implementation of this KPI is directly linked to NERSA's mandate of setting and/or approving tariffs and prices
<b>Source/collection of data</b>	Applications for maximum prices of gas, Reasons for Decision - contains timelines of consideration of application and Minutes	Applications for trading margin, Reasons for Decision - contains timelines of consideration of application and Minutes
<b>Method of calculation</b>	(number of applications for maximum prices completed within 120 days / number of applications for maximum prices received)*100	(number of trading margin applications completed within 120 days / number of applications for maximum prices received)*100
<b>Data limitations</b>	None	None
<b>Type of indicator</b>	Outcome	Outcome
<b>Calculation type</b>	Non-cumulative	Non-cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Quarterly	Quarterly
<b>New indicator</b>	No	No
<b>Desired performance</b>	100% of maximum price applications are considered by the PGS/ER within 120 days after date of publication of preliminary assessment of maximum price application	100% of trading margin applications considered by the PGS/ER within 120 days after the date of the publication of preliminary assessment
<b>Indicator Responsibility</b>	EM (GAR) and HOD (GPT)	EM (GAR) and HOD (GPT)

Indicator number	3	4
Indicator title	% of transmission tariff applications are considered by the relevant Subcommittee within 120 days after date of publication of preliminary assessment of tariff application	Number of calculations of the ROMPCO tariff for gas volumes below 120 million Gigajoules considered by the relevant Subcommittee
Short definition	This is the percentage of transmission tariff applications considered by the relevant Subcommittee, within a set timeframe, subject to a finding that there is inadequate competition	This is the number of calculations of the ROMPCO tariff for gas volumes below 120 million Gigajoules considered by the relevant Subcommittee, within a set timeframe
Purpose/Importance	The implementation of this KPI is necessary for NERSA to execute its mandate in setting and approving prices and tariffs	The implementation of this KPI is necessary for NERSA to execute its mandate in setting and approving prices and tariffs
Source/collection of data	Applications for transmission tariff, Reasons for Decision - contains timelines of consideration of application and Minutes	Schedule One to the Agreement and PPI from StatsSA, Report containing the ROMPCO tariffs for volumes below 120 GJ and Minutes of PGS
Method of calculation	(number of transmission tariff applications completed within 120 days / number of applications for maximum prices received)*100	Actual number of calculations and publication of the ROMPCO tariff for volumes below 120 Gigajoule
Data limitations	None	None
Type of indicator	Outcome	Output
Calculation type	Non-cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly	Quarterly
New indicator	No	No
Desired performance	100% of transmission tariff applications are considered by PGS/ER within 120 days after date of publication of preliminary assessment of tariff application	4 quarterly calculations of the ROMPCO tariff for gas volumes below 120 million Gigajoule considered by the PGS
Indicator Responsibility	EM (GAR) and HOD (GPT)	EM (GAR) and HOD (GPT)

4.2 Programme 2:

Licensing and Registration

**NERSA Strategic Objective(s)**

- 1: Energy supply that is certain and secure for current and future user needs
- 2: A regulatory environment that facilitates investment in energy infrastructure
- 3: Competition and competitiveness within the energy industry
- 5: Accessible and affordable energy for all citizens

Indicator number	1	2
Indicator title	<b>% of licence applications considered by the relevant Subcommittee within 60 days from date of close of public comment period or period of applicant's response to objections received</b>	<b>% of applications for licence amendments considered by the relevant subcommittee within - *60 days from date of close of public comment period or period of applicant's response to objections received OR *90 days from date of receipt of complete application, not requiring publication for comment</b>
Short definition	This is the percentage of the licence applications considered by the REC or PGS (depending on the delegation) within a set timeframe	This is the percentage of the applications for license amendment, considered by the relevant subcommittee within a set timeframe
Purpose/Importance	The implementation of this KPI is linked to NERSA's mandate to issue licences with conditions	The implementation of this KPI is linked to NERSA's mandate to register gas operations
Source/collection of data	Licence applications, Reasons for decision (RFD). The RFD documents the timelines in the processing of applications and Minutes of REC / PGS (depending on delegation)	Applications for licence amendments, Reasons for decision (RFD). The RFD documents the timelines in the processing of applications and Minutes of REC / PGS (depending on delegation)
Method of calculation	(Number of licence applications considered within 60 days after the end of the objection period or period of applicant's response to objections received) / (total number of applications received) * 100	(Number of applications for amendments considered within 120 days from receipt of complete application) / (total number of applications received) * 100
Data limitations	Accuracy and completeness of information	Accuracy and completeness of information
Type of indicator	Outcome	Outcome
Calculation type	Non-cumulative	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly	Quarterly
New indicator	No	Yes
Desired performance	100% of licence applications considered by the PGS/REC within 60 days from date of close of public comment period or period of applicant's response to objections received	100% of applications for licence amendments considered by the PGS/REC within - *60 days from date of close of public comment period or period of applicant's response to objections received OR *90 days from date of receipt of complete application, not requiring publication for comment
Indicator Responsibility	EM (GAR) and HOD (GLC)	EM (GAR) and HOD (GLC)

