

ANNUAL PERFORMANCE PLAN 2026/27



science, technology
& innovation

Department:
Science, Technology and Innovation
REPUBLIC OF SOUTH AFRICA



SANSA
SOUTH AFRICAN NATIONAL
SPACE AGENCY

Science Centre

Research Building

Yuri's Pl



ANNUAL PERFORMANCE PLAN 2026/27

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1. ACCOUNTING AUTHORITY STATEMENT

It is my privilege to present the South African National Space Agency's (SANSa) Annual Performance Plan for 2026/27. As an entity under the Department of Science, Technology, and Innovation (DSTI), SANSa has a vital role in advancing South Africa's development agenda by contributing to the alleviation of poverty, unemployment, and inequality. Since its inception in 2011, SANSa has steadily established its systems and structures, laying the groundwork for the ambitious phase we now embark on.

Guided by the South African National Space Agency (SANSa) Act 36 of 2008 and the National Space Strategy (NSS), SANSa's mandate is clear: promote the peaceful use of outer space, support the development and growth of the space industry, advance scientific research in space physics, communication, navigation and space science, build South African space capabilities through investment in human capital and infrastructure and by leveraging international partnerships. The NSS, recognising South Africa's current reliance on imported space technologies and services to meet the country's needs, but sets the ambition for the development of national space capabilities to support our own needs, grow and transform the South African Space Sector to be the net exporter of Space Technology and Services.

Under the Board's leadership, SANSa is moving from a decade of growth to the Intermediate Space Nation Phase. This aims to transition South Africa from an importer of space technologies to a nation developing its own space infrastructure and applications. The goal is to provide affordable, reliable space-based services through locally made satellites, supporting both government and the economy, while fostering a sustainable national space industry.

The success of this transformation rests on four strategic elements:

- 1) Building space industrial capabilities: This involves investing in manufacturing infrastructure, research and development, and human capital, supported by partnerships with academic institutions and development finance entities.
- 2) Expanding space-based infrastructure: SANSa aims to develop indigenous satellite systems and technologies, as well as expedite the Space Launch Capability development programme, to meet South Africa's space technology and services requirements. However, current investment levels are insufficient to accelerate the required industrial growth to meet this requirement. Attracting further investment; through our Space Investment Strategy; will be critical to the success of this strategic element.
- 3) Driving export markets: SANSa is positioning South African space products and services on the global stage. SANSa's persistent international marketing drive; through the exposure of South African Space Companies on International Platforms - such as the International Astronautics Congress and the NewSpace Africa; supports the South African Space sector's integration into the global space value chain, positioning South Africa amongst the leading players in the Global Space Market.
- 4) Leveraging international cooperation: South Africa's reputation as a credible partner enables us to forge strategic international partnerships. These partnerships will be key in accelerating the growth of our space-industrial capabilities.

“Under the Board’s leadership, SANSA is moving from a decade of growth to the Intermediate Space Nation Phase. This aims to transition South Africa from an importer of space technologies to a nation developing its own space infrastructure and applications.”

Becoming an intermediate space nation could take up to ten years, but progress depends on our shared commitment to these four key elements. I encourage all stakeholders to help drive this important phase, strengthening our space capabilities and ensuring South Africa's role in the global space community.

Our new vision, "Accelerating space innovation for the advancement of all South African citizens and enabling global impact," reflects SANSA's commitment to harnessing space technology to improve decision-making and service delivery. By integrating space-based systems with ground-based operations, SANSA will deliver timely, accurate information to both government and the private sector, driving sustainable development and economic growth.

I am confident that the 2026/27 Annual Performance Plan sets a clear and ambitious path forward. Let us work together to realise the vision of an intermediate space-faring nation that contributes meaningfully to the prosperity of South Africa and the broader African continent.



Mr Patrick Ndlovu

Chairperson of the SANSA Board
(Accounting Authority)





2. CHIEF EXECUTIVE OFFICER STATEMENT

As SANSO charts its course for the 2025–2030 period, we recognise the critical need to align our space sector ambitions with South Africa’s broader socio-economic development goals. The second year of this strategy, as articulated in the 2026/27 APP, marks a bold shift in our journey. We are advancing towards the *Intermediate Space Nation Phase*, transitioning from an emerging space nation dependent on external technologies to an intermediate space nation with our own space infrastructure and capabilities. This phase will enable SANSO to deliver space-based services more effectively to government, industry, and society, while reducing our reliance on imported systems.

The DSTI has adopted the following guiding mantra for the 2025–30 Strategic Planning period: “Placing Science, Technology, and Innovation at the centre of government, education, society, and industry.” In practice, for SANSO, this means integrating the use of space-based science, technologies, capabilities, infrastructure, and expertise as a key enabler for national development and societal advancement. Our 2026/27 Annual Performance Plan (APP) has been developed using a results-based management approach, ensuring that SANSO’s efforts directly contribute to South Africa’s development priorities. Our broader impact is to contribute to inclusive economic growth, transformation, industrialisation, job creation, and the development of a capable state through advancements in space science, engineering, and technology.

SANSO is responding to the Medium-Term Development Plan (MTDP) 2024–2029’s three strategic priorities through its mandate, which enables it to make both direct and indirect contributions to the following:

- 1) Drive inclusive growth and job creation: By building national space capabilities in space science and satellite-based technologies, and supporting the growth of the local space sector, we aim to promote economic inclusivity and stimulate job opportunities across various industries.
- 2) Reducing poverty and tackling the high cost of living: SANSO’s satellite-based services are being developed to enhance decision-making in critical areas such as disaster risk reduction, food security, and service delivery, improving efficiencies and reducing costs for the government and citizens.
- 3) Building a capable, ethical, and developmental state: Our space products and services will empower government departments, particularly municipalities, to make informed decisions and fulfil their mandates with greater efficiency and effectiveness.

In line with the STI Decadal Plan, which outlines five key priorities and three grand societal challenges, SANSO will play a vital role in achieving the ambitious goals set out in the plan. Our contributions through the six key outcomes of the 2025–2030 Strategic Plan is central to this effort:

- 1) **Enhanced national capability in space science, technology, and satellite infrastructure**, ensuring South Africa meets local demands while building global competitiveness.
- 2) **Increased space-relevant knowledge and decision support tools**, enabling accurate, timely, and sustainable support for national development.
- 3) **A greater share of the global space market economy**, positioning South Africa as a leader in space innovation and competitiveness.

- 4) **A vibrant, competitive, and transformed South African space industry**, promoting inclusivity, black talent development, and SME growth.
- 5) **Increased human capacity in space science, technology, and engineering**, ensuring a skilled and future-ready workforce to drive space-sector growth.
- 6) **A capable, sustainable, and high-performing SANSA**, focusing on financial sustainability, operational excellence, and national service delivery.

The 2025–2030 Strategic Plan, with the 2026/27 APP, has picked momentum in this exciting phase for SANSA, building on the following priorities for the 2026/27 financial year:

1) National space capability:

- National satellite build programme: Complete 60% of the Houwteq AIT Facility upgrades and advance the development of the constellation of high-resolution satellites.
- Achieve 65% completion of infrastructure at the Matjiesfontein (MTJ) Deep Space Ground Station, positioning it as a key player in deep space exploration.
- Partnerships and collaborations: Implement the international partnerships and collaborations strategy to attract investments in the national space capability, aligned with the priorities of the STI Decadal Plan.

2) Decision support tools:

- Develop Earth intelligence applications to address critical challenges, including food security, disaster risk reduction (early warning systems), and climate change.
- Expand SANSA's offerings into emerging sectors such as health innovation, energy, mining, and financial services, leveraging earth observation technologies to unlock new growth opportunities.

3) Economic diplomacy and commercialisation:

- Increase commercial activities by hosting additional international facilities at Space Operations (HBK) and supporting various mission launches, including at least three exploration missions, reinforcing SANSA's role in global space initiatives.
- Significantly grow the revenue generated from the selling of space-based products and services by all SANSA programmes.

4) Space science:

- Finalise a financial sustainability plan for the Space Weather Centre (SWx), ensuring its long-term operational viability.
- Advance the integration of space science elements into the Space Infrastructure Hub (SIH), promoting innovation and collaboration across sectors.

5) Space exploration

- Launch a recruitment programme for 'Afronauts' and commence their training to participate in future human spaceflight missions.
- Actively contribute to BRICS+ space station and lunar research programmes, with a focus on space situational awareness and traffic management.

6) SANSA growth and sustainability strategy

- Implement transformation and industry development strategies, including accelerator programmes for start-ups and targeted support for Micro, Small and Medium Enterprises (MSMEs) to stimulate the local space economy.
- To enable SANSA as a Schedule 3A entity to generate revenue and enabling reinvestment in capacity and capability development to support its strategic objectives.

As we work towards positioning space innovation as a driver of national growth and a key contributor to the global space economy, we are confident that SANSA will advance towards Intermediate Space Nation in its delivery of tangible benefits to the people of South Africa and beyond.

I would like to acknowledge the support and guidance SANSA receives from the Board members, the Minister and Deputy Minister of Science, Technology, and Innovation (DSTI), the DSTI management team, our industry partners, international, national, and African stakeholders, as well as the portfolio committee, which holds us accountable for our commitments as the country's space Agency.

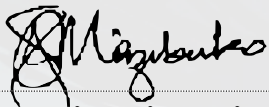


Mr Humbulani Mudau
Chief Executive Officer

3. OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan for the South African National Space Agency:

- 1) Was developed by the management team of the South African National Space Agency under the guidance of the Board and the Executive Authority, the Minister of Science, Technology and Innovation.
- 2) Takes into account all the relevant policies, legislation, and other mandates for which the South African National Space Agency is responsible; and
- 3) Accurately reflects the outcomes and outputs which the South African National Space Agency will endeavour to achieve over the 2026/27 period.



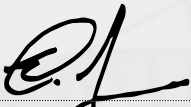
Ms. Sibongile Mazibuko

ED: Enterprise Services



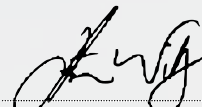
Prof Abel Ramoelo

ED: Earth Observation



Mr. Raoul Hodges

ED: Space Operations



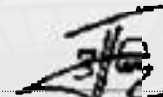
Ms. Leago Takalani

PP Acting ED: Space Engineering



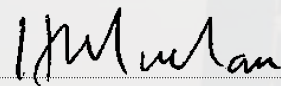
Mr. Stephen Chauke

Strategy, Monitoring and Evaluation
Manager



Mr. Brighton Jena

Chief Financial Officer



Mr. Humbulani Mudau

Chief Executive Officer

Date: 15 January 2026



Mr. Patrick Ndlovu

Chairperson of the SANSA Board

(Accounting Authority)

Date: 15 January 2026

Approved by:



Dr BE Nzimande

Minister of Science, Technology and
Innovation (Executive Authority)

Date: 25 February 2026

4. ABBREVIATIONS AND ACRONYMS

4IR	Fourth Industrial Revolution
AIT	Assembly Integration and Testing
APP	Annual Performance Plan
B-BBEE	Broad-Based Black Economic Empowerment
BRICS	Brazil, Russia, India, China, and South Africa
CDF	Concurrent Design Facility
CPI	Consumer Price Index
DDM	District Development Model
DESA	Digital Earth South Africa
DHET	Department of Higher Education and Training
DSTI	Department of Science, Technology and Innovation
dtic	Department of Trade, Industry and Competition
EIA	Environmental Impact Assessment
EO	Earth Observation
GDP	Gross Domestic Product
GIP	Government's Infrastructure Programme
GNSS	Global Navigation Satellite Services
GPS	Global Positioning System
HRM&D	Human Resources Management and Development
ICT	Information and Communications Technology
IMF	International Monetary Fund
IP	Intellectual Property
ILRS	International Lunar Research Station
MTDP	Medium-Term Development Plan
MTEF	Medium-Term Expenditure Framework
MTJ	Matjiesfontein
NASA	National Aeronautics and Space Administration

NDP	National Development Plan
NGO	Non-governmental Organisation
NRF	National Research Foundation
NSI	National System of Innovation
NT	National Treasury
PG	Parliamentary Grant
PFMA	Public Finance Management Act 1 of 1999, as amended by Act 29 of 1999
PWDs	Persons With Disability (ies)
RD&I	Research, Development and Innovation
RSSC	Remote Sensing Satellite Constellation
SAASTA	South African Agency for Science and Technology Advancement
SADC	Southern African Development Community
SAEOS	South African Earth Observation Systems
SCM	Supply Chain Management
SDG	Sustainable Development Goal
SETAs	Sector Education and Training Authorities
SGCs	Societal Grand Challenges
SHEQ	Safety, Health, Environment and Quality
SIH	Space Infrastructure Hub
SME	Small to Medium Enterprise
SMME	Small, Medium and Micro Enterprise
STEMI	Science, Technology, Engineering, Mathematics, and Innovation
STI	Science, Technology, and Innovation
SWx	Space Weather Capability
SWOT	Strengths, weaknesses, opportunities, and threats
TIA	Technology Innovation Agency
TVET	Technical and Vocational Education and Training
YES	Youth Employment Service

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PART A
OUR MANDATE



5. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

SANSA is an entity of the Department of Science, Technology and Innovation (DSTI) and its work is anchored by the Constitution of the Republic of South Africa, 1996, which serves as the supreme law. SANSA's mandate is ultimately derived from the Constitution and the South African National Space Agency (SANSA) Act 36 of 2008 as its regulatory instruments.

The Agency's collaborations related to space research, resource mobilisation and capacity building, amongst other key priorities, are guided by the constitutional requirement for all spheres of government to work together in addressing poverty, unemployment, and inequality, and promoting the development of South Africa.

In this light, key relevant sections from the Constitution include the following:

- 1) Section 22 – “Every citizen has the right to choose their trade, occupation, or profession freely. The practice of a trade, occupation or profession may be regulated by law”; and
- 2) Section 41 - Principles of cooperative government and intergovernmental relations: which requires all spheres of government to, amongst other requirements (h) cooperate with one another in mutual trust and good faith by: “i. fostering friendly relations; ii. assisting and supporting one another; iii. informing one another of, and consulting one another on, matters of common interest; and iv. coordinating their actions and legislation with one another”.

SANSA is a Schedule 3A Public Entity that formally came into existence on 3 December 2010 in terms of the Public Finance Management Act 1 of 1999, as amended by Act 29 of 1999 (PFMA).

The legislative mandate is premised on two primary Acts, namely:

1) THE SPACE AFFAIRS ACT 84 OF 1993

The Space Affairs Act is an instrument of the Department of Trade, Industry and Competition (**the dtic**) and caters for the regulatory and policy context for the South African space programme. It is intended for:

- a) Meeting all the international commitments and responsibilities of the Republic in respect of the peaceful utilisation of outer space, to be recognised as a responsible and trustworthy user of outer space; and
- b) Controlling and restricting the development, transfer, acquisition, and disposal of dual-purpose technologies, in terms of international conventions, treaties and agreements entered or ratified by the Government of the Republic of South Africa.