<b>Indicator number</b>	<b>3</b>
<b>Indicator title</b>	<b>% of registration applications of gas imports and production are processed and considered by the relevant Subcommittee within 120 days from date of receipt of complete application.</b>
<b>Short definition</b>	This is the percentage of the registration applications for operations or activities related to the production and importation of gas, considered by the relevant subcommittee within a set timeframe
<b>Purpose/Importance</b>	The implementation of this KPI is linked to NERSA's mandate to register gas operations
<b>Source/collection of data</b>	Registration applications, Reasons for decision (RFD). The RFD documents the timelines in the processing of applications and Minutes of REC
<b>Method of calculation</b>	$(\text{Number of registration applications considered within 120 days from receipt of complete application}) / (\text{total number of applications received}) * 100$
<b>Data limitations</b>	Accuracy and completeness of information
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Annual
<b>New indicator</b>	No
<b>Desired performance</b>	100% of registration applications of gas imports and production are processed and considered by the PGS/REC within *60 days from date of receipt of complete application not requiring publication OR. *120 days of receipt of complete application which need to be published
<b>Indicator Responsibility</b>	EM (GAR) and HOD (GLC)

4.3 Programme 3:

Compliance monitoring and enforcement

**NERSA Strategic Objective(s)**

- 1: Energy supply that is certain and secure for current and future user needs
- 2: A regulatory environment that facilitates investment in energy infrastructure
- 3: Competition and competitiveness within the energy industry
- 5: Accessible and affordable energy for all citizens

Indicator number	1	2
Indicator title	<b>Number of monthly volume balance reports assessed and analysis reports considered by the relevant Subcommittee</b>	<b>Number of audits conducted on the ROMPCO pipeline according to the compliance framework, non-compliance notices issued (where necessary) and audit reports considered by the relevant Subcommittee</b>
Short definition	This is the number of reports on the assessment and analysis of Sasol's volume balance reports considered by the relevant Subcommittee, within 60 days from date of receipt of information from Sasol, in order for NERSA to have regular, systematic, consistent, and sufficient non-financial information relevant to economic regulation, to enhance the efficiency and transparency of the regulatory process.	This is the number of reports on the audits conducted on the ROMPCO pipeline according to the compliance framework, non-compliance notices issued (where necessary) and audit reports considered by the relevant Subcommittee by the end of the financial year
Purpose/Importance	The implementation of this KPI is directly linked to NERSA's mandate of compliance monitoring as well as gathering information relating to the production, transmission, storage, distribution, trading, liquefaction and re-gasification of gas	The implementation of this KPI is directly linked to NERSA's mandate of compliance monitoring
Source/collection of data	Volume balance report assessment reports	Audit reports
Method of calculation	Number of reports	Number of reports
Data limitations	Accuracy and availability of information	Accuracy and availability of information
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly	Annually
New indicator	No	No
Desired performance	12 monthly volume balance reports assessed and analysis reports considered by the PGS within 60 days from date of receipt of information from Sasol	1 audit conducted on the ROMPCO pipeline according to the compliance framework, non-compliance notices issued (where necessary) and audit reports considered by the PGS/REC by 31 March 2018
Indicator Responsibility	EM (GAR) and HOD (GLC)	EM (GAR) and HOD (GLC)

Indicator number	3	4
Indicator title	<b>Number of inspections conducted, non-compliance notices issued (where necessary) and inspection reports considered by the relevant Subcommittee</b>	<b>Number of reports on the implementation of the RRM considered by the relevant Subcommittee</b>
Short definition	This is the number of inspections conducted aimed at enforcing monitoring and compliance of licensed entities with licence conditions and to issue notices of non-compliance if and when necessary	These are the number of reports on the implementation of the RRM, aimed at achieving uniformity and consistent reporting of information required for tariff setting/approval and performance monitoring, considered by the relevant subcommittee
Purpose/Importance	The implementation of this KPI is directly linked to NERSA's mandate of compliance monitoring	The implementation of this KPI is directly linked to NERSA's mandate of compliance monitoring.
Source/collection of data	Inspection reports	Reports on the implementation of the RRM
Method of calculation	Number of reports	Number of reports
Data limitations	Accuracy and availability of information	Accuracy and availability of information
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly	Quarterly
New indicator	No	No
Desired performance	40 inspections conducted, non-compliance notices issued (where necessary) and inspection reports considered by the PGS by 31 March 2019	4 reports on the implementation of the RRM (one each for the 4 licensees who are required to implement the RRM) considered by REC by 31 March 2019
Indicator Responsibility	EM (GAR) and HOD (GLC)	EM (GAR) and HOD (GLC)

Indicator number	5	6
Indicator title	<b>Number of monitoring reports on the implementation of transmission tariffs considered by the relevant Subcommittee</b>	<b>Number of monitoring reports on the implementation of Maximum Prices considered by the relevant Subcommittee</b>
Short definition	This is the number of reports on the monitoring of the implementation of transmission tariffs by ROMPCO, Transnet and Sasol Gas respectively, considered by the relevant Subcommittee	These are reports on the implementation of maximum prices considered by the relevant Subcommittee, aimed at evaluating compliance.
Purpose/Importance	The implementation of this KPI is directly linked to NERSA's mandate of compliance monitoring	The implementation of this KPI is directly linked to NERSA's mandate of compliance monitoring
Source/collection of data	Reports on the implementation of transmission tariffs	Reports on the implementation of transmission tariffs
Method of calculation	Number of reports	Number of reports
Data limitations	Accuracy and availability of information	Accuracy and availability of information
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly	Quarterly
New indicator	No	No
Desired performance	3 monitoring reports on the implementation of transmission tariffs (one for ROMPCO, one for Transnet and one for Sasol Gas) considered by the PGS by 31 March 2019	1 monitoring report on the implementation of Maximum Prices per licence after one year following the approval of the maximum price considered by the PGS by 31 March 2019
Indicator Responsibility	EM (GAR) and HOD (GLC)	EM (GAR) and HOD (GLC)

4.4 Programme 4: Dispute resolution, including mediation, arbitration and handling of complaints

NERSA Strategic Objective(s) 3: Competition and competitiveness within the energy industry  
 5: Accessible and affordable energy for all citizens  
 6: NERSA a credible and reliable regulator

Indicator number	1	2
Indicator title	<b>% of complaint investigations completed within 12 months and a report on findings considered by the relevant Subcommittee</b>	<b>% of initiated investigations completed within 12 months and a report on findings considered by the relevant Subcommittee</b>
Short definition	This is the percentage of investigations into complaints and disputes received, completed within a stated timeframes and a report on the findings considered by the relevant Subcommittee	This is the percentage of initiated investigations within a stated timeframes and a report on the findings considered by the relevant Subcommittee
Purpose/Importance	The implementation of this KPI is directly linked to NERSA's mandate of dispute resolution including mediation, arbitration and the handling of complaints	The implementation of this KPI is directly linked to NERSA's mandate of dispute resolution including mediation, arbitration and the handling of complaints
Source/collection of data	Records of complaints received, RFD, minutes of relevant Subcommittee	Records of complaints initiated, RFD, minutes of relevant Subcommittee
Method of calculation	(Number of complaints received completed within 12 months after receipt) / (total number of applications received) * 100	(Number of initiated investigations completed within 12 months after receipt) / (total number of initiated investigations) * 100
Data limitations	Participation by complainant and licencees	Participation by licencees
Type of indicator	Outcome	Numeric / Outcome
Calculation type	Non-cumulative	Percentage – Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annual	Annual
New indicator	No	No
Desired performance	50% of complaint investigations completed within 12 months and a report on findings considered by the PGS	50% of initiated investigations completed within 12 months and a report on findings considered by the PGS
Indicator Responsibility	EM (GAR) and (HOD (GPT) or HOD (GLC))	EM (GAR) and (HOD (GPT) or HOD (GLC))

**4.5 Programme 5:** Setting of rules, guidelines and codes for the regulation of the piped-gas industry

**NERSA Strategic Objective(s)** 3: Competition and competitiveness within the energy industry  
 4: Regulatory certainty within the energy industry  
 5: Accessible and affordable energy for all citizens  
 6: NERSA a credible and reliable regulator

<b>Indicator number</b>	<b>1</b>
<b>Indicator title</b>	Tariff and pricing methodologies and guidelines reviewed (if deemed necessary)
<b>Short definition</b>	The is the number of reports relating to specific issues relating to either rules, guidelines or codes for the regulation of the piped-gas industry, should a need be identified
<b>Purpose/Importance</b>	The implementation of this indicator is linked to NERSA's mandate of setting of rules, guidelines and codes for the regulation of the piped-gas industry
<b>Source/collection of data</b>	Reports considered, minutes of relevant Subcommittee
<b>Method of calculation</b>	Number of reports considered per annum
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Annual
<b>New indicator</b>	No
<b>Desired performance</b>	1 benchmark report on the impact of the Maximum Pricing Methodology considered by the PGS/REC by 31 March 2019)
<b>Indicator Responsibility</b>	EM (GAR), HOD (GLC) and HOD (GPT)

**4.6 Programme 6:**

Administration (Establishing NERSA as an efficient and effective regulator)

**NERSA Strategic Objective(s)**

- 1: Energy supply that is certain and secure for current and future user needs
- 4: Regulatory certainty within the energy industry
- 6: NERSA a credible and reliable regulator

Indicator number	1	2
Indicator title	<b>Number of reports on gas regulatory advocacy considered by the relevant Subcommittee</b>	<b>Number of reports on stakeholder workshops / meetings considered by the relevant Subcommittee</b>
Short definition	This is the number of reports on gas regulatory advocacy engagements with decision-makers on identified legislative and policy matters	This is the number of reports on stakeholder workshops and meetings regarding pricing and tariffs as well as licensing and compliance monitoring
Purpose/Importance	The implementation of this indicator is aimed at facilitating the best possible legislative framework to enable NERSA in executing its mandate, thereby contributing to establishing NERSA as an efficient and effective regulator	The implementation of this indicator is part of NERSA's obligation to its stakeholders to provide information and education around its activities and mandate, thereby contributing to establishing NERSA as an efficient and effective regulator
Source/collection of data	Reports considered, minutes of relevant Subcommittee	Reports considered, minutes of relevant Subcommittee
Method of calculation	Number of reports considered per annum	Number of reports considered per annum
Data limitations	None	None
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annual	Annual
New indicator	No	No
Desired performance	1 report considered by the PGS on gas regulatory advocacy by 31 March 2019	1 report on stakeholder workshops / meetings considered by the relevant Subcommittee by 31 March 2018
Indicator Responsibility	EM (GAR), HOD (GLC) and HOD (GPT)	EM (GAR), HOD (GLC) and HOD (GPT)

<b>Indicator number</b>	<b>3</b>
<b>Indicator title</b>	<b>Number of reports on new developments in the gas industry considered by the relevant Subcommittee</b>
<b>Short definition</b>	This is the number of reports on new developments in the gas industry considered by the relevant Subcommittee
<b>Purpose/Importance</b>	The implementation of this indicator is aimed at keeping abreast of new development and identifying the possible regulatory impact it might have, thereby contributing to establishing NERSA as an efficient and effective regulator
<b>Source/collection of data</b>	Reports considered, minutes of relevant Subcommittee
<b>Method of calculation</b>	Number of reports considered per annum
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Bi-annual
<b>New indicator</b>	No
<b>Desired performance</b>	2 bi-annual reports on new developments in the gas industry considered by the relevant Subcommittee by 30 September and 31 March respectively
<b>Indicator Responsibility</b>	EM (GAR), HOD (GLC) and HOD (GPT)