2) THE SOUTH AFRICAN NATIONAL SPACE AGENCY (SANSA) ACT 36 OF 2008:

The SANSA Act is a regulatory instrument of the Department of Science, Technology and Innovation (DSTI) that grants the Minister of Science, Technology and Innovation, as the Executive Authority of SANSA, the powers to establish SANSA as the implementing agency for the National Space Programme (NSP). In terms of the Act, the establishment mandate of SANSA is to:

“...provide for the promotion and use of space and co-operation in space-related activities, foster research in space science, advance scientific engineering through human capital and support the creation of an environment conducive to industrial development in space technologies within the framework of national government policy...”

The primary objectives of SANSA are to:

- a) Promote the peaceful use of outer space.
- b) Support the creation of an environment conducive to industrial development in space technology.
- c) Foster research in space science, communications, navigation, and space physics.
- d) Advance scientific, engineering, and technological competencies and capabilities through human capital development outreach programmes and infrastructure development.
- e) Foster international cooperation in space-related activities.

In pursuit of the achievement of these objectives, SANSA is expected to carry out the following functions:

- a) Implement any space programme in line with the policy determined in terms of the Space Affairs Act.
- b) Advise the Minister on the development of national space science and technology strategies and programmes.
- c) Implement any national space science and technology strategy.
- d) Acquire, assimilate, and disseminate space satellite imagery for any organ of State.

In addition to the above establishment legislation, SANSA's work is governed by a broad legislative framework, including the following key legislation:

5.1.1 KEY LEGISLATION AND AMENDMENTS GOVERNING SANSA'S WORK

Table 1: Key legislation, including amendments, governing SANSA's work

NAME OF ACT, AS AMENDED	KEY IMPLICATIONS
Outcomes Science and Technology Laws Amendment Act 9 of 2020	Amends the establishment legislation of a number of the DSTI public entities, including the SANSA Act 36 of 2008. It intends to harmonise and streamline the processes related to the governance arrangements of the accounting authorities of the public entities.
National Key Point Act 102 of 1980	Provides for the declaration and protection of sites of national strategic importance against sabotage, as determined by the Minister of Police since 2004, and the Minister of Defence before that.
Critical Infrastructure Protection Act 8 of 2019	Will repeal the National Key Point Act, providing for matters related to the identification and declaration of infrastructure as critical infrastructure. Once the Act comes into effect, SANSA would need to apply for classification of its facilities under this Act and no longer under the National Key Point Act.
International space law, policy and conventions when participating in the global space programme:	<ul style="list-style-type: none"> • Outer Space Treaty of 1967: treaty on principles governing the activities of states in the exploration and use of outer space, including the moon and other celestial bodies. • Rescue Agreement of 1968: agreement on the rescue of astronauts, the return of astronauts and the return of objects launched into outer space. • Liability Convention of 1972: convention on international liability for damage caused by space objects. • Registration Convention of 1975: convention on registration of objects launched into outer space
Broad governance and administration legislation, amongst others:	<ul style="list-style-type: none"> • Public Finance Management Act 1 of 1999 (PFMA) • Promotion of Access to Information Act 2 of 2000 • Intergovernmental Relations Framework Act 13 of 2005, including regulations on the District Development Model • Skills Development Act 97 of 1998 • Employment Equity Act 55 of 1998, pending new regulations on sectoral numerical targets • Public Procurement Act 28 of 2024 • Broad-Based Black Economic Empowerment Act 53 of 2003 • Preferential Procurement Policy Framework Act 5 of 2000 • Occupational Health and Safety Amendment Act 181 of 1993

5.1.2 NATIONAL SPACE POLICY

The National Space Policy (NSP) provides an overarching guideline to all national space actors on the key principles for the implementation of a South African Space Programme. The National Space Policy is an instrument of **the dtic** and is aligned to the Space Affairs Act.

The NSP is the anchor tenet and reference point by which all other policy and strategy instruments are crafted. The primary objectives of the National Space Policy are to:

- 1) Improve coordination throughout the South African space arena to maximise the benefits of current and planned space activities; avoid or minimise duplication of resources and efforts; and organise existing initiatives, programmes, and institutions into a coherent network for all providers and users of space systems.
- 2) Promote capacity building initiatives, both as a means towards effective participation in the space arena, as well as to develop capacity in space science and technology, and science and technology in general.
- 3) Facilitate the provision of appropriate and adequate space capabilities to support South Africa's domestic and foreign policy objectives.
- 4) Foster a robust science and technology base in research institutions and the higher education sector.

- 5) Promote the creation and implementation of a supportive regulatory environment to facilitate industrial participation in the space arena, in accordance with domestic law and South Africa's foreign policy objectives and international obligations.
- 6) Promote the development of an appropriate and competitive domestic commercial space sector to provide the industrial base to meet the nation's needs for space technology.
- 7) Promote improved cooperation with other nations in the mutually beneficial peaceful uses of outer space.
- 8) Promote greater awareness and appreciation, at all levels of South African society, of the relevance and benefits of space science and technology.

5.1.3 GLOBAL AND REGIONAL POLICY ALIGNMENT

SANSA's work aligns closely with several of the global and regional policies and development priorities through its current and future contributions to space science, satellite-based technologies, and data-driven solutions.



5.1.4 GLOBAL AND REGIONAL POLICY ALIGNMENT

Table 2: Global and Regional Policy Alignment

POLICY	SANSa CONTRIBUTIONS (CURRENT AND FUTURE)
<p>United Nations Sustainable Development Goals (SDGs)</p>	<ul style="list-style-type: none"> • SDG 1: No Poverty – Provision of satellite data and applications that improve resource management, disaster risk reduction, and service delivery, which directly contribute to poverty alleviation. • SDG 2: Zero Hunger – Through Earth observation technologies, SANSa will support precision agriculture, enabling more effective crop monitoring, resource allocation, and food security. • SDG 4: Quality Education – SANSa invests in human capital development by providing training, education, and research opportunities in space science and technology thus assisting to build skills in science, technology, engineering, mathematics, and innovation (STEMI) fields. • SDG 9: Industry, Innovation, and Infrastructure – SANSa is ramping up the development of space technology infrastructure to support local industrial competitiveness and innovation. Through its 24/7 space weather capability, SANSa protects critical infrastructure such as telecommunications, navigation, and power systems from solar and geomagnetic disturbances. SANSa's mission support services are crucial for satellite launches, communications, and space operations, significantly contributing to the global space economy • SDG 11: Sustainable Cities and Communities – Expanding the scope of capabilities in geospatial services will support urban planning, infrastructure development, and disaster risk reduction, promoting the development of sustainable and resilient cities. • SDG 13: Climate Action – SANSa's Earth observation programmes provide crucial data to monitor environmental changes, track climate patterns, and contribute to climate change mitigation efforts. • SDG 17: Partnerships for the Goals – Leveraging international collaborations provides SANSa with the opportunity to expand its contribution to the global space economy and to enhance the country's contribution to the SDGs.
<p>African Union (AU) Agenda 2063</p>	<ul style="list-style-type: none"> • Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development – SANSa promotes inclusive growth by enabling a competitive space industry, creating jobs, and advancing satellite technologies. Its Earth observation services support sustainable resource management, agriculture, and infrastructure development. • Aspiration 2: An integrated continent, politically united, and based on the ideals of Pan-Africanism – SANSa enhances regional cooperation in space science through partnerships and leads in building space infrastructure for SADC, contributing to Africa's integration. • Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice, and the rule of law – SANSa improves data-driven governance with satellite tools, supporting efficiency and transparency while protecting critical infrastructure through space weather monitoring. • Aspiration 4: A peaceful and secure Africa – SANSa supports peace and security with space-based applications for disaster monitoring, border security, and resource management. • Aspiration 6: An Africa whose development is people-driven, relying on the potential offered by its youth – SANSa develops human capital through education and training, building the next generation of African space scientists, engineers and technicians.
<p>Science, Technology, and Innovation Strategy for Africa (STISA) 2034</p>	<ul style="list-style-type: none"> • Five sectors of primary focus: <ul style="list-style-type: none"> · Agriculture, Energy, Environment, Health, and ICT <ul style="list-style-type: none"> - SANSa's decision support tools will contribute to STISA's Environment and Agriculture sectors by providing near-real time earth observation intelligence to support decision-making.

POLICY	SANSA CONTRIBUTIONS (CURRENT AND FUTURE)
Science, Technology, and Innovation Strategy for Africa (STISA) 2034 (continued)	<ul style="list-style-type: none"> • Six strategic priorities: <ul style="list-style-type: none"> • Accelerating Sustainable and Inclusive Industrialization • Building Human Capital, Infrastructure, and Skills • Building African Capabilities in Frontier and Emerging Technologies • Strengthening Science Diplomacy and Partnerships • Private Sector Engagement • Addressing Inequalities for Youth and Gender <ul style="list-style-type: none"> - SANSA's decision support tools address STISA's strategic priority of 'Building African Capabilities in Frontier and Emerging Technologies. The partnerships that SANSA continues to nurture contribute to the 'Strengthening of Science Diplomacy and Partnerships', while efforts in building capability either through human capital or infrastructure development contribute to STISA's strategic priority of' Building Human Capital, Infrastructure, and Skills.
Southern African Development Community (SADC), Vision 2050	SADC's Vision 2050 focuses on long-term regional development, driven by industrialisation, infrastructure development, and human capital growth. Through its activities and the building of national space capabilities, SANSA is able to support regional integration and sustainable development by advancing technological innovation across Southern Africa.

5.1.5 NATIONAL POLICY ALIGNMENT

At the national level, SANSA responds to South Africa's long-term and medium-term development goals:

1) NATIONAL DEVELOPMENT PLAN (NDP) VISION 2030

The NDP serves as South Africa's blueprint for eliminating poverty, reducing inequality, and reducing unemployment by 2030. Space science and technology have the potential to significantly address this triple challenge of poverty, inequality and unemployment and support the goals of NDP Vision 2030. "During the 2025–2030 performance cycle, SANSA is advancing its trajectory as an Intermediate Space Nation through the implementation of initiatives that strengthen institutional capabilities and expand the delivery of space-based technologies and services. Having commenced in the first year of the cycle, these efforts now move into the second year of implementation, directly contributing to the National Development Plan (NDP) and addressing South Africa's triple challenge of poverty, inequality, and unemployment."

Table 3: NDP Alignment and Response to the Triple Challenge

POLICY	SANSA CONTRIBUTIONS (CURRENT AND FUTURE)
Job creation and economic growth	By strengthening the local space industry and developing space-related infrastructure, SANSA will stimulate job creation in areas such as satellite manufacturing, space science, and data analytics. These activities contribute to inclusive economic growth and industrialisation, creating opportunities in both upstream and downstream sectors of the space industry.
Reducing inequality through human capital development	SANSA will continue its investment in skills development and education in STEMI fields. This is done in partnership with TVET colleges and universities, as well as in partnership with relevant SETAs. The focus is on promoting equal access to opportunities in space science and technology for historically disadvantaged communities, helping reduce inequality by building an inclusive workforce and industry.

POLICY	SANSA CONTRIBUTIONS (CURRENT AND FUTURE)
Enhancing service delivery and poverty reduction	SANSA's Space Infrastructure Hub (SIH) that is being implemented offers opportunities to expand satellite-based services and decision- support tools for disaster risk reduction, food security, urban planning, and infrastructure development. The tools help improve service delivery, particularly in rural and underdeveloped areas, addressing the challenges of poverty by supporting more efficient government planning and decision-making
Innovation and global competitiveness	By driving innovation and increasing South Africa's share in the global space economy through economic diplomacy, mission support and investment initiatives, SANSA is gearing the country to become a competitive, intermediate space-faring nation. This contributes to long-term economic growth, which supports broader goals of reducing unemployment and alleviating poverty

2) MEDIUM-TERM DEVELOPMENT PLAN 2024–2029:

The MTDP 2024–2029 serves as the bridge between the long-term aspirations of the NDP and the actionable, immediate interventions required to address the country's socio-economic challenges. It positions science, technology, and innovation (STI) as an essential component (outcome) of inclusive growth and job creation, with contributions to poverty reduction and state development, ensuring that efforts align with South Africa's broader development agenda.

SANSA's contribution to the MTDP 2024–2029 is shown in the table below, reflecting SANSA's pivotal role in supporting inclusive growth, poverty reduction, and the creation of a capable developmental state in South Africa.

Table 4: Alignment with the MTDP 2024–2029

MTDP OUTCOME	SANSA CONTRIBUTIONS
STRATEGIC PRIORITY 1: DRIVE INCLUSIVE ECONOMIC GROWTH AND JOB CREATION	
Increased employment opportunities	<ul style="list-style-type: none"> SANSA will support job creation through its 24/7 Space Weather Capability and the Space Infrastructure Hub (SIH), driving innovation across multiple sectors, including mining, agriculture, and manufacturing. The deployment of tools such as the Earth Observation Data Centre (EODC) and Digital Earth South Africa (DESA) will enhance decision-making in labour-intensive sectors. SANSA will contribute to government sector employment by focusing 45% of space-related expenditure on SMEs.
Re-industrialisation and localisation	<ul style="list-style-type: none"> SANSA's investments in upgraded infrastructure, such as the Assembly Integration and Testing (AIT) Facility, The Concurrent Design Facility (CDF), and ground segments at Hartebeesthoek and Matjiesfontein Deep Space Facility support the re-industrialisation of the South African economy. SANSA will contribute to the implementation of the SpaceTech Industry Framework in collaboration with the dtic, aimed at developing black industrialists and growing small businesses in the space sector. Market access initiatives will further stimulate economic activity in space-related sectors, leveraging the NEOFrontiers Fund in collaboration with business incubators and development finance agencies (DFIs).