## 5. PETROLEUM PIPELINES INDUSTRY REGULATION

5.1 Programme 1: Setting and/or approval of tariffs and prices

**NERSA Strategic Objective(s)**

- 1: Energy supply that is certain and secure for current and future user needs
- 2: A regulatory environment that facilitates investment in energy infrastructure
- 3: Competition and competitiveness within the energy industry
- 4: Regulatory certainty within the energy industry
- 5: Accessible and affordable energy for all citizens

<b>Indicator number</b>	<b>1</b>
<b>Indicator title</b>	<b>% of pipeline, storage and loading facility tariff applications considered by the relevant Subcommittee within 8 months of receipt of complete application</b>
<b>Short definition</b>	This is the percentage of all the pipeline, storage and loading facility tariff applications considered by the relevant Subcommittee within 8 months of receipt of complete application
<b>Purpose/Importance</b>	The implementation of this KPI is necessary for NERSA to execute its mandate in setting and/or approving tariffs
<b>Source/collection of data</b>	Applications for tariffs; Reasons for Decision; and Minutes
<b>Method of calculation</b>	$((\text{Number of tariff applications considered by the relevant Subcommittee within 8 months of receipt of complete application}) / (\text{Total number of tariff applications received})) * 100$
<b>Data limitations</b>	Accuracy, reliability and completeness of information
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	70% of pipeline, storage and loading facility tariff applications considered by the PPS/ER within 7 months of receipt of complete application
<b>Indicator Responsibility</b>	EM (PPR) and HOD (PPT)

5.2 Programme 2:

Licensing and Registration

**NERSA Strategic Objective(s)**

- 1: Energy supply that is certain and secure for current and future user needs
- 2: A regulatory environment that facilitates investment in energy infrastructure
- 3: Competition and competitiveness within the energy industry
- 5: Accessible and affordable energy for all citizens

Indicator number	1	2
<b>Indicator title</b>	<b>% of licence applications that will be decided upon within the timelines as prescribed in Section 19(1) of the Petroleum Pipelines Act</b>	<b>Number of reports on investigations done into suspected unlicensed activities considered by the relevant Subcommittee</b>
<b>Short definition</b>	This is the percentage of licence applications that will be decided upon within the timelines as prescribed in Section 19(1) of the Petroleum Pipelines Act	This is the number of reports on investigations done into suspected unlicensed activities considered by the relevant Subcommittee
<b>Purpose/Importance</b>	The implementation of this KPI is directly necessary in order to comply with NERSA's mandate to Issue licences with conditions	The implementation of this KPI is directly necessary in order to comply with NERSA's mandate to issue licences with conditions and to ensure that all unlicensed facilities have been appropriately licensed
<b>Source/collection of data</b>	Licence applications; Reasons for decision (RFD). The RFD documents the timelines in the processing of applications; and Minutes	Monthly compliance report, quarterly reports on suspected unlicensed activities, minutes of relevant Subcommittee
<b>Method of calculation</b>	$(\text{number of applications decided upon within statutory deadlines} / \text{number of received licence applications}) * 100$	Number of reports
<b>Data limitations</b>	Incomplete applications	None
<b>Type of indicator</b>	Outcome	Output
<b>Calculation type</b>	Non-cumulative	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Annually	Quarterly
<b>New indicator</b>	No	No
<b>Desired performance</b>	100% of licence applications will be decided upon by PPS/REC/ER within the timelines as prescribed in Section 19(1) of the Petroleum Pipelines Act	1 report on investigations done into suspected unlicensed activities, considered by the REC by 31 March 2019
<b>Indicator Responsibility</b>	EM (PPR) and HOD (PLC)	EM (PPR) and HOD (PLC)

5.3 Programme 3:

Compliance monitoring and enforcement

**NERSA Strategic Objective(s)**

- 1: Energy supply that is certain and secure for current and future user needs
- 2: A regulatory environment that facilitates investment in energy infrastructure
- 3: Competition and competitiveness within the energy industry
- 5: Accessible and affordable energy for all citizens

Indicator number	1	2
Indicator title	<b>Number of reports on trends regarding utilisation of storage facilities and 3rd party access, considered by the relevant Subcommittee</b>	<b>Reviewed methodology to determine uncommitted capacity considered by the relevant Subcommittee</b>
Short definition	This is the number of reports on trends regarding the utilisation of storage facilities and 3rd party access, considered by the relevant Subcommittee, aimed at promoting competition in the industry	The existing methodology to determine uncommitted capacity in the petroleum pipelines industry will be reviewed when the need arises.
Purpose/Importance	The implementation of this KPI is directly linked to NERSA's mandate of compliance monitoring	The implementation of this KPI is directly linked to NERSA's mandate of compliance monitoring
Source/collection of data	Reports on trends regarding utilisation of storage facilities and 3 <sup>rd</sup> party access and minutes of the relevant Subcommittee	Published tariff methodologies
Method of calculation	Number of reports	Published – Yes / no
Data limitations	Accuracy of information	None
Type of indicator	Output	Output
Calculation type	Cumulative	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Bi-annual	Annual
New indicator	No	Yes
Desired performance	2 reports on trends regarding utilisation of storage facilities and 3rd party access, considered by PPS by the 30 September 2018 and 31 March 2019 respectively	Reviewed methodology to determine uncommitted capacity approved by the relevant Subcommittee by 31 March 2019
Indicator Responsibility	EM (PPR) and HOD (PLC)	EM (PPR) and HOD (PLC)