MTDP OUTCOME	SANSA CONTRIBUTIONS
Increased infrastructure investment	<ul style="list-style-type: none"> • SANSA will play a key role in boosting infrastructure investment by providing satellite communications (SatComs) and navigation services that support key sectors, including, energy, communications, and water. • The SIH and other infrastructure projects will focus on underserved areas, contributing to inclusive growth. • SANSA is developing decision-support tools to support implementing agencies with monitoring infrastructure projects to ensure they are optimised for public benefit.
Improved competitiveness and economic diplomacy	<ul style="list-style-type: none"> • SANSA will leverage space economic diplomacy to strengthen South Africa's role in African Continental Free Trade Area (AfCFTA) initiatives and trade partnerships. • Expansion of services from Earth observation and space operations will drive growth in the local space sector, while Matjiesfontein will serve as a critical hub for commercial and international partnerships, as well as tourism development. • SANSA's collaboration with BRICS nations and the Global South will further enhance investment opportunities.
Science, technology, and innovation for growth	<ul style="list-style-type: none"> • SANSA is a key contributor to the STI Decadal Plan, through the SANSA Technology Research, Development and Innovation Strategy, driving technological advancements through RD&I and expanding the country's space science capabilities. This includes leveraging space-related intellectual property (IP) and establishing centres of competence (COC) in space technologies, positioning South Africa as a leader in global space innovation.
STRATEGIC PRIORITY 2: REDUCING POVERTY AND TACKLING THE HIGH COST OF LIVING	
Skills for the economy	<ul style="list-style-type: none"> • SANSA will enhance the development of critical skills for the economy through Our Youth Engagement Programme – to advocate for Space STEM with the South African Youth, Our Bursary Programme – for Science and Engineering Skills, and partnerships with public entities for the adoption of space technologies for service delivery thus creating demand for Space Skills at public entities. • SANSA will collaborate with the Department of Basic Education (DBE) to include space science in the Basic Education Curriculum • SANSA will collaborate with Department of Higher Education and Training (DHET) to leverage the SETA programmes for funding of Space related apprenticeships and training opportunities for technicians and artisans. • These efforts will produce the talent needed to drive the future of South Africa's space industry.
Social cohesion and nation-building	<ul style="list-style-type: none"> • SANSA will focus on empowering women, youth, and persons with disabilities, ensuring broader participation in the space economy and promoting social cohesion by removing barriers to entry.
STRATEGIC PRIORITY 3: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE	
Improved service delivery at local government	<ul style="list-style-type: none"> • SANSA, through the SANSA-DDM engagement Initiatives, will drive the adoption of Space Technologies at Local government. • Decision-support tools provided by SANSA to local government, through the SANSA-DDM engagement Initiative; will enhance the ability of municipalities to meet service delivery standards and respond to unforeseen events effectively.
A capable and professional public service	<ul style="list-style-type: none"> • SANSA will support the digital transformation of public services by providing Space-based Infrastructure, Space Technology and Space-based Services and Geospatial tools, through the SIH Programme; that improve the efficiency of government operations.
Effective border management and regional development:	<ul style="list-style-type: none"> • SANSA shall contribute to effective Border Management, through the SIH Programme – by deploying Remote Sensing satellites to monitor South African Borders. • SANSA, through our Strategic Partnership Programme, shall collaborate with international and African partners to strengthen the continent's space capabilities, promoting peace, security, and regional development in line with the AU Agenda 2063.

3) STI DECADAL PLAN, 2032

The STI Decadal Plan, approved by Cabinet in December 2022, serves as the implementation plan for the 2019 White Paper. The STI Decadal Plan sets the long-term policy direction and support for R&D/STI priorities to derive maximum impact in addressing South Africa’s developmental challenges for a more prosperous and inclusive society. The STI priorities are incorporated in the MTDP 2024–2029, comprising five STI priorities and three societal grand challenges, shown in the table below.

Table 5: STI Decadal Plan Priorities and Societal Grand Challenges

STI PRIORITY	FOCUS AREAS
1. Modernising key sectors of the economy	<ul style="list-style-type: none"> · Agriculture · Manufacturing · Mining
2. New sources of growth	<ul style="list-style-type: none"> · Circular economy · Digital economy · Cybersecurity and blockchain
3. Large research and innovation programmes	<ul style="list-style-type: none"> · Health innovation · Energy innovation
4. Research and innovation for a capable state	<ul style="list-style-type: none"> · Improved decision making · Improved service delivery
5. Innovation in support of socio-economic progress	<ul style="list-style-type: none"> · Expanding the resource base for local innovation and local economic development · Expanding the rollout of Government's Infrastructure Programme (GIP) nationally
SOCIETAL GRAND CHALLENGES (SGCS)	
SGC1. Climate change and environment sustainability	
SGC2. Education, skills and the future of work	
SGC3. Future of society	

SANSA’s efforts and investment focused on building and maintaining a competitive national space infrastructure that fosters research and development, delivery of products and services, industry development and strengthening international partnerships, will be positioned to support the STI Decadal Plan priorities.

SANSA has conducted a detailed analysis of its contribution to the STI Decadal Plan, considering:

- 1) Cross-policy pollination – the interchange and interaction between complementary policies and ideas, and the need for collaboration across the STI value chains.
- 2) The Africa Agenda, and partnerships/relationships with various space programmes and agencies on the African continent.
- 3) Targeted partnerships that will fast-track SANSA’s growth, development, and influence.

- 4) The reality of geopolitics, and the anticipation of intensified conflicts and global disruptions.

SANSA’s interventions for the planning period will include:

- 1) The development and implementation of an integrated skills and competencies development and outreach programme.
- 2) Implementation of DSTI STI Decadal Plan aligned stakeholder engagement (strategy compact) framework, incorporating the Agency’s primary stakeholders – government institutions, foreign governments, research and academic institutions, regional and international space forums, and other (public, media, private sector, industry companies, etc.)
- 3) The development and deployment of decision-support tools and data analytics capabilities to support the innovation-enabled capable state,

including but not limited to smart city decision-support tools, human settlement and spatial planning, risk and energy atlases, renewable energy and climate change adaptation and resilience, C4ISIR (command, control, communications, computers, intelligence, surveillance, reconnaissance), and a range of earth observation services and innovation. A keen focus will be on supporting municipalities with community-based basic service delivery products and services,

- 4) Exploitation of new sources of growth, for competitiveness and job creation – implementation of key infrastructure projects.
- 5) Through SANSA's four Social Intervention Programmes (SANSA Bursary Programme, SANSA-DHET Apprenticeship Programme, SANSA Youth Engagement Programme, the SANSA Internship and work Placement Programme), SANSA supports social progress, economic inclusivity and sustainable livelihoods.
- 6) Elevated support for responsible environmental custodianship and responsiveness to climate change mitigation.
- 7) Exploring initiatives that interface with other DSTI entities in line with the philosophy of the Decadal Plan. This will require extensive engagements among the DSTI entities – SANSA will take the lead on space-related partnerships and collaborations. Examples include:
 - a) The CubeSat development project, M2MSat, by CPUT is co-funded by the Technology Innovation Agency (TIA).
 - b) Space Operations' collaborative initiatives with the CSIR, the South African National Research Network (SANREN), the Agricultural Research Institute (ARC), TIA and the National Research Foundation (NRF) will continue in line with the philosophy of the Decadal Plan.

The Agency's international cooperation and partnership activities are aligned with the STI Decadal Plan priorities for expanded and strategic internationalisation, including participation in:

- Transformative research and innovation partnerships.
- International mobility programmes for training and skills development; and
- Partnerships which exploit synergy between international trade and innovation, including which attract foreign investment.

SANSA's detailed response to the Decadal Plan in terms of the initiatives and interventions to be considered for implementation over the medium-term is outlined in **Annexure E** of this Annual Performance Plan.

4) DISTRICT DEVELOPMENT MODEL (DDM)

Since its announcement in 2019, the DDM has advanced with completed profiles for all 44 district and eight metropolitan municipalities. In May 2024, COGTA published regulations under the Intergovernmental Relations Framework Act to clarify government roles and encourage private sector and civil society involvement in service delivery and development.

The DDM presents SANSA with the opportunity to elevate its profile, to promote and make available space-related infrastructure, products, and decision-support tools at a local level. It supports the GNU priority of creating an enabling environment for inclusive economic growth within municipalities.

6. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The National Space Strategy (NSS) seeks “for South Africa to be among the leading nations in the innovative utilisation of space science and technology to enhance economic growth and sustainable development and thus improve the quality of life for all”. The vision is grounded in three primary goals, namely:

- 1) To capture a global market share for small to medium-sized space systems in support of the establishment of a knowledge economy through fostering and promoting innovation and industrial competitiveness.
- 2) To empower better decision-making through the integration of space-based systems with ground-based systems for providing the correct information products at the right time.
- 3) To use space science and technology to develop applications for the provision of geospatial, telecommunication, timing, and positioning products and services.

SOUTH AFRICAN EARTH OBSERVATION SYSTEMS STRATEGY

Given the vital role of Earth observation applications in supporting decision-making and evidence-based policy formulation across all spheres of government, the South African Earth Observation Systems Strategy (SAEOSS) has been completed and deployed. The focus has now shifted to its implementation, establishing a coordinated framework for the collection, integration, and dissemination of Earth observation data and insights. This objective will be achieved through:

- 1) Identifying and correcting shortcomings in the sampling, data processing, systems modelling, and information dissemination processes.
- 2) Ensuring that the information needs of users are met, in the form that they require, when they need it, and at an affordable cost.

- 3) Exploiting the opportunities for synergy and cost saving between previously separate systems by, among other things promoting the development of open, interoperable information and communications technologies for Earth observation.
- 4) Developing or promoting standards for Earth observation information interchange.
- 5) Ensuring that crucial datasets are securely archived.
- 6) Creating value enhanced datasets by linking together previously standalone, incompatible, and mutually inaccessible observations, and by linking observations with models.
- 7) Accessing relevant data from observation systems in neighbouring countries and from global observation systems, and in return supplying data needed for the solution or regional or global problems.

LINKING SPACE TO GOVERNMENT POLICIES AND DEVELOPMENTAL PRIORITIES

The highest priority of any government is to ensure (i) sustained economic growth; and

(ii) improvement in the quality of life of its citizens. It is, therefore, imperative that investments in space science and technology are geared towards addressing these fundamental priorities.

In fact, the notion of national space programmes is premised on the potential benefits that can accrue to the country from directed investments in developing the local space sector which in turn address poverty, inequality, and unemployment.

The process for drafting the NSS included extensive consultation with national government departments to ascertain what the key priorities for a National Space Programme should be. This methodology for framing the National Space Programme has significant implications for achieving the broader policy mandate of government. The key priorities of government that need to be addressed by a National Space

Programme was collated and clustered into three key priority areas, namely:

- 1) **Environment and resource management:** A space programme that helps South Africa to understand and protect the environment and develop its resources in a sustainable manner.
- 2) **Health, Safety and Security:** A space programme that strengthens developmental efforts through ensuring the health, safety and security of South Africa’s communities.
- 3) **Innovation and economic growth:** A space programme that stimulates innovation, while leading to increased productivity and economic growth through commercialisation.

Each of these clusters further comprise of a list of associated user needs, summarised in Table 6 below. The success of the National Space Programme will be assessed by how well these user needs are responded to, and whether the appropriate data and information has been provided on time and is of an acceptable quality standard. In addition, the use of the predefined data and information reside in different and multiple government departments, where these specific datasets could have multiple uses.

Table 6: Clustering government priorities and National Space Programme user needs

ENVIRONMENTAL RESOURCE MANAGEMENT	HEALTH, SAFETY AND SECURITY	INNOVATION AND ECONOMIC GROWTH
<ul style="list-style-type: none"> • Environmental and geospatial monitoring. • Ocean, coastal and marine management. • Land management. • Rural development and urban planning. • Topographic mapping. • Hydrological monitoring. • Climate change adaptation and mitigation. • Meteorological monitoring. 	<ul style="list-style-type: none"> • Disaster monitoring and relief. • Hazards forecasting and early warning. • Cross-border risk • Disease surveillance and health risk. • Asset monitoring. • Regulatory enforcement. • Defence, peacekeeping, and treaty monitoring. 	<ul style="list-style-type: none"> • Tourism and recreation. • Communications. • Space science and exploration. • Space technology transfer and spinoffs. • Development of the space industry.

Within the Innovation and Growth priority area, an emerging user need is for space applications such as drone and 4IR technologies for precision agriculture, disaster risk reduction, early warning systems and provision of Earth intelligence, among others.

Programmes to implement the priority areas:

- 1) **Thematic programmes:** Earth observation, navigation, communication, and space science and exploration.
- 2) **Functional programmes:** Enabling technologies, mission development, space mission operation and space mission applications.
- 3) **Support programmes:** Human capital development, infrastructure and international partnerships.

SPACE INFRASTRUCTURE HUB (SIH)

The primary objective of the Space Infrastructure Hub (SIH) project, which combines physical infrastructure and big data-driven technologies, will focus on mission development for future South African satellites, the development of satellite communications capabilities, and the development of local satellite navigation augmentation systems, which will increase the accuracy of global navigation satellite systems in South Africa and the Southern Africa region. The SIH project will support the further development of the Space Weather Centre, providing uninterrupted 24/7 space weather services to the International Civil Aviation Organisation. It will contribute to developing SANSA’s new deep-space ground station at Matjiesfontein in the Western Cape province.

SANSA GROWTH AND SUSTAINABILITY STRATEGY

South Africa, currently a net importer of space technologies and services, aspires to develop its own space capabilities to meet national needs and boost the local space industry. This aligns with SANSA's mandate to create an environment conducive to industrial development in space technology, foster research in space science, advance scientific engineering by developing human capital and infrastructure, and promote strategic international cooperation.

Recognising this, the SANSA board, in consultation with the DSTI, has resolved to transition SANSA from a RAMP UP phase to an Intermediate Space Nation Phase. This new phase aims to shift South Africa from an emerging space nation to an intermediate space-faring nation. It is a challenging but essential strategic move for SANSA to fulfil its mandate and commitment to supporting the government's developmental priorities, as discussed in Section 2.

SANSA management embarked on the conceptualisation of a SANSA Growth and Investment Strategy. The strategy proposed the establishment of a Special Purpose Vehicle (SPV), an independent private company under the SANSA Act that would work jointly with industry private sector partners. The proposed SPV is envisaged to be a significant industry player that will comprise of black space engineers and professionals to drive the industry agenda imperative and enhance the transformation of the industry.

The strategy also recognises that to position South Africa globally as an intermediate space nation, several enablers are required: an inclusive culture as the backbone for high performance and accountability, an organisational structure that supports innovation, sustainable growth and results-driven initiatives, increased brand equity, and improved customer relations.

The following focus is therefore important for SANSA's 2025–2030 Strategic Plan:

- 1) Establishing SANSA as a high-performing entity as the foundation for brand equity.
- 2) Leveraging meaningful partnerships to capitalise on technical expertise, financial and in-kind support.

- 3) Innovation, research and development as a catalyst for income generation, which is recycled for seed funding of black talent spin-offs.

Investments will be made in the following flagship programmes:

- 1) Satellite communication and applications.
- 2) Navigation and positioning (SBAS).
- 3) Space situational awareness and space traffic management.
- 4) Operationalising the AIT facility for SADC and Africa.
- 5) Optimising the ground segments (HBK and MTJ), for increased geographical footprint.
- 6) Alignment with sector master plans.

SANSA will explore opportunities for establishing subsidiary companies, budget coordination across government clusters, targeting existing funding instruments through **the dtic**, DSBD, and other DFIs, and strengthening international collaboration and co-development (BRICS, Africa). Focus will be given to cross-cutting service areas, shown in the figure below.



Figure 1: Growth and Sustainability Focus on Cross Cutting Service Areas

SANSA will also actively pursue new sources of growth and expansion into potential markets such as banking, insurance, mining, and health innovation. By integrating space technologies into these sectors, the agency aims to unlock new value and contribute to South Africa's economic development, in particular, the priorities of the STI Decadal Plan.

The ultimate goal is to deliver cost-effective, reliable space-based services and information, both for government and the South African economy in support of socioeconomic development, while promoting and enabling a sustainable local space industry. The success of this transformation rests on four strategic elements:

- 1) **Building space industrial capabilities:** This involves investing in manufacturing infrastructure, research and development, and human capital, supported by partnerships with academic institutions and development finance entities.
- 2) **Expanding space-based infrastructure:** SANSA aims to develop indigenous space-based systems and services to meet South Africa's requirements. However, current investment levels are insufficient to accelerate growth. Attracting further investment will be critical to the success of this strategic element.
- 3) **Driving export markets:** SANSA is positioning South African space products and services on the global stage, with a particular focus on Africa. This will support integration into the global space value chain, while ensuring South Africa becomes a leading player in the continent's space industry.
- 4) **Leveraging international cooperation:** South Africa's reputation as a credible partner enables it to forge strategic international partnerships. These partnerships will be key in accelerating the growth of the country's space industrial capabilities.

It is envisioned that the path to becoming an intermediate space nation may take up to a decade. The speed of this transformation depends on a concerted focus on these four elements through focus and prioritisation. For the 2025–2030 focus will be given to the following strategic pillars and enablers of the Ramp Up Phase.

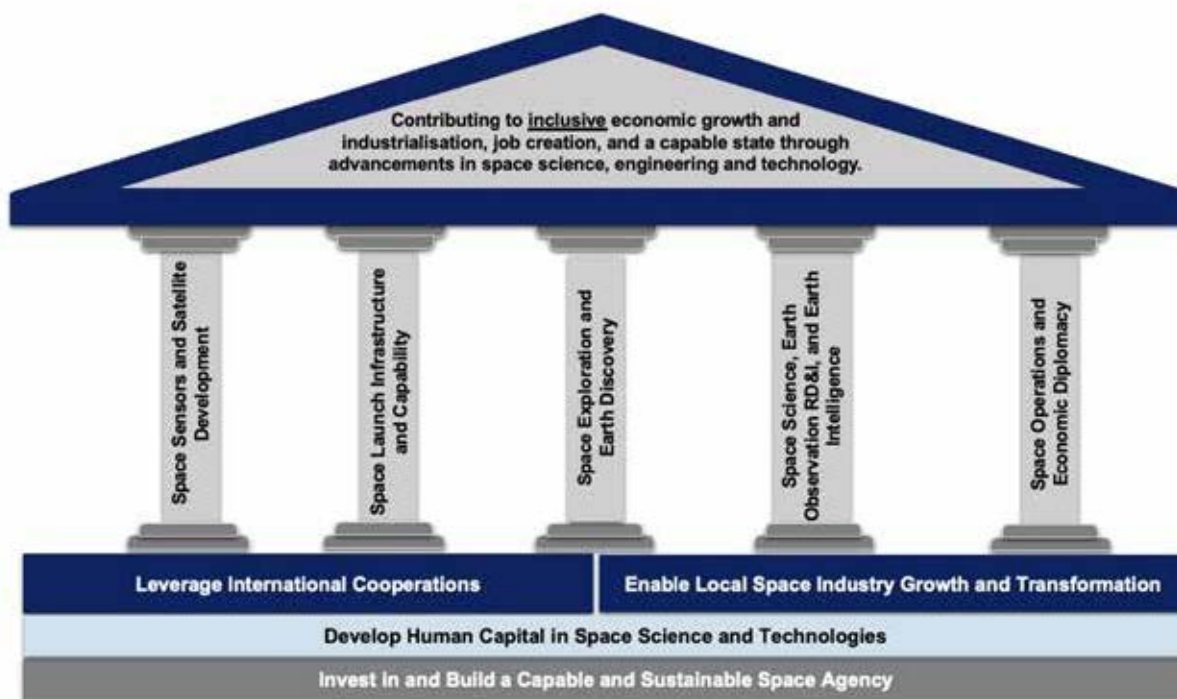


Figure 2: Strategic Focus Areas and Pillars of the Ramp Up Phase for 2025–2030

The envisaged business model of the Growth and Sustainability Strategy, informing the 2025–2030 Strategic Plan, and this 2026/27 APP, is illustrated in the business model canvas below. It will chart the organisation's strategic trajectory for the remaining 4 years of the five-year strategic period. The new business model is crucial for ensuring alignment with broader government policies and enhancing the entity's capability to fully meet its mandate by providing space products, services, and applications that effectively address societal challenges. Additionally, it promotes industry development, knowledge sharing, and economic diplomacy through strategic partnerships and innovation.

SANSa BUSINESS MODEL CANVAS FOR 2025–2030

<p>KEY PARTNERS</p> <ul style="list-style-type: none"> Government Agencies: DSTI, NT and end-user departments – national, provincial and local Industry: Aerospace companies, technology firms, and satellite manufacturers International Space Agencies: Collaborations with global space organisations Academic Institutions: Universities and research institutions for R&D and talent development Industry institutions: Space industry and economic development agencies Funding Bodies: Investors, grant organisations and DFIs 	<p>KEY ACTIVITIES</p> <ul style="list-style-type: none"> Undertake R&D in thematic/priority areas Design, procure, and build space sensors and satellite constellations Develop and manage space infrastructure, including launch capabilities Leverage space-derived data for insights into social, environmental and economic trends Engage in and support space missions and exploration initiatives Manage satellite operations, and space missions Build strategic partnerships to enhance national capabilities and investment Support local industry growth and transformation Implement ESD programmes Undertake HCD and outreach programmes <p>KEY RESOURCES</p> <ul style="list-style-type: none"> Space-related technological infrastructure Skilled professionals in space science, engineering, technology, and business development Sustainable funding sources IP/technological innovations Partnership Networks 	<p>VALUE PROPOSITIONS</p> <ul style="list-style-type: none"> Investment Attraction: Positioning the South African space programme as an attractive investment opportunity for global and local research and funding institutions. Advanced Space Capabilities: Driving growth in South Africa's space sector by investing in satellite technologies and applications, R&D, and human capital Catalysing Space Infrastructure: Developing and expanding space infrastructure and launch capabilities to meet local needs and enhance the capacity of local industries to deliver competitive space assets. Market Expansion: Position South African space products and services as leaders in Africa and integrate into the global space value chain. Leveraging International Cooperation: Forming impactful partnerships that bolster national space industrial capabilities, generate revenue, and drive technological advancements and economic growth. 	<p>CUSTOMER RELATIONSHIPS</p> <ul style="list-style-type: none"> Strategic Partnerships: Building long-term relationships with government, industry, and international partners. Collaboration and Support: Providing technical support, consultations, and collaborative opportunities. Public Engagement: Communicating achievements and advancements to the public through media and outreach programmes. Feedback Mechanisms: Collecting and incorporating feedback from stakeholders to improve service delivery. <p>CHANNELS</p> <ul style="list-style-type: none"> Direct Engagement: Government and industry collaborations, R&D partnerships. Digital Platforms: SANSa's website, SAEOSS (portal, catalogue, and DESA), and social media platforms. Public Relations: Media, conferences, and public events to showcase developments. Educational Outreach: Programmes and workshops to engage with stakeholders. 	<p>CUSTOMER SEGMENTS</p> <ul style="list-style-type: none"> Government and Public Sector: Three spheres of government seeking space data and technology for development Industry/NGOs: Companies needing space-derived data and satellite services Research Institutions: Academic and research organisations requiring access to space data and technology International Partners: Foreign space agencies and organisations interested in collaboration General Public: Beneficiaries of improved quality of life through space-driven advancements
<p>COST STRUCTURE</p> <ul style="list-style-type: none"> R&D: Costs associated with space science, technology innovation, and satellite development. Operational Costs: Launch costs, satellite maintenance, and ground operations. Infrastructure Investment: Building and maintaining space-related infrastructure. Human Resources: Salaries, talent development and attraction of skilled professionals. Partnership and Collaboration Costs: Expenses related to international cooperation and joint ventures. 	<p>REVENUE STREAMS</p> <ul style="list-style-type: none"> Parliamentary grant for the space programmes / Capital funding for infrastructure development Innovative offerings – satellite data sales, space operations, technology licensing, and SS&T consulting services. Single-licence multi-user satellite data acquisition for government and other end-users. Internationalisation and FDI through hosting of international space facilities in SANSa ground stations. Shareholding and equity to start-ups, SMME training and incubation. Grants and subsidies from international organisations and research grants. 	<p>Ramp Up Phase of NSP</p>	<p>Developmental Agenda: MTDP 2024 –2029 STI Decadal Plan, 2032</p>	

Figure 3: SANSa Business Model informing the 2025–2030 Strategic Plan

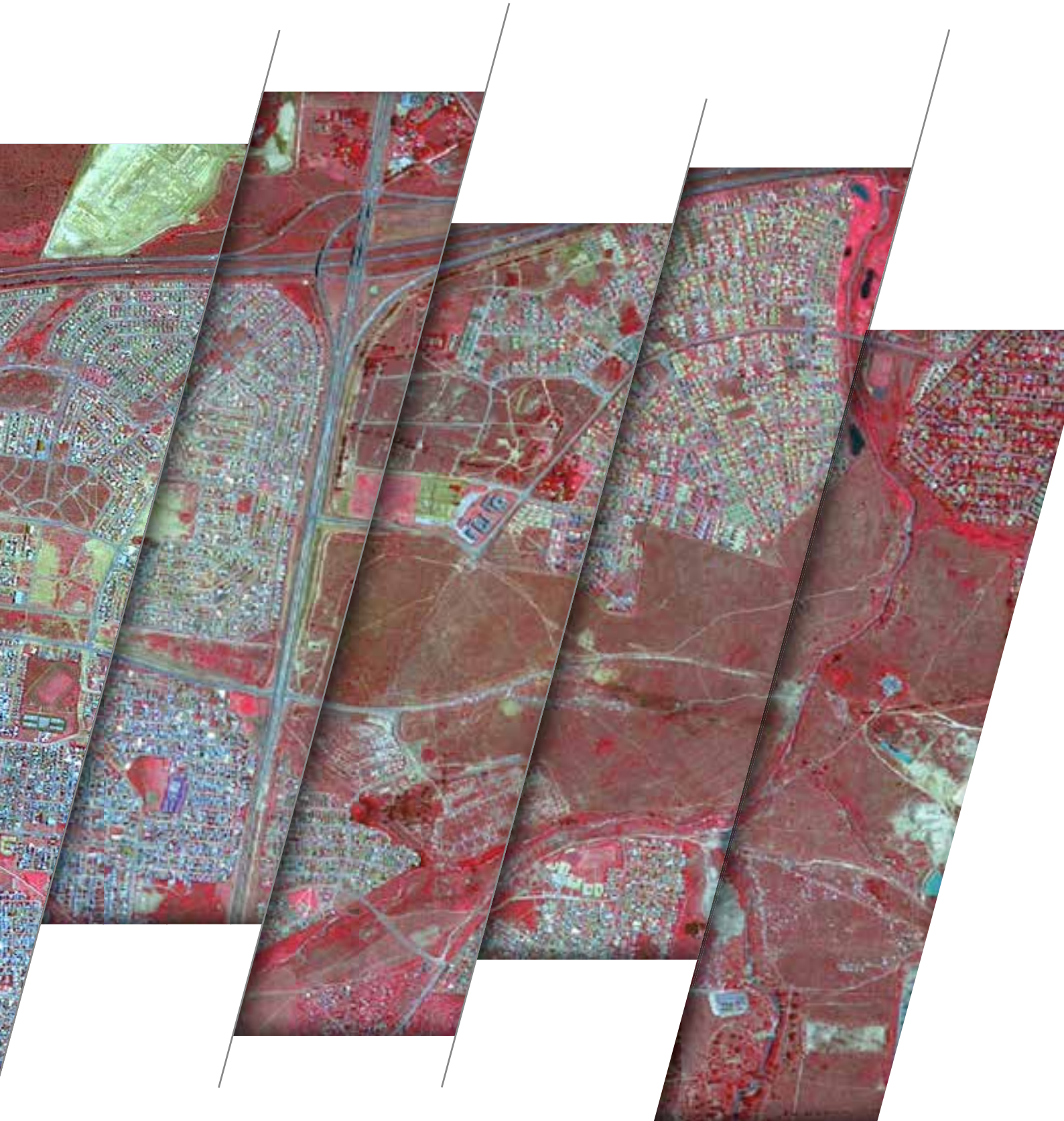
7. UPDATES TO RELEVANT COURT RULINGS

At the time of developing SANSA's 2026/27 APP, there were no relevant court rulings that would impact the Agency's capability to deliver on its mandate as provided by the SANSA Act 36 of 2008 to the extent possible, given the resources at its disposal.



PART B

OUR STRATEGIC FOCUS



In giving effect to the legislative and policy mandate outlined in Part A, the 2025-2030 Strategic Plan articulates SANSA's strategic focus – its vision, mission, and institutional values – as follows:



VISION

Accelerating space innovation for the advancement of all South African citizens, and enabling global impact



MISSION

To advance South Africa's national interests by:

- leading and pioneering in space science, technology, and innovation,
- transforming and supporting the growth of the space industry, and
- collaborating globally to drive inclusive socio-economic development and a capable state.

The DSTI has adopted the following guiding mantra for the 2025-30 Strategic Planning period: *“Placing Science, Technology, and Innovation at the centre of government, education, society, and industry.”*

In practice, for SANSA, this means integrating the use of space-based science, technologies, capabilities, infrastructure, and expertise as a key enabler for national development and societal advancement.

Table 7: SANSA's core values



VALUES

We Care for our people

- We coach and empower each other
- We act with fairness
- We show empathy
- We celebrate each other's successes

We are Customer-centric

- We understand and prioritise our customers' preferences, and pain points.
- We share customer insights and feedback across teams
- We make it easy for our customers to do business with us
- We engage both internal and external stakeholders as valued customers

We Innovate and Drive Impact

- We combine our curiosity with specialised knowledge
- We adapt quickly, experiment and iterate to stay ahead
- We are fearless and committed to doing what's right to drive innovation.

We Collaborate

- We seek to understand and acknowledge respectfully
- We show up on time
- We keep our commitments
- We seek opportunities to partner with each other across our value chain

We Extend Trust

- We act with integrity
- We tell the truth without fear
- We own our mistakes and successes
- We protect confidential information

EMPLOYEE VALUE PROPOSITION

“At SANSA, we create opportunities to learn and grow, providing a worldclass service to our stakeholders and clients through individuals that are energetic, enthusiastic, and passionate about what we do.