<b>Indicator number</b>	<b>3</b>	<b>4</b>
<b>Indicator title</b>	<b>Number of reports on the construction of new facilities, considered by the relevant Subcommittee</b>	<b>Number of reports on licencees' compliance with statutory reporting requirements considered by the relevant Subcommittee</b>
<b>Short definition</b>	This is the number of reports detailing the compliance of construction licencees to licence conditions is developed and considered by the relevant Subcommittee on a quarterly basis	This is a report on the compliance of the licencees on all the statutory reporting requirements considered by the relevant Subcommittee
<b>Purpose/Importance</b>	The implementation of this KPI is directly linked to NERSA's mandate of compliance monitoring	The implementation of this KPI is directly linked to NERSA's mandate of compliance monitoring
<b>Source/collection of data</b>	Monitoring reports and minutes of the relevant Subcommittee	Statutory reporting submissions, report on licencees' compliance with statutory reporting
<b>Method of calculation</b>	Number of reports detailing the compliance of construction licencees to licence conditions	Number of reports
<b>Data limitations</b>	Accuracy of information	Accuracy of information
<b>Type of indicator</b>	Numeric / Output	Output
<b>Calculation type</b>	Number – Cumulative	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Quarterly	Quarterly
<b>New indicator</b>	No	No
<b>Desired performance</b>	4 quarterly reports on the construction of new facilities if any, considered by the PPS	4 quarterly reports considered by the PPS on licencees' compliance with statutory reporting requirements
<b>Indicator Responsibility</b>	EM (PPR) and HOD (PLC)	EM (PPR) and HOD (PLC)

5.4 Programme 4:

Dispute resolution, including mediation, arbitration and handling of complaints

NERSA Strategic Objective(s)

- 3: Competition and competitiveness within the energy industry
- 5: Accessible and affordable energy for all citizens
- 6: NERSA a credible and reliable regulator

<b>Indicator number</b>	<b>1</b>
<b>Indicator title</b>	<b>% of complaints investigated and considered by the relevant subcommittee within 60 days of receipt</b>
<b>Short definition</b>	This is the percentage of the complaints investigated and considered by the relevant subcommittee within 60 days of receipt
<b>Purpose/Importance</b>	The implementation of this KPI is directly linked to NERSA's mandate of dispute resolution including mediation, arbitration and the handling of complaints
<b>Source/collection of data</b>	Records of complaints received
<b>Method of calculation</b>	$(\text{number of finalised complaints within 60 days of receipt} / \text{number of received complaints}) * 100$
<b>Data limitations</b>	Participation by complainant and licencees
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	100% of complaints are investigated and considered by the PPS within 12 months of receipt
<b>Indicator Responsibility</b>	EM (PPR) and HOD (PLC)

5.5 Programme 5:

Setting of rules, guidelines and codes for the regulation of the petroleum pipelines industry

**NERSA Strategic Objective(s)**

- 3: Competition and competitiveness within the energy industry
- 4: Regulatory certainty within the energy industry
- 5: Accessible and affordable energy for all citizens
- 6: NERSA a credible and reliable regulator

Indicator number	1	2
<b>Indicator title</b>	<b>Reviewed Prudency Guidelines considered by the relevant structure</b>	<b>Number of reports on contributions towards alignment between relevant Petroleum legislation and regulations and government policies</b>
<b>Short definition</b>	The Prudency Guidelines aims to provide some clarity to licensees with reference to South African legislations and regulatory frameworks on what prudency is understood to mean and how the Regulator will deal with prudency matters going forward. This is because the Energy Regulator's assessment of prudency is influenced by other considerations (such as efficiency and reasonableness) set out in the respective Acts.	This is the number of reports NERSA will produce an annual report on its contributions towards the alignment between relevant Petroleum legislation and regulations and government policies
<b>Purpose/Importance</b>	The implementation of this KPI is directly linked to NERSA's mandate of setting of rules, guidelines and codes for the regulation of the three industries	The implementation of this KPI is directly linked to NERSA's mandate of setting of rules, guidelines and codes for the regulation of the three industries
<b>Source/collection of data</b>	Consultation with relevant stakeholders	Contribution reports
<b>Method of calculation</b>	Approved by the Energy Regulator	Number of reports
<b>Data limitations</b>	None	None
<b>Type of indicator</b>	Output	Output
<b>Calculation type</b>	Non-cumulative	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Annual	Annual
<b>New indicator</b>	Yes	No
<b>Desired performance</b>	Prudency Guidelines considered by the ER by 31 March 2019	1 report on contributions towards alignment between relevant Petroleum legislation and regulations and government policies submitted to the PPS for noting by 31 March 2019
<b>Indicator Responsibility</b>	EM (PPR) and HOD (PPT)	EM (PPR) and HOD (PLC)

5.6 Programme 6:

Administration (Establishing NERSA as an efficient and effective regulator)

NERSA Strategic Objective(s)

- 1: Energy supply that is certain and secure for current and future user needs
- 4: Regulatory certainty within the energy industry
- 6: NERSA a credible and reliable regulator

<b>Indicator number</b>	<b>1</b>
<b>Indicator title</b>	<b>Number of reports on the inland supply forecast considered by the relevant subcommittee</b>
<b>Short definition</b>	This is the number of reports on the inland supply forecast considered by the relevant subcommittee, in order to determine if there will be enough supply for the inland market, utilising NERSA's forecast model
<b>Purpose/Importance</b>	The implementation of this KPI is directly linked to the mandate of NERSA to gather, store and disseminate industry information
<b>Source/collection of data</b>	Report
<b>Method of calculation</b>	Number of reports
<b>Data limitations</b>	Accuracy, availability and reliability of information
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Biannually
<b>New indicator</b>	Yes
<b>Desired performance</b>	2 reports on the inland supply forecast considered by PPS/REC by 30 September 2018 and 31 March 2019 respectively
<b>Indicator Responsibility</b>	EM (PPR)

## 6. TRANSVERSAL REGULATORY

6.1 Programme 6: Administration (Establishing NERSA as an efficient and effective regulator)

NERSA Strategic Objective(s) 6: NERSA a credible and reliable regulator

Indicator number	1	2
Indicator title	<b>Number of reports on regulatory impact assessment considered by the relevant subcommittee</b>	<b>Number of reports on the outcomes of the benchmarking of NERSA, considered by the relevant subcommittee</b>
Short definition	This is the number of reports on the outcome of a study undertaken in order to determine the impact of NERSA's regulatory decisions	This is the number of reports on the outcome of a study undertaken in order to benchmark NERSA operations against similar organisations
Purpose/Importance	The implementation of this indicator would contribute to establishing NERSA as an efficient and effective regulator through ensuring that its regulatory decisions are always aligned to prescribed guidelines as well as that they are consistent and defensible	The implementation of this indicator would contribute to establishing NERSA as an efficient and effective regulator through ensuring that NERSA remains relevant in the energy industry
Source/collection of data	Report on the impact assessment	
Method of calculation	Number of reports	Number of reports
Data limitations	None	None
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annual	Annual
New indicator	No	Yes
Desired performance	1 report on regulatory impact assessment considered by the REC by 31 March 2019	1 report on the outcomes of the benchmarking of NERSA, considered by the REC by 31 March 2019
Indicator Responsibility	SM (RAR)	SM (RAR)

Indicator number	3	4
Indicator title	<b>Number of progress reports on the implementation of the Regulatory Reporting Manuals for Non-financial and financial information, considered by the relevant subcommittee</b>	<b>Number of progress report on the implementation of the Regulatory Reporting Manuals regarding the Standard Chart of Accounts (SCOA) for the municipalities considered by the relevant subcommittee</b>
Short definition	This is the number of progress reports on the implementation of the Regulatory Reporting Manuals for Non-financial and financial information, considered by the relevant subcommittee	This is the number of progress reports on the implementation of the Regulatory Reporting Manuals regarding the Standard Chart of Accounts (SCOA) for the municipalities considered by the relevant subcommittee
Purpose/Importance	The implementation of this indicator is directly link to NERSA's mandate to regulate the energy industry efficiently and effectively, aimed at the ongoing refinement of the regulatory mandate; to develop best practice methodologies; to enhance regulatory processes and efficiencies and to address the problem of information asymmetry between the Energy Regulator and the regulated energy industries.	The implementation of this indicator is directly link to NERSA's mandate to regulate the energy industry efficiently and effectively, aimed at the ongoing refinement of the regulatory mandate; to develop best practice methodologies; to enhance regulatory processes and efficiencies and to address the problem of information asymmetry between the Energy Regulator and the regulated energy industries.
Source/collection of data	Report on the progress made with the implementation of the RRM's for financial and non-financial information	Progress reports on the implementation of the Regulatory Reporting Manuals regarding the Standard Chart of Accounts (SCOA) for the municipalities
Method of calculation	Number of reports	Number of reports
Data limitations	None	None
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Bi-annual	Annual
New indicator	Yes	Yes
Desired performance	2 progress reports on the implementation of the Regulatory Reporting Manuals for Non-financial and financial information, considered by the REC by 30 September 2018 and 31 March 2019 respectively	1 progress report on the implementation of the Regulatory Reporting Manuals regarding the Standard Chart of Accounts (SCOA) for the municipalities considered by the REC by 31 March 2019
Indicator Responsibility	SM (RAR)	SM (RAR)

Indicator number	5	6
Indicator title	<b>Number of reports on research conducted in line with the approved research agenda considered by the relevant Subcommittee</b>	<b>Number of published quarterly newsletters</b>
Short definition	This is the number of reports on research conducted in line with the approved research agenda considered by the relevant Subcommittee	This is the number of quarterly newsletters published and made available to all stakeholders containing information regarding the organisation and the industries being regulated
Purpose/Importance	The implementation of this indicator is directly link to NERSA's mandate to regulate the energy industry efficiently and effectively, aimed at researching issues identified a critical topics in order for NERSA to establish itself as an efficient and effective regulator.	The implementation of this indicator is linked to NERSA's obligation to its stakeholders to provide information and education around its activities and mandate
Source/collection of data	Reports on research conducted, research agenda	Energy Regulator decisions Developments within the industries Articles written by staff
Method of calculation	Number of reports	Number of news letters
Data limitations	None	None
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annual	Quarterly
New indicator	Yes	No
Desired performance	1 report on research conducted in line with the approved research agenda considered by the REC 31 March 2019	4 quarterly newsletters published
Indicator Responsibility	SM (RAR)	EM (COS) and HOD (CSM)

<b>Indicator number</b>	<b>7</b>	<b>8</b>
<b>Indicator title</b>	<b>Number of stakeholder engagement and education programmes conducted</b>	<b>Number of reports on the impact of global, regional and local energy trends on NERSA's business considered by the relevant subcommittee</b>
<b>Short definition</b>	This is the number of stakeholder engagement and education programmes conducted where NERSA engages its stakeholders in a number of ways, including education programmes	This is the number of reports on the impact of global, regional and local energy trends on NERSA's business considered by the relevant subcommittee
<b>Purpose/Importance</b>	The implementation of this indicator is linked to NERSA's obligation to its stakeholders to provide information and education around its activities and mandate	The implementation of this indicator is directly link to NERSA's mandate to regulate the energy industry efficiently and effectively
<b>Source/collection of data</b>	Energy Regulator decisions Regulatory methodologies Topical regulatory matters Disputes referred to the energy regulator Stakeholder surveys	Reports on the impact of global, regional and local energy trends on NERSA's business
<b>Method of calculation</b>	Number of stakeholder engagements and education programmes held	Number of reports
<b>Data limitations</b>	None	None
<b>Type of indicator</b>	Output	Output
<b>Calculation type</b>	Cumulative	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Quarterly	Quarterly
<b>New indicator</b>	No	Yes
<b>Desired performance</b>	50 stakeholder engagement and education programmes undertaken by 31 March 2019	1 report on the impact of global, regional and local energy trends on NERSA's business considered by the REC by 31 March 2019
<b>Indicator Responsibility</b>	EM (COS) and HOD (CSM)	SM (RAR)