We promote a healthy work life balance, provide equitable remuneration and competitive benefits to build a motivated workforce that contributes to the long term good of society.”

8. UPDATED SITUATIONAL ANALYSIS

8.1. EXTERNAL ENVIRONMENT ANALYSIS

8.1.1. ECONOMIC OUTLOOK

The South African economy in mid-2026 presents a complex picture of cautious optimism within a framework of persistent structural challenges. While global economic growth remains below pre-pandemic averages, South Africa is positioned for a potential uptick, with projections nearing 2% in the medium term, buoyed by critical improvements in energy supply and targeted policy shifts. However, this national growth remains constrained by issues such as low productivity and external pressures from geopolitical tensions and trade barriers, including a new 30% tariff on certain exports to the United States.

Within this broader context, the South African space industry stands as a notable exception, exhibiting strategic resilience and international competitiveness. The sector's dual nature, a robust, government-led ground infrastructure and a dynamic private ecosystem focused on high-value components, provides a degree of insulation from macro-economic headwinds. The South African National Space Agency (SANSA) has fortified its core operations, ensuring reliability for global missions, while a cluster of private firms has successfully positioned itself as a key supplier of advanced satellite subsystems for the global market.

Key catalytic initiatives are poised to accelerate this growth. The establishment of the Matjiesfontein Deep Space Station solidifies South Africa's role as a global player in deep space exploration. Concurrently, the country's 2025 G20 presidency, and specifically its hosting of the Space Economy Leaders Meeting (SELM6), provided a unique platform to showcase national capabilities and advocate for space technology as a catalyst for inclusive global development. This is a deliberate, policy-driven strategy to leverage high-tech innovation for broader socio-economic benefit.

For policymakers, the path forward involves nurturing this high-tech sector through streamlined regulations and sustained support for human capital development. For investors and

private firms, the opportunity lies in specialising in niche, high-value components and leveraging the country's strategic geographical and infrastructural assets. By continuing to prioritise this high-growth sector, South Africa can cement its position as a leading spacefaring nation in the Southern Hemisphere and a key contributor to the global space economy.

8.1.2. GLOBAL AND SOUTH AFRICAN ECONOMIC OUTLOOK (MID-2026): AN ENRICHED PERSPECTIVE

MACRO-ECONOMIC CONTEXT AND GROWTH DRIVERS

The global economic landscape for mid-2026 is characterised by a tentative recovery, marked by a moderate upward revision of growth forecasts. The International Monetary Fund's (IMF) July 2025 World Economic Outlook Update projects a global growth rate of 3.0% for 2025 and 3.1% for 2026. This moderate improvement is attributed to several factors, including a front-loading of purchases ahead of anticipated tariffs, a weaker US dollar, and fiscal stimulus measures in key economies. Despite this resilience, the global growth rate remains below the pre-pandemic average of approximately 3.7%, a trend that has persisted since 2024 and is expected to continue. The global economic environment is also subject to persistent downside risks, including geopolitical tensions, trade barriers, elevated public debt, and the effects of monetary policy tightening.

For South Africa, the economic trajectory remains more subdued. The country has averaged a modest 0.7% real GDP growth over the past decade, a trend that continued in 2023 and 2024, with growth hovering at 0.7% and 0.6% respectively. This uneven and narrow economic expansion has been primarily constrained by deep-seated structural impediments. Consensus projections, such as those from Deloitte, anticipate a potential rise to 1.7% growth in 2025 and possibly over 2% in the medium term, contingent on successful policy shifts and improvements in critical infrastructure. The World Bank offers a more conservative outlook,

forecasting 0.7% growth in 2025 and 1.1% in 2026. These projections highlight that while a recovery is possible, it remains fragile and highly dependent on the effective implementation of domestic reforms.

NAVIGATING STRUCTURAL HEADWINDS: THE CRUCIAL ROLE OF ENERGY AND POLICY SHIFTS

Recent improvements in electricity supply since late 2024 have eased some of the constraints, offering a degree of optimism. The government's Just Energy Transition (JET) efforts and pivot towards renewable energy are gaining momentum, with major solar PV projects, expanded rooftop generation potential, and investments in green hydrogen now underway. These initiatives are crucial for long-term energy security.

However, the impact of the energy crisis on the South African space industry is a nuanced affair, not reflecting the general devastation seen in other sectors. The core of the country's space infrastructure, particularly SANSa's ground station at Hartebeesthoek, is strategically insulated from grid instability. The facility operates with a sophisticated, multi-layered power redundancy system. Its primary power from Eskom is backed by a dynamic rotary Uninterruptible Power Supply (UPS) that can take over in milliseconds in the event of a voltage fluctuation or grid failure.¹ This is further supported by a diesel generator and a 40,000-litre fuel supply, providing up to ten days of complete operational autonomy.²

This engineering and financial commitment ensures that SANSa can provide continuous, high-reliability Telemetry, Tracking, and Command (TT&C) services to its global clients, preserving its reputation as a "ground station of choice".³ The true vulnerability to load shedding is therefore not at these mission-critical government facilities, but rather within the emerging private manufacturing sector. Smaller firms that may lack the capital for such robust backup infrastructure could face operational disruptions and increased costs,

potentially hindering the industrial development that the national space strategy aims to foster South Africa's Global Platform: The 2025 G20 Presidency.

South Africa's hosting of the 2025 G20 Summit was a central pillar of its global engagement strategy. The exposure and advancement of the presidency will continue to leverage and advance key national and continental priorities, including inclusive growth, industrialisation, food security, and global debt reform. The G20 forum is uniquely positioned to address global challenges by bringing together diverse economic players and facilitating dialogue outside of more restrictive alliances.

8.1.3. SPACE INDUSTRY GLOBAL

As of September 2025, the global space economy is experiencing a remarkable surge, with projections indicating it will reach \$1.8 trillion by 2035, up from \$630 billion in 2023. This growth reflects an average annual expansion rate of 9%, nearly double the expected global GDP growth rate. The acceleration is primarily driven by advancements in space-based technologies such as communications, navigation, Earth observation, and positioning systems. These technologies are becoming as integral to daily life as semiconductors, influencing sectors ranging from agriculture to urban planning.

TRANSFORMATIVE IMPACT ON INDUSTRIES

The expansion of the space economy is not limited to traditional space exploration. Space-enabled technologies are revolutionising various industries:

- **Supply Chain and Mobility:** Satellite-based systems are enhancing logistics by providing real-time tracking and optimising routes, leading to more efficient and resilient supply chains. This is particularly crucial for industries like retail and manufacturing, where timely delivery is essential.⁴

1 Space Operations | SANSa, accessed September 17, 2025, https://www.sansa.org.za/wp-content/uploads/2021/08/SANSa-Space-Operations_Marketing-brochure.pdf

2 Space Operations | SANSa, accessed September 17, 2025, https://www.sansa.org.za/wp-content/uploads/2021/08/SANSa-Space-Operations_Marketing-brochure.pdf

3 Space Operations - SANSa, accessed September 17, 2025, <https://www.sansa.org.za/programmes/space-operations/>

4 https://www.weforum.org/stories/2025/05/how-space-technology-is-revolutionizing-supply-chains-and-mobility/?utm_source=chatgpt.com

- **Climate and Environmental Monitoring:** Earth observation satellites are playing a pivotal role in monitoring climate change, deforestation, and natural disasters. This data aids in policymaking and disaster response, contributing to global sustainability efforts.
- **Consumer Goods and Digital Communications:** The proliferation of satellite internet services is expanding connectivity in remote and underserved regions, facilitating access to digital platforms and e-commerce. This connectivity is driving growth in the consumer goods sector by opening new markets and enhancing customer engagement.

REGIONAL DEVELOPMENTS

- **India:** India's space economy is projected to quintuple, reaching \$44 billion by 2033. This growth is attributed to increased adoption of satellite-based services and a focus on space-related exports, positioning India as a significant player in the global space sector.
- **United States:** In 2023, the U.S. space economy accounted for \$142.5 billion, or 0.5% of the national GDP. The sector supported approximately 373,000 private-sector jobs, underscoring its economic significance.⁵

CHALLENGES AND OPPORTUNITIES

Despite the optimistic projections, the space economy faces challenges such as regulatory hurdles, space debris management, and the need for sustainable practices. Addressing these issues is crucial for maintaining the momentum of growth and ensuring the long-term viability of space activities.⁶

In summary, the space economy in 2025 is characterised by rapid growth and diversification, with space-based technologies becoming central to various industries. As nations and companies continue to invest in space infrastructure and innovation, the coming decade promises significant advancements and opportunities in the space sector.

⁵ https://apps.bea.gov/scb/issues/2025/03-march/0325-space-economy.htm?utm_source=chatgpt.com https://www.deloitte.com/us/en/insights/industry/government-public-sector-services/government-trends/2025/space-industry-growth.html?utm_source=chatgpt.com

⁶

AFRICA

THE AFRICAN SPACE INDUSTRY IN 2025

By 2025, the African space industry had matured from a scattered set of national experiments into a dynamic continental ecosystem that is gaining international recognition. Around eighteen African countries had successfully launched satellites, a remarkable expansion from only a handful a decade earlier. Depending on the methodology used, Africa had between sixty and seventy satellites in orbit, reflecting the rapid pace at which governments, universities, and private firms were entering the domain. South Africa and Egypt remain among the continent's leaders in terms of satellite numbers and technical capability, but many others including Nigeria, Kenya, Ghana, Ethiopia, Algeria, and Morocco have moved forward with their own space programmes and small satellite projects.

The growth of this industry is closely tied to three trends. First, the falling cost of small satellites and CubeSats has opened doors for universities and smaller nations to participate meaningfully in space activities. Second, African governments and development partners increasingly recognise the strategic value of space data for agriculture, water management, disaster preparedness, and climate adaptation. Third, deliberate political decisions to establish national space agencies, research centres, and policy frameworks have provided institutional homes for space activities. This has been complemented by continental coordination through the African Space Agency (AfSA) and high-profile events like the African Space Solutions Market (MASS 2025) held in Abidjan, which brought together national agencies, startups, investors, and international partners to showcase both upstream and downstream innovations.

The major African players demonstrate different strengths. South Africa, through SANSa and associated institutions, continues to lead in Earth observation, ground infrastructure, and human capital. Egypt maintains its position as a regional heavyweight, combining geostationary communication satellites with a growing pipeline of smallsats. Nigeria has significantly increased its budgetary commitment to space, while Kenya, Ghana, and Ethiopia have prioritised CubeSat

projects and university-led capacity-building initiatives. The African Development Satellite (AfDevSat), a collaborative hyperspectral CubeSat programme involving several countries, is a clear sign that Africa is beginning to pool resources for shared capabilities rather than rely solely on isolated national projects.

Beyond government programmes, a small but rapidly growing commercial ecosystem is emerging. Dozens of African startups are building businesses around Earth observation data analytics, agricultural monitoring, maritime surveillance, and natural resource management. Others are experimenting with nanosatellite manufacturing, ground segment services, and software platforms. International companies remain deeply involved, providing hardware, launch services, and technology partnerships. Events like MASS 2025 have been crucial in giving African startups visibility to investors and highlighting the role of the private sector in building a sustainable industry.⁷

Applications of space technology on the continent remain closely aligned with Africa's development priorities. Satellite data is being used to improve crop yields, guide irrigation, monitor water resources, provide early warning for droughts and floods, and manage forests and fisheries. Telecommunications applications are expanding, with satellites increasingly seen as a bridge to connect remote communities to digital services. These downstream uses are critical for demonstrating the socio-economic return on investment and are the reason why African governments continue to support their space agencies despite financial constraints.

Capacity building is another strong feature of the African space story. Universities across the continent are embedding space technology into their curricula and launching CubeSat projects as both training exercises and technology demonstrations. National agencies are running internships and fellowships to grow engineering and data science expertise. While skills shortages remain a challenge, especially in satellite systems integration and

advanced manufacturing, these programmes are laying a foundation for the next generation of African space professionals.⁸

International partnerships and geopolitics play a central role in Africa's space trajectory. China has emerged as a particularly active partner, expanding its "space diplomacy" across the continent by offering infrastructure, training, and launch services. The European Union has deepened its cooperation through the Africa-EU Space Partnership, while the United States has been more selective but remains influential through commercial providers and selective government engagements. These partnerships bring vital financing and technology but also raise concerns about dependence and geopolitical influence, particularly as space technologies often have dual-use applications.⁹

Despite the momentum, significant barriers remain. Many African space projects are still heavily dependent on donor funding or external financing, making long-term sustainability a concern. Skills shortages and regulatory hurdles, such as spectrum allocation and data-sharing frameworks limit growth. Africa continues to depend almost entirely on foreign launch providers and imported hardware, which exposes the industry to external shocks and political risks. Yet, these challenges are increasingly being recognised and addressed through continental strategies and national investments.¹⁰

Looking forward, several trends stand out. Collaborative projects like AfDevSat and new initiatives under AfSA suggest that regional cooperation will deepen. The commercialisation of downstream services, especially in agriculture, insurance, and connectivity, is expected to accelerate as startups mature. Local manufacturing and assembly of small satellites are also gaining traction, reflecting a desire for greater sovereignty and cost control. Most importantly, Africa's space industry is increasingly positioned not as a symbolic exercise but as a tool for solving pressing development challenges.

7 Invest in downstream demand and business models — funding hardware is necessary, but sustainable impact comes from services that address agriculture, water, disaster management, and connectivity. Space in Africa, 2025

8 Prioritise skills and R&D — scholarships, internships, and university partnerships will be the long-term multiplier. Space in Africa, 2025

9 Support regional projects and AfSA coordination — pooled projects lower unit cost and accelerate capability diffusion (examples: AfDevSat, MASS-linked market integration). Space in Africa+1, 2024

10 Mindful partnerships — seek technology transfer clauses, shared IP and training within international partnerships to reduce dependence and boost local value capture. Reuters, 2025

In short, by 2025, Africa's space sector will have become one of the continent's most dynamic emerging industries. It sits at the intersection of science, development, and geopolitics, offering both great promise and serious challenges. If current momentum is sustained and if investments in skills, local manufacturing, and downstream applications continue, Africa could move from being a space participant to a genuine contributor to the global space economy within the next decade.

SATELLITES OVER AFRICA

African countries had launched more than 60 satellites between 1998 and 2025. The majority were by Egypt, South Africa, Nigeria and Algeria.

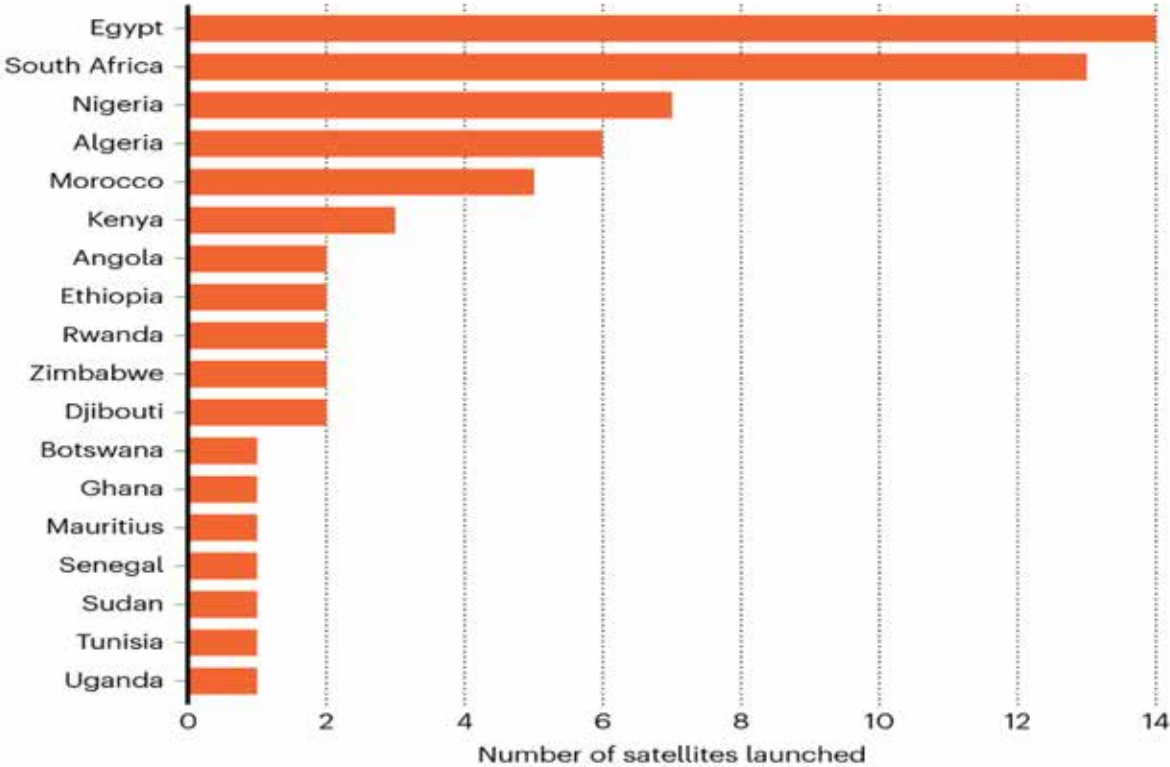


Figure 4: Number of satellites launched by African countries



SOUTH AFRICA

Most African countries buy their satellites from foreign nations, but South Africa has a thriving space industry, supplying satellite components and services globally. An estimated R200 million is estimated to have been generated by exports in the sector in 2022.

South African space products have been integrated into many international satellites, including China's Queqiao lunar satellite. Three satellites launched in January 2022 are part of the Maritime Domain Awareness Satellite Constellation (MDASat) and were developed and manufactured by the Cape Peninsula University of Technology (CPUT).

The full MDASat constellation of nine cube satellites that will detect, identify, and monitor seagoing vessels off the South African coast in near real-time, is an initiative developed to help the country unlock and protect the potential of its blue economy. The project is the first constellation designed and developed in Africa¹¹.

As already discussed, satellite constellations present a clear opportunity in the space sector. Remote sensing and geospatial technologies can offer solutions for disaster management, weather and environmental monitoring, advanced agriculture, monitoring and protection of infrastructure and environmental assets, as well as many other security-based applications.

SPACE DATA-AS-A-SERVICE

The Deloitte 2023 Space Survey identified space data-as-a-service as "a major area that has the potential for disruptive growth"¹². As the cost of access to space is reduced and technology continues to advance, the volume and variety of data gathered from space will likely continue to grow. Space-based monitoring platforms will use a variety of instruments to collect valuable data for clients in areas like military monitoring and communications, open ocean surveillance,

environmental monitoring, and emergency and disaster response.¹³

Edge computing is an architecture that seeks to process data closer to where it is generated to speed up processing and enable real-time control of new technologies like autonomous vehicles, virtual and augmented reality, or the Internet of Things (IoT). Edge computing in and from space may create a new domain for software application development.

AI and big data processing systems are likely to facilitate innovative ways to extract value from the massive volumes of new data coming from space-based instruments, creating a wide range of data-as-a-service options for a variety of clients.

THE FUTURE OF THE SPACE ECOSYSTEM

Addressing key challenges is essential for the continued growth of the sector, both internationally and locally. According to the Deloitte Space Study, the top three concerns of executives in the commercial segment of the space industry were:

- 1) Supply chain disruptions.
- 2) Developing space-grade products and components at competitive costs.
- 3) Regulatory requirements and approval timelines.

Other key challenges cited were a shortage of skilled talent, reduced capital investment, enabling mass production to meet demand, and miniaturisation of electronic components, while the top three environmental or sustainability-related concerns were space debris, congestion, and security. The need for integration and implementation of global regulations was also acknowledged as critical.¹⁴

¹¹ <https://www.defenceweb.co.za/aerospace/aerospace-aerospace/maritime-domain-awareness-satellite-constellation-satellites-due-for-launch/> (Accessed 1 September 2023)

¹² <https://www2.deloitte.com/za/en/insights/industry/aerospace-defense/future-of-space-economy.html> (Accessed 30 August 2023)

¹³ XXXXXX

¹⁴ <https://www2.deloitte.com/za/en/insights/industry/aerospace-defense/future-of-space-economy.html> (Accessed 30 August 2023)

8.1.4. SPACE ECOSYSTEM DEVELOPMENT AND INDUSTRY TRANSFORMATION

Key to SANSA’s mandate is to support the creation of an environment conducive to skills and industrial development in space science and technology in both the upstream and downstream space industries. To achieve this as part of its growth and sustainability focus SANSA needs to drive the national space ecosystem, as shown in the figure below, which includes the following elements:

- 1) **Thematic areas** – focus on specific applications, products and services in the classical space domains, namely, Earth observation, telecommunications, navigation, positioning, and timing, space exploration, and space science. SANSA’s space weather capability supports these domains through products and services that mitigate the harmful effects of space weather on the users of these technologies.
- 2) **Building blocks** – these comprise the foundational elements that determine the strength and success of the ecosystems in terms of the human capital to develop local

expertise, industry development and support, ground and space-based infrastructure, and international partnerships.

- 3) **Functional activities** – these relate to the day-to-day activities that space initiatives are engaged in and range from establishing requirements for specific missions, engaging in RD&I activities for enabling technologies, developing space systems and technologies to be delivered to the operational environment, operations of missions, and the development and use of space applications.
- 4) **Space law and policy** – the appropriate framing of laws and policies as it relates to the national space ecosystem is vital, as it determines the key governance constructs required for effective space programmes.
- 5) **Strategy and business models** – strategic instruments are key to providing the necessary direction and aspiration for the national space ecosystem, and the associated business model informs the architecture and institutional arrangements.



Figure 5: Key elements of a space ecosystem

TRANSFORMATION OF THE LOCAL INDUSTRY

Given the cross-sectoral nature of the space sector it is difficult to quantify the size of the sector in South Africa. Research conducted in 2011 by the Foundation for Space Development indicated that there were approximately 200 firms involved across the space value chain (FSD, 2011). As of 2025, the number of firms is likely to have increased. There needs to be an industry review study undertaken to determine the status as well as the desired growth and transformation path.

Whilst SANSa is advancing the national space ecosystem, cognisance is taken of the underlying systemic challenges facing the local space industry, which can be postulated as follows (highlighted in blue, with desired state reflected in green):

1. The growth of the local space sector has stagnated with limited (significant with strong) support afforded by SANSa and other public sector institutions.
2. This affects both the upstream and downstream segments, but especially the downstream which has not historically received (is now receiving) targeted government support.
3. The attendant effect of the status quo is as follows:
 - a) The financial sustainability of the industry is precarious (robust).
 - b) There is limited (powerful) local beneficiation due to (and less) reliance on international data vendors.

- c) Inadequate (ample) access to the local, African, and global markets.
- d) Slow (fast) pace of transformation of the industry; and
- e) Limited (a healthy) number of SMEs and new entrants.

This transition of the local industry from the current state to the future preferred state will require a directed and concerted effort to transform the sector, with efforts being ramped up in the 2025–2030 planning cycle. This includes:

- 1) Creating ecosystems that support and encourage black excellence and innovation through funding mechanisms for business development and industry incubation. The NEOFrontiers Fund is a starting point and aimed at crowding in support from DFIs and development agencies whose core business is to support entrepreneurship and grow sustainable SMEs.
- 2) Promoting innovation and encouraging intrapreneurship by rewarding excellence and developing novel ideas that may be commercialised.
- 3) Inculcating a high-performance culture, through targeted human capital development programmes for specific skill sets. These should include local academia and strategic international partner universities.
- 4) Being deliberate in building networks of black engineers across the value chain



8.1.5. PESTEL ANALYSIS

An analysis of the key macro-environmental factors impacting on the work of SANSA is summarised in the table below.

Table 8: Summary of PESTEL factors for SANSA

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL	ENVIRONMENTAL	LEGAL
<ul style="list-style-type: none"> Impact of geopolitical events on SANSA ability to leverage opportunities. Fragmentation of globalisation and coalescing around the two economic superpowers. Pockets of conflict, corruption, and political volatility across the continent. Backlash from African countries for xenophobia in South Africa. Implementation of GNU statement of intent / MITDP 2024-2029. Pressure on SOEs to perform and account – drive inclusive economic growth and a capable state. Political alignment with BRICS + countries & the Global South, SADC. 	<ul style="list-style-type: none"> Subdued global economic growth with a challenging long-term outlook. Solid growth in parts of Africa, but limited space sector impact. Stagflation in South Africa with low growth, high unemployment, and high living costs. Limited number of technology companies in the science and technology sector. Significant commercial and investment opportunities in high technology sectors such as space-related. Energy and logistics constraints affecting supply chains, project timelines. Fiscal constraints limiting public funding High costs of technology and space infrastructure. Withdrawal of research funding The role of the African Continental Free Trade 	<ul style="list-style-type: none"> Widespread poverty due to high unemployment, especially among youth. Deteriorating social cohesion. Mental health issues related to financial distress and poverty. Threat of new pandemics/epidemics. Frequent service delivery protests. High levels of crime and corruption. Space-related education not included in national curricula. Lack of social equity in space sector. Lack of knowledge of societal benefits of space. Social upliftment opportunities through space-related programmes. Servicing rural and underrepresented communities. 	<ul style="list-style-type: none"> Increase in cybercrime and cyberattacks. Growing opportunities for space-based decision support tools. Emergence of advanced technologies in space research, satellite development, and data analytics. Need for enhancing sat. communication, sensor capabilities and propulsion systems. Capabilities for managing large volumes of satellite data and data security. Collaboration opportunities for technology transfer. Forecast of rapid expansion of space-enabled technologies and related activities on Earth. Adopting Artificial Intelligence (AI), Artificial Super Intelligence (ASI) and 4IR tools 	<ul style="list-style-type: none"> Emerging requirement for accessing finance and competing globally as a responsible corporate citizen (ESG integration). Climate change, adaptation, natural disasters, and biodiversity loss are key future risks. Trillion-dollar opportunities in climate action and just transition interventions. Mitigating space debris and promoting sustainable orbital practices. Use of Earth observation satellites to contribute to climate change research. Integrating circular economy principles in space operations/missions. Adherence to Environmental Laws 	<ul style="list-style-type: none"> Adhering to national and international space laws, regulations, and treaties. Implementing strategies to mitigate legal risks related to liability, insurance, and international frameworks. Adapting to emerging legislation and regulatory changes. Protecting intellectual property (IP) rights related to space technologies and navigating international IP issues. Complying with privacy and data protection laws in satellite operations and safeguarding personal and sensitive data. Independence of SANSA Act 36 of 2008

Table 8: Summary of PESTEL factors for SANSA

POLITICAL	<ul style="list-style-type: none"> · Leverage inclusion of the STI Decadal Plan in the MTDP 2024–2029 with flagship projects to increase South Africa's national space capacity in the interests of sovereignty, security, development priorities, economic growth, and scientific advancement. · The National Space Programme and National Space Strategy provide a framework for SANSA's operations, emphasising the development of space science and technology, capacity building, and international collaboration. · Compliance with national and international regulations and conventions, including those related to space debris, satellite communications, and environmental impacts, is crucial for SANSA's activities.
ECONOMIC	<ul style="list-style-type: none"> · Government funding is a significant source of finance for SANSA. Fiscal constraints mean SANSA needs to grow its external revenue and leverage strategic partnerships to secure investment for projects, operations, and research activities. · SANSA has a vital leadership role to play in increasing the space sector's contribution to economic growth through job creation, technological innovation, missions, and the development of related industries such as telecommunications, space weather, and navigation systems. · Economic conditions globally and international collaborations require significant space economy advocacy to leverage funding opportunities while managing the costs of importing space-related technologies and materials.
SOCIAL	<ul style="list-style-type: none"> · Outreach, educational programmes, and public engagement activities are vital for promoting awareness and interest in space science, technologies and its socio-economic benefits. · There is a growing need for skilled professionals in STEMI fields. SANSA's role in promoting STEMI education and training is crucial for building the human capital needs of the NSP. · SANSA needs to be vocal in promoting the societal and quality of life benefits of space, for example, in thematic areas such as improved disaster management, environmental monitoring, and connectivity in remote areas.
TECHNOLOGICAL	<ul style="list-style-type: none"> · For South Africa to become an intermediate space nation, SANSA needs to be at the forefront of innovation to leverage the rapid advancements in satellite technology, data analytics, and space exploration techniques. · The agency must enhance utilisation of space technologies and decision-support tools to boost local government capacity in alignment with the DDM and STI Decadal Plan. · Investment in RD&I is essential for staying at the forefront of space technology. Strengthened partnerships with universities, research institutions, and SETAs are needed to bolster SANSA's technological development. · Protecting space assets and data from cyber threats is increasingly important. SANSA needs to ensure it establishes the cybersecurity measures to maintain the integrity and security of operations.
ENVIRONMENTAL	<ul style="list-style-type: none"> · SANSA needs to enhance its role in environmental monitoring, climate change research, and solutions to mitigate the impacts of climate change through satellite data and decision tools. · As a global corporate citizen, SANSA must adopt sustainable practices in its operations, including minimising space debris and reducing the environmental impact of its activities on Earth and in space. · Space technology is vital for monitoring natural disasters such as droughts, floods, and fires, providing valuable data for disaster management and mitigation efforts.
LEGAL	<ul style="list-style-type: none"> · SANSA must comply with national and international space laws, treaties and agreements, such as the Outer Space Treaty and the Convention on Registration of Objects Launched into Outer Space. · SANSA must ensure the protection of intellectual property IP rights for innovations and technologies developed by the agency and its partners. · Ensuring the privacy and security of data collected and processed by SANSA, especially sensitive information, is a legal and ethical obligation. · SANSA must keep abreast of national import/export controls and international trade regulations to avert negative effects on its operations.