<b>Indicator number</b>	<b>9</b>
<b>Indicator title</b>	NERSA Framework on the transformation of the electricity, piped-gas and petroleum pipelines industries in respect ownership and equity considered by the Energy Regulator
<b>Short definition</b>	This framework would indicate in detail how NERSA will contribute towards the transformation of the electricity, piped-gas and petroleum pipelines industries in respect ownership and equity through its regulatory functions
<b>Purpose/Importance</b>	The implementation of this KPI is linked to NERSA's contribution to government priorities
<b>Source/collection of data</b>	Desktop research; benchmarking
<b>Method of calculation</b>	Number of reports per year
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	NERSA Framework on the transformation of the electricity, piped-gas and petroleum pipelines industries in respect ownership and equity considered by the Energy Regulator by 30 September 2018
<b>Indicator Responsibility</b>	SM (RAR)

## 7. ORGANISATIONAL

7.1 Programme 6: Administration (Establishing NERSA as an efficient and effective regulator)

NERSA Strategic Objective(s) 6: NERSA a credible and reliable regulator

Indicator number	1	2
Indicator title	<b>Number of progress reports on the implementation of the Employment Equity Plan considered by the relevant subcommittee</b>	<b>% of women in management positions as per Cabinet instruction, considered by the relevant subcommittee</b>
Short definition	These reports will state the progress NERSA made with implementation of its approved Employment Equity Plan	Indication of the percentage of woman appointed to management positions
Purpose/Importance	This KPI is in line with NERSA's compliance with statutory directives regarding employment equity	This KPI is in line with NERSA's compliance with government's policy directive regarding employment equity
Source/collection of data	Report	Report
Method of calculation	Number of progress reports	Statistical analysis
Data limitations	None	None
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Bi-annually	Annually
New indicator	Yes	Yes
Desired performance	2 progress reports on the implementation of the Employment Equity Plan considered by the HRRC/REC by 30 September 2018 and 31 March 2019 respectively	50% of women in management positions as per Cabinet instruction
Indicator Responsibility	CHCO and HOD (HR)	CHCO and HOD (HR)

<b>Indicator number</b>	<b>3</b>	<b>4</b>
<b>Indicator title</b>	<b>% of people with disabilities employed as per Cabinet instruction, considered by the relevant subcommittee</b>	<b>Number of progress reports on the implementation of the Youth Employment Accord considered by the relevant subcommittee</b>
<b>Short definition</b>	Indication of the percentage of persons with disabilities in the staff structure	These reports indicates in details what was achieved in the implementation of the Youth Employment Accord
<b>Purpose/Importance</b>	This KPI is in line with NERSA's compliance with government's policy directive regarding employment equity	This KPI is in line with NERSA's compliance with government's policy directive regarding employment equity
<b>Source/collection of data</b>	Report	Reports
<b>Method of calculation</b>	Statistical analysis	Number of progress reports
<b>Data limitations</b>	None	None
<b>Type of indicator</b>	Output	Output
<b>Calculation type</b>	Cumulative	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Annually	Quarterly
<b>New indicator</b>	Yes	Yes
<b>Desired performance</b>	2% of people with disabilities employed as per Cabinet instruction	4 quarterly progress reports on the implementation of the Youth Employment Accord considered by the HRRC/REC
<b>Indicator Responsibility</b>	CHCO and HOD (HR)	CHCO and HOD (HR)

<b>Indicator number</b>	<b>5</b>	<b>6</b>
<b>Indicator title</b>	<b>Number of reports on the implementation of the Learnership and Internship Programmes by 31 March</b>	<b>Number of progress report on the implementation of the bursary programme for qualifying external applicants considered by the relevant subcommittee</b>
<b>Short definition</b>	These report states information of how NERSA provided young graduates from further education and training institutions and universities with access to theoretical training and on-the-job experience in order to prepare them for future employment opportunities in the regulatory environment or energy industry	These reports states the numbers of bursary applicants as well as the areas of study of employees to pursue further studies over a period longer than six (6) months with an academic institution. This includes assistance for new study Programmes and continuation with existing studies.
<b>Purpose/Importance</b>	This internship program is aimed at empowering young previously disadvantaged groups that met the minimum criteria in the sphere Electricity Regulation in NERSA with a National Certificate in Energy Regulation at NQF Level 5. This is NERSA's contribution towards preparing young people for the job market.	This is in line with NERSA's focus on creating a learning environment in order to build NERSA as a knowledge organisation
<b>Source/collection of data</b>	Reports	Reports
<b>Method of calculation</b>	Number of progress reports	Number of progress reports
<b>Data limitations</b>	None	None
<b>Type of indicator</b>	Output	Output
<b>Calculation type</b>	Cumulative	Cumulative
<b>Reporting cycle (quarterly, annually or at longer time intervals)</b>	Annual	Annual
<b>New indicator</b>	Yes	Yes
<b>Desired performance</b>	Annual report on the implementation of the Learnership and Internship Programmes by 31 March 2019	1 progress report on the implementation of the bursary programme for qualifying external applicants considered by the HRRC/REC by 31 March 2019
<b>Indicator Responsibility</b>	CHCO and HOD (HR)	CHCO and HOD (HR)