8.2. INTERNAL ENVIRONMENT ANALYSIS

SANSA operates within a complex internal environment that is shaped by its strategic mandate, stakeholder relationships, organisational capacity, and financial constraints. This internal analysis explores the organisation's strengths, weaknesses, and opportunities for growth and sustainability, highlighting the key initiatives and internal factors that will drive SANSA's new business model and strategic focus over the five-year planning period.

SANSA's organisational structure is reflected in the figure below.

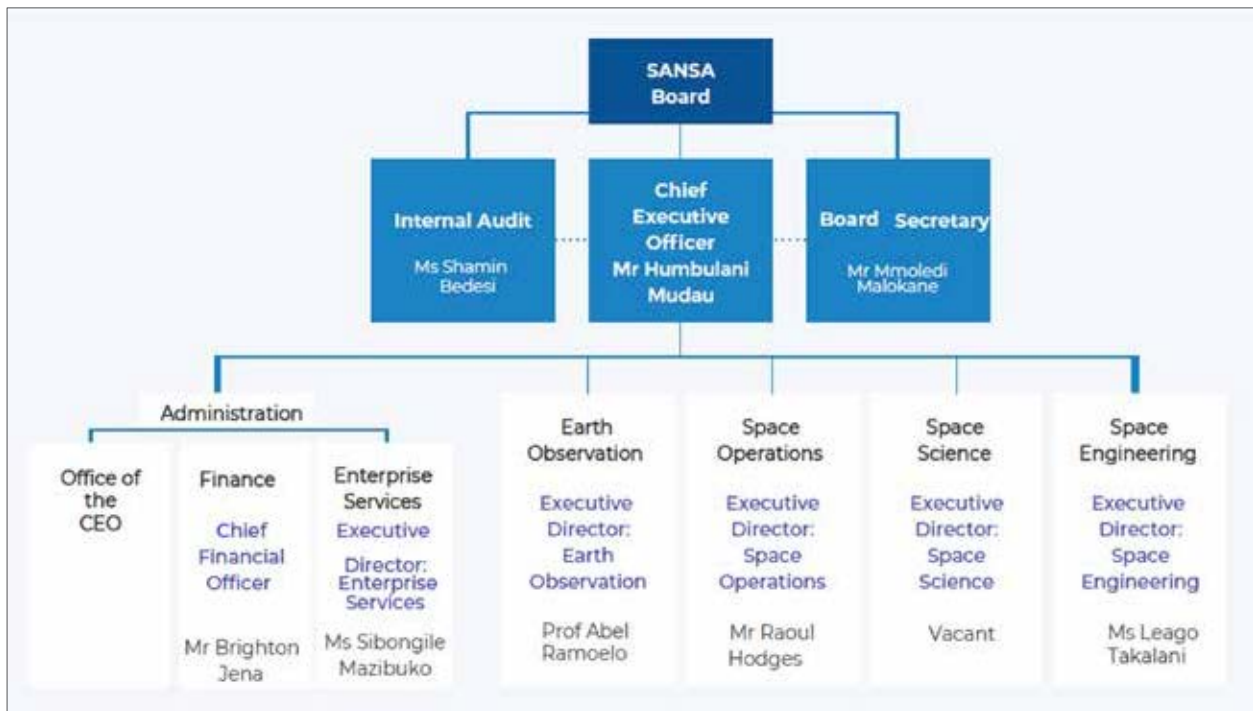


Figure 6: SANSA Organisational Structure

The Budget Programme Structure is as follows:

Programme 1: Administration

Programme 2: Earth Observation

Programme 3: Space Science

Programme 4: Space Operations

Programme 5: Space Engineering

8.1.1. SANSA 2025-30 STRATEGIC OUTCOMES

SANSA's 2025–2030 Strategic Plan outline's the Agency's six strategic outcomes for the five-year period.

Table 10: 2025-2030 Strategic Outcomes

OUTCOME	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGET
<p>MTDP Priority 1: Drive inclusive growth and job creation: Increased infrastructure investment and job creation; Science, technology and innovation for growth</p> <p>MTDP Priority 3: Build a capable, ethical and developmental state: Effective border management and development in Africa and globally</p>			
<p>Outcome 1: Enhanced national capability in space science, technology and satellite infrastructure</p>	O1.1. National Space Capability Index (NSCI)	New indicator Develop methodology for NSCI (Score out of 10)	<ul style="list-style-type: none"> Year 1: Establish baseline, set five-year target (score out of 10) Year 3: Assess progress Year 5: Assess achievement against set five-year target (score out of 10)
	O1.2. Percentage of public awareness of the socio-economic benefits of the national space programme	New indicator Develop methodology for public awareness survey	<ul style="list-style-type: none"> Year 1: Establish baseline Year 3: 2.5% improvement on baseline Year 5: 5% improvement on baseline
<p>MTDP Priority 1: Drive inclusive growth and job creation: Increased infrastructure investment and job creation; Science, technology and innovation for growth</p> <p>MTDP Priority 3: Build a capable, ethical and developmental state: Improved service delivery at local government</p>			
<p>Outcome 2: Increased space relevant knowledge and decision-support tools that support the developmental agenda</p>	O2.1. Percentage increase in the number of research publications in space science and technologies by South African researchers.	New indicator Develop methodology and data collection tools	<ul style="list-style-type: none"> Year 1: Establish baseline, set five-year target Year 3: Assess progress Year 5: Achievement of set five-year target
	O2.2. Number of decision support tools deployed in key thematic areas	New indicator	<ul style="list-style-type: none"> Eight (8) decision support tools deployed in key thematic areas
<p>MTDP Priority 1: Drive inclusive growth and job creation: Increased infrastructure investment and job creation; Science, technology and innovation for growth</p>			
<p>Outcome 3: Increased share of the global space market economy</p>	O3.1. National Space Market Share Index (NSMSI)	New indicator	<ul style="list-style-type: none"> Year 1: Develop methodology, confirm data sources, and establish baseline Year 3: Assess progress Year 5: 0.5% to 2% improvement on baseline
	O3.2. Percentage share of international mission launch supports	30%	<ul style="list-style-type: none"> 30%
	O3.3. Percentage increase in revenue generated from the sale of space-related products and services	2020-2025: 33% (R103m to R137m)	<ul style="list-style-type: none"> 158% increase in revenue generated from the sale of space-related products and services

OUTCOME	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGET
MTDP Priority 1: Drive inclusive growth and job creation: Increased infrastructure investment and job creation; Science, technology and innovation for growth			
Outcome 4: A vibrant, competitive and transformed South African space industry	O4.1. Number of Intellectual Property (IP) recognised or filed	Zero (0)	· Three (3) IP recognised or filed
	O4.2. Percentage of supported MSMEs still in business two years after receiving financial and non-financial support	New indicator (Eight enterprises being supported through the NEOFrontiers Fund)	· 30% survival rate
MTDP Priority 2: Reduce poverty and tackle the high cost of living: Skills for the economy			
MTDP Priority 1: Drive inclusive growth and job creation: Science, technology and innovation for growth			
Outcome 5: Increased human capacity in space science, technology and engineering	O5.1. Percentage increase in professional graduates in space-related profession(s)	New indicator	<ul style="list-style-type: none"> · Year 1: Establish baseline, set five-year target · Year 3: Assess progress · Year 5: Achievement of set five-year target
MTDP Priority 3: Build a capable, ethical and developmental state: Improve governance performance of public entities; A capable and professional public service; Safe communities and increased business confidence			
Outcome 6: A capable sustainable, and high-performing national Space Agency	O6.1. External audit outcome	Unqualified audit opinion with no material findings	· Unqualified audit opinion with no material findings
	O6.2. Percentage breakeven on revenue from products and services sold	New indicator	· 80%
	O6.3. Percentage brand awareness	22% (2023/24)	<ul style="list-style-type: none"> · Lower target: 25% · Desired target: 30% · Upper target: 35%

SANSA has consistently achieved over 80% of its APP targets during the implementation of the 2020–2025 Strategic Plan. For the 2024/25 financial year, 84% of targets were achieved, affected by the non-achievement of the milestones for implementation of the Matjiesfontein deep space facility and the project for the upgrade of the AIT facility.

An intermediate space nation phase set of activities is underway in the 2025/26 financial year in an effort to deliver on the project milestones.

8.1.2. KEY PERFORMANCE TRENDS:

SANSA has steadily contributed to South Africa's national developmental priorities. A trend analysis shows consistent progress in several areas, alongside some ongoing challenges.

- 1) Space products and developmental priorities – SANSA has played a key role in providing space products, applications and services aligned with government priorities. A significant achievement was the establishment of its space weather capability in 2022/23, positioning South Africa in the global space sector and opening new opportunities, as well as the Agency's EO solutions for disaster management.
- 2) SIH development – the SIH remains a strategic priority for modernising South Africa's space industry. However, there have been delays in expenditure due to the nature of multi-year infrastructure projects and long-lead milestones. Owing to its importance in building the national space capability, SANSA needs to ensure timely delivery and expenditure against the project milestones.
- 3) Matjiesfontein Deep Space Network (MTJ) – the MTJ is part of SANSA's infrastructure expansion, aimed at enhancing South Africa's deep space capabilities. Progress to date has included upgrades such as power reticulation and antenna installations. The project has also renewed SANSA's collaboration with other countries in BRICS+ and NASA, positioning the country in global space exploration while supporting local community development.
- 4) Procurement and SME support – SANSA has consistently supported SMEs, with an average of around 40% procurement spend directed toward these enterprises over the past five years, with >45% procurement spend directed at Black-owned enterprises. SANSA has managed less than 20% procurement spend on women-owned businesses and approximately 6% procurement spend on youth-owned businesses.
- 5) B-BBEE compliance – SANSA achieved a B-BBEE compliance level of 6 in the 2024/25 and 2023/24 financial years. A notable improvement from the level 7 in 2023/24, level 8 in 2022/23, and the non-compliance baseline level achieved in 2019/20.
- 6) Space operations and mission growth- SANSA is renowned for world-class telemetry, tracking and command, antenna hosting, and launch

support services from its ground station in Hartebeesthoek (HBK). There was significant growth in hosting international customers from Europe, Asia and the Americas (about 30 different customers and supporting around 50 launch missions in 2024/25).

- 7) Governance and human resource development – SANSA achieved a clean external audit outcome in 2024/25 financial year, reinforcing its governance practices. It has also made progress in addressing human resource challenges through skills audits, succession planning, and the salary parity project.
- 8) Research productivity and innovation – SANSA consistently exceeds its research productivity targets, achieving a productivity score of 1807.12 in 2024/25 financial year. The organisation's research has focused on key national priorities such as disaster management and climate change, exemplified by its leadership in the BRICS Remote Sensing Satellite Constellation (RSSC) Project.

8.1.3. REFLECTION ON HUMAN CAPACITY AND CAPABILITIES

The table below presents SANSA's employee profile, including filled positions and vacancies as of 30 November 2025. The variance in reported vacancies is primarily due to intern and ad hoc roles that do not appear in the approved organisational structure. While the organograms reflect both funded and unfunded positions, the table includes all individuals, employees and interns who are remunerated by SANSA. The vacancy rate is calculated against the total number of approved posts.

The overall vacancy rate of 26.8% remains a significant concern. Persistent delays in filling critical roles continue to affect SANSA's capacity to deliver on its strategic mandate. Current cost-containment directives and the recruitment moratorium further restrict the organisation's ability to close these gaps in the short term.

To manage the associated operational risks, SANSA is prioritising the filling of posts deemed critical for core service delivery, operational continuity, and compliance. In parallel, the organisation is expanding the intern and graduate development pipeline to support priority functions and strengthen the future talent pool.

These measures are intended to support operational stability and ensure continued progress toward SANSA's strategic outcomes.

Table 11: Employment and Vacancies per Programme

PROGRAMME	2024/25 NO. OF EMPLOYEES	2025/26 NO. OF EMPLOYEES	2024/25 APPROVED POSTS	2025/26 VACANCIES	VACANCY %
Administration	75	76	85	16	19%
Space Engineering	7	11	34	24	71%
Earth Observation	29	34	48	14	29%
Space Science	58	54	72	18	25%
Space Operations	59	60	71	11	15%
Total	228	235	310	83	27%

8.1.4. EMPLOYMENT EQUITY:

The overall equity employment (EE) implementation progress over the performance period has been successful, with most occupational levels meeting or exceeding their targets. 86.5% consists of designated employees who are (African, Coloured, Indian and White Females). The designated females are 39%, the designated males are 46.9%. However, the entity only has four persons with disabilities in its employ (1.3%). The focus looking ahead is on maintaining the achieved representation levels and ensuring sustained progress in areas where targets were not fully met.

8.1.5. INFORMATION AND COMMUNICATIONS CAPABILITIES

While the ICT systems currently in place are high-quality and have effectively supported the organisation's core functions, the infrastructure faces challenges due to budget constraints and inadequate capacity, which impacts SANSA's ability to deliver critical ICT improvement projects. The focus has been on implementing non-resource-intensive projects to maintain resilient systems and services. However, SANSA's IT operating model remains undefined, leading to inefficiencies in governance, compliance, and standardisation across systems.

To support SANSA's Ramp Up Phase, several ICT and digitalisation constraints are being addressed: budgetary limitations, capacity and skills gaps that hinder the implementation of the ICT strategy, and the development of an effective ICT operating model for improved governance and standardisation. There are also opportunities to leverage emerging technologies driven by the 4IR and to capitalise on space industry growth and SANSA's role in hosting international platforms. Additionally, SANSA needs to focus on defining its enterprise architecture to align ICT with broader organisational goals and ensure technology effectively supports business objectives.

8.1.6. FINANCIAL PERFORMANCE AND RESOURCES TO DELIVER THE NEW STRATEGY

The Financial information presented comprises actual and forecast financial performance for years ending 31 March 2025 to 2030.