Indicator number	7	8
Indicator title	<b>Number of progress reports on the implementation of the recommendations from the comprehensive Information and Communication Technology (ICT) systems review considered by the relevant Subcommittee</b>	<b>Number reports on the progress made regarding obtaining ISO certification considered by the relevant Subcommittee</b>
Short definition	This is the number of reports on the progress made with the implementation NERSA's comprehensive ICT systems considered by the relevant Subcommittee	This is the number of reports on the progress made regarding obtaining ISO certification considered by the relevant Subcommittee, based on the implementation of the identified "to-be" business processes to be implemented in order to obtain ISO certification
Purpose/Importance	The implementation of this indicator is critical for NERSA in view of the fact that ICTs plays a pivotal role as a technology enabler, consistently providing ICT that enables NERSA to effectively and efficiently regulate the electricity, piped-gas and petroleum industries.	The implementation of this indicator will ensure the continuous improvement of all business processes, thereby contributing to establishing NERSA as an efficient and effective regulator
Source/collection of data	Project Progress Reports and minutes of the relevant Energy Regulator structures	Progress Report and minutes of the relevant Subcommittee
Method of calculation	Number of progress reports	Number of progress reports
Data limitations	None	None
Type of indicator	Output	Output
Calculation type	Cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly	Quarterly
New indicator	No	No
Desired performance	4 quarterly progress reports on the implementation of the recommendations from the comprehensive ICT systems review considered by the REC	4 quarterly reports on the progress made regarding obtaining ISO certification considered by the REC
Indicator Responsibility	EM (COS) and HOD (IRM)	SM (SPM)

Indicator number	9	10
Indicator title	<b>NERSA Enterprise Development Plan considered by the ER by 31 March 2019 and relevant black female-owned enterprises identified</b>	<b>% implementation of Preferential Procurement Policy Framework, with % procurement over R30 000 awarded to suppliers with a B-BBEE status level of 4 or better</b>
Short definition	This plan will state the detail of what NERSA will do to assist with the development of identified relevant black female-owned enterprises	This will indicate what percentage of the implementation of the PPPF and a percentage of procurement for any services or goods from suppliers with a B-BBEE level of 4 or better
Purpose/Importance	The implementation of this KPI is linked to NERSA's contribution to government priorities	The implementation of this KPI is linked to NERSA's contribution to government priorities
Source/collection of data	Desktop research	Analysis of NERSA's procurement records
Method of calculation	Report	Statistical analysis
Data limitations	None	None
Type of indicator	Output	Output
Calculation type	Non-cumulative	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Annual	Quarterly
New indicator	Yes	Yes
Desired performance	NERSA Enterprise Development Plan considered by the ER by 31 March 2019 and relevant black female-owned enterprises identified	100% implementation of Preferential Procurement Policy Framework, with ≥80% procurement over R30 000 awarded to suppliers with a B-BBEE status level of 4 or better
Indicator Responsibility	CFO and HOD (FAD)	CFO and HOD (FAD)

Indicator number	11	12
Indicator title	<b>% of improvement on the customer and stakeholder perception and satisfaction level</b>	<b>Result of annual audit</b>
Short definition	This is the percentage of improvement of the level of customer satisfaction with NERSA and its decisions, based on surveys done at each stakeholder engagement and customers education activity	This is the outcome of NERSA's audit on an annual basis by the Auditor-General
Purpose/Importance	This KPI will provide an indication as to the view of the stakeholders of NERSA's role and implementation of its mandate	This KPI is a reflection of how accurately the information published in NERSA's Annual Report is a reflection of what is happening
Source/collection of data	Completed customer satisfaction questionnaires	Final Management Report from the AG
Method of calculation	Customer satisfaction calculation model	Qualified audit – yes / no
Data limitations	Accuracy and completeness of information	None
Type of indicator	Outcome	Outcome
Calculation type	Cumulative	Non-cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly	Annually
New indicator	No	No
Desired performance	2% improvement on the customer and stakeholder perception and satisfaction level (baseline is 86.5%)	Unqualified audit
Indicator Responsibility	EM (COS) and HOD (CSM)	CFO and HOD (FAD)

Indicator number	13	14
Indicator title	% of creditors paid within 30 days after all relevant documentation have been received	Number of reports on legislative and policy developments impacting on the Regulator, considered by the relevant Subcommittee
Short definition	In line with Government's direction, NERSA aims to pay all its creditors within 30 days of receipt of all relevant documentation	This is the number of report on NERSA's engagements in regulatory and policy advocacy with its stakeholders considered by the relevant Subcommittee
Purpose/Importance	This KPI will measure whether creditors are being paid timeously	This KPI will provide an indication of the regulatory and policy advocacy conducted
Source/collection of data	Payment transaction reports and invoices	Progress Report and minutes of the relevant Subcommittee
Method of calculation	(number of creditors paid within 30 days of receipt of all relevant documentation / total number of creditors)*100	Number of progress reports
Data limitations	None	Publishing of relevant legislative, regulatory or supervisory requirements for comments
Type of indicator	Outcome	Output
Calculation type	Non-cumulative	Cumulative
Reporting cycle (quarterly, annually or at longer time intervals)	Quarterly	Quarterly
New indicator	No	No
Desired performance	100% of creditors paid within 30 days after all relevant documentation have been received	4 quarterly reports on legislative and policy developments impacting on the Regulator, considered by the REC
Indicator Responsibility	CFO and HOD (FAD)	EM (COS) and HOD (LAS)