Table 12: Financial performance and budget considerations for the medium-term

		2026 MTEF BUDGET									
SOUTH AFRICAN NATIONAL SPACE AGENCY		Audited		Rev. Budget		Budget		Estimate		Change	
Financial Performance for the years ending 31 March		31 Mar 2025		31 Mar 2026		31 Mar 2027		31 Mar 2028		31 Mar 2030	
Amounts in R'000s											
		2025		2026		2027		2028		2030	
RECEIPTS											
Grant income		257 952	570 273	649 126	236 860	188 279	197 693	(23%)			
Parliamentary grant		137 643	150 253	160 303	167 552	175 075	183 829	34%			
SIH		105 654	358 176	385 731	17 413	-	-	(100%)			
Ring fenced grants		14 655	61 844	103 092	51 895	13 204	13 864	(5%)			
Revenue from exchange transactions		167 701	159 213	214 049	225 453	255 577	268 356	60%			
Contract revenue - public sector		27 930	25 868	60 341	65 038	67 959	71 357	155%			
Contract revenue - private sector		7 539	7 501	7 821	8 165	8 532	8 959	19%			
Contract revenue - foreign		132 232	125 844	145 887	152 250	179 086	188 040	42%			
Other Income		10 744	7 093	8 083	8 435	8 811	9 252	(14%)			
Surplus brought forward		86 445	75 244	-	-	-	-	(100%)			
Total receipts		522 842	811 823	871 258	470 748	452 667	475 301	(9%)			
Employment costs		199 805	229 999	241 354	253 032	267 613	280 994	41%			
Other operating expenses		221 883	284 934	275 447	176 790	171 736	180 323	(19%)			
Cash operating expenses		421 688	514 933	516 801	429 822	439 349	461 317	9%			
Capital expenditure		74 007	296 890	354 457	40 926	13 318	13 984	(81%)			
Cash surplus / (deficit)		27 147	-	-	-	-	-	0%			
Surplus / (deficit) on an accrual basis		(26 382)	-	-	-	-	-	(100%)			
SUPPLEMENTARY INFORMATION:											
Non-cash operating expenses		41 091	-	-	-	-	-	-			
Total cash expenditure		495 695	811 823	871 258	470 748	452 667		(4%)			

The forecast and commentary below are anchored by the board-approved 2026 MTEF budget, with an estimation for the 2030 year.

- The Parliamentary Grant (PG) lags the growth of the organisation, reflecting a 34% increase, while own revenue is expected to increase by 60% between 2025 and 2030.
- SIH funding is estimated at R866m, of which R403m should be recognised in the 2026 MTEF.
- Earth Observations ("EO") Public Sector revenue has been revised downwards from R402m to R102m in the 2026 MTEF, in recognition of the time required to develop decision support tools and establish a customer base.
- Cash operating expenses will be contained, showing a 9% increase between 2025 and 2030, in response to the reduction in Earth Observations Public sector revenue and lagging increase in PG.
- Employment costs are expected to increase by 41% over five years. Significant recruitment occurred in 2026, which shows a 15% increase and thereafter, increases are in the region of 5% with minimal filling of vacancies. SANSA has to reorganise its staff complement to attain organisational objectives.
- Other cash operating expenses reflect a 19% decrease between 2025 and 2030 due to non-recurring SIH items [AIT and Data licenses], which end in 2028, as well as significant cost reduction.
- Capital expenditure is mostly SIH-related, peaking at R354m in 2027.
- Maintenance capital expenditure is inadequate at c. R13m from 2029 relative to PPE with a book value of over R1.2 billion on completion of SIH. The required maintenance capex is in order of R190m.
- Respite could come from improvement of EO Public Sector Revenue and an increase in PG, where SANSA is requesting an increase in PG to R375m at 2025 prices.

8.1.7. INSTITUTIONAL REVIEW

An Institutional Review to assess SANSA's progress in achieving its mandate, as well as the Agency's relevance, efficiency, and effectiveness, was conducted with recommendations shared in 2023. The review's recommendations have informed a set of key strategic initiatives that SANSA is advancing to strengthen its foundation for future growth and enhance its economic contribution to the national space sector.

These initiatives include the Flagship Programme Campaign, the Africa Engagement Strategy, Industry Development Strategy, National Telecommunications Satellite (Satcoms) Strategy and the SANSA Implementation plan for the 30-year National Space Programme.

- Flagship Programme Campaign aims to position SANSA as a Leader in Advancing South Africa's Space Ambitions. The Agency has identified the Deep Space Network ground station in Matjiesfontein as its flagship programme.
- The Objective of the Africa Engagement Strategy is to establish SANSA as a Continental Space Leader. An Implementation Plan has been developed with key activities already being implemented.
- The Industry Development Strategy's main objective is to support the Growth and Development of South Africa's Space Sector.
- With the aim of positioning SANSA as a leader in advancing SA's space ambitions, the development of the National Telecommunications Satellite (Satcoms) Strategy has seen steady progress. The cabinet memo has been drafted and is awaiting approval from the ministerial level, with plans to present an update on the Satcoms to the joint portfolio committees of DSTI and DCDT.
- The progress for the SANSA's Implementation plan for the 30-year National Space Programme has resulted in the development of a preliminary implementation roadmap for the 30-year plan. The next phase is for SANSA to engage other key stakeholders that are critical to the development of the fully fledged 30-year NSP.

8.1.8. SWOT ANALYSIS

The 2026/27 APP has taken into consideration the critical issues and focus areas derived from the analysis of SANSA's strengths, weaknesses, opportunities, and threats (SWOT), outlined below.

Table 13: SANSA SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Proven space heritage and strong credibility as a partner of choice in Africa's space market. • Core skills base and highly skilled team capable of delivering on the National Space Programme. • Strategic geographic location for ground stations, research centres, and satellite tracking. • Established base infrastructure and unique facilities in space operations and science. • Strong international strategic partnerships and collaborations. • Diverse suite of space products and services with leading research output in space-related fields. • Leading research capability and output in space-related fields. • Clean audit outcomes, reflecting sound governance off which to build SANSA's brand equity. • Growing role in hosting international platforms and new projects like Matjiesfontein DSN. 	<ul style="list-style-type: none"> • Financial sustainability pressures: insufficient operational funding, rising operational costs, and limited revenue streams, especially for projects such as SWx, SIH, and Matjiesfontein DSN. • Human capital constraints: under-resourced in Earth Observation and Space Engineering programmes, with an insufficient talent pipeline and integration of space education. • Operating model inefficiencies and the lack of a value chain / project-based approach to delivering projects and services. • Ageing infrastructure: growing maintenance costs and geographic challenges affect facility upgrades. • Inadequate external brand visibility, limiting public awareness of SANSA's societal and economic contributions. • Although the broad transformation agenda is improving, there remains a lack of focus on developing black SMEs in space-related industries. • Dependence on Schedule 3A restrictions, limiting flexibility in funding, cash retention, and commercialisation efforts. • High overhead costs limiting competitiveness and narrow margins in project delivery. • Organisational culture challenges with misalignment on commercialisation and the new business model. • Lack of a space champion
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Expansion of EO and AIT infrastructure to meet evolving user demands. • Revenue growth through commercialisation, leveraging SIH funds, and developing new products and services. • Strategic partnerships with BRICS and leveraging funding opportunities for space projects. • Leading AI and digital innovation in the space sector, positioning SANSA as a global leader. • Enhanced brand identity and visibility to increase public and institutional value. • Leveraging the DDM for local government adoption of decision-support tools to enhance service delivery and governance. • Strengthening ties with political champions to promote space relevance and secure support. • Playing a larger role in addressing national challenges like disaster management and illegal mining. 	<ul style="list-style-type: none"> • Competition for scarce specialised skills and the inability to attract and retain top talent. • Disruptive technologies that may render current products obsolete. • Slow pace of government bureaucracy hindering project execution and funding. • Keyman dependency and risk of losing critical skills to competitors or external entities. • Rising energy costs and the need for alternative energy sources, reducing resources for other initiatives. • Cybersecurity threats due to the potential for exponential organisational growth. • Legislative changes and civil actions affecting SANSA's operations and access to facilities

8.1.9. PRIORITIES FOR 2026/27

Table 14: Core Business Priorities for the 2026/27 financial year

	<p>SPACE ENGINEERING:</p>	<ul style="list-style-type: none"> • National satellite build programme: Complete 60% of the Houwteq AIT Facility upgrades and advance the development of the constellation of high-resolution satellites.
	<p>EARTH OBSERVATION:</p>	<ul style="list-style-type: none"> • Develop Earth intelligence applications to address critical challenges, including food security, disaster risk reduction (early warning systems), and climate change. • Expand SANSA's offerings into emerging sectors such as health innovation, energy, mining, and financial services, leveraging Earth observation technologies to unlock new growth opportunities.
	<p>SPACE OPERATIONS:</p>	<ul style="list-style-type: none"> • Achieve 65% completion of infrastructure at the Matjiesfontein (MTJ) Deep Space Ground Station, positioning it as a key player in deep space exploration. • Increase commercial activities by hosting additional international facilities at Space Operations (HBK) and supporting various mission launches, including at least three exploration missions, reinforcing SANSA's role in global space initiatives.
	<p>SPACE SCIENCE:</p>	<ul style="list-style-type: none"> • Finalise a financial sustainability plan for the Space Weather Capability (SWx), ensuring its long-term operational viability. • Advance the integration of space science elements into the Space Infrastructure Hub (SIH), promoting innovation and collaboration across sectors.
	<p>SPACE EXPLORATION:</p>	<ul style="list-style-type: none"> • Launch a recruitment programme for 'Afronauts' and commence their training to participate in future human spaceflight missions. • Actively contribute to BRICS+ space station and lunar research programmes, with a focus on space situational awareness and traffic management.
	<p>SANSA GROWTH AND SUSTAINABILITY STRATEGY</p>	<ul style="list-style-type: none"> • Partnerships and collaborations: Implement the international partnerships and collaborations strategy to attract investments in the national space capability, aligned with the priorities of the STI Decadal Plan. • Significantly grow the revenue generated from the selling of space-based products and services by all SANSA programmes. • Implement transformation and industry development strategies, including accelerator programmes for start-ups and targeted support for SMMEs to stimulate the local space economy. • As a schedule 3A entity, SANSA will set up a Special Purpose Vehicle (SPV) with revenue-generating capabilities, enabling reinvestment in capacity and capability development to support its strategic objectives.

PART C
**MEASURING OUR
PERFORMANCE**



9. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

SANSA is constituted by the following programmes, which inform the packaging of this APP:

Programme 1	The Administration Programme provides administrative support and facilitates operational efficiency and cost-effective management, aligned with sound governance principles and the seamless integration and collaboration between SANSA programmes.
Programme 2	The Earth Observation Programme is primarily responsible for the acquisition and distribution of Earth observation data, value-added data products and services for societal benefit, and enabling nation.
Programme 3	The Space Science Programme leads multidisciplinary space science research and applications as well as postgraduate student training, science engagement, public awareness, and learner and educator support with STEMI subjects.
Programme 4	The Space Operations Programme is responsible for the provision of space ground segment support for data acquisition, conducting various space operations (including launch and early-orbit support), in-orbit testing, satellite lifecycle support and satellite mission control for national and international space industry clients and governments.
Programme 5	The Space Engineering Programme provides systems engineering and project management expertise, conducts satellite and subsystems analysis, leads the technical side of space programme project management through facilitated private space industry partnerships.

Informed by the legislative and policy mandates and strategic focus, the 2025-2030 Strategic Plan presents the impact statement of SANSA as:

Contributing to inclusive economic growth and industrialisation, job creation, and a capable state through advancements in space science, engineering and technology.

Listed below, the outcomes of the 2025-2030 Strategic Plan are aligned to MTDP 2024-2029:

Outcome 1: Enhanced national capability in space science, technology and satellite infrastructure.

Outcome 2: Increased space relevant knowledge and decision-support tools that support the developmental agenda.

Outcome 3: Increased share of the global space market economy.

Outcome 4: A vibrant, competitive and transformed South African space industry.

Outcome 5: Increased human capacity in space science, technology and engineering. Outcome 6: A capable sustainable, and high-performing national Space Agency.

9.1. PROGRAMME 1: ADMINISTRATION

9.1.1. PROGRAMME PURPOSE

The Administration Programme provides strategic leadership, planning, governance, monitoring & Evaluation, risks management, administrative, and technical support at an enterprise level across the organisation. This facilitates operational efficiency and cost-effective management, alignment with sound governance principles and the seamless integration and collaboration within the programmes within the organisation. The Administration Programme comprises three sub-programmes, as follows:

- 1) Office of the CEO: Strategy, Strategic Planning, Monitoring & Evaluation, Internal Audit, Enterprise Risk Management, Stakeholder Engagement, Quality Management, and Board Secretariat.
- 2) Enterprise Services: Human resources development and management; legal services; ICT; Communications and marketing; and safety, health, and quality management (SHEQ).
- 3) Finance and supply chain management: Financial accounting, analysis, and planning; budgeting and cost control; financial reporting in line with internal and statutory requirements; and procurement in compliance with relevant regulations.

In contributing towards the SANSa impact of *“inclusive economic growth and industrialisation, job creation, and a capable state through advancements in space science, engineering and technology”*, the Administration Programme directly supports delivery of the following 2025-2030 Strategic Plan outcomes:

- **Outcome 1:** Enhanced national capability in space science, technology, and satellite infrastructure.
- **Outcome 4:** A vibrant, competitive and transformed South African space industry.
- **Outcome 6:** A capable, sustainable, and high-performing national Space Agency.



The 2026/27 Performance Plan of Programme 1 is reflected in the log frame tables below.

PROGRAMME 1: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND TARGETS

Table 15: Administration Programme – Outcomes, outputs, output indicators and annual targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
			2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Outcome 1 Enhanced national capability in space science, technology, and satellite infrastructure	1.1. Established partnerships actively contributing to the national space capability	1.1.1. Number of established partnerships actively contributing to the national space capability	-	-	New Indicator	12	18	24	25
Outcome 4 A vibrant, competitive, and transformed South African space industry	4.1. Targeted expenditure	4.1.1. Percentage contract operational expenditure spend on SMEs	43%	45%	53%	42%	45%	47%	49%
		4.1.2. Percentage total expenditure spend on Black-owned businesses	-	New Indicator	49%	46.5%	47%	48.5%	49.5%
Outcome 6 A capable, sustainable, and high-performing national Space Agency	6.1. High-performance initiatives implemented	6.1.1. Number of initiatives to transform SANSa into a high-performing agency	2	3	3	2	2	2	2
		6.2. Major brand awareness initiatives implemented	-	-	New Indicator	12	13	14	16

9.1.3. PROGRAMME 1: OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Table 16: Administration Programme – Output indicators, annual and quarterly targets

OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 APR - JUN 2026	Q2 JUL - SEP 2026	Q3 OCT - DEC 2026	Q4 JAN - MAR 2027
1.1.1. Number of established partnerships actively contributing to the national space capability	18	4	4	5	5
4.1.1. Percentage contract operational expenditure spend on SMEs	45%	45%	45%	45%	45%
4.1.2. Percentage total expenditure spend on Black- owned businesses	47%	47%	47%	47%	47%
6.1.1. Number of initiatives to transform SANSA into a high- performing agency	2	-	-	-	2
6.2.1. Number of major brand awareness initiatives implemented	13	3	3	4	3

9.1.4. PROGRAMME 1: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The outputs of Programme 1 contribute to SANSA's strategic plan outcomes, as follows:

1) OUTCOME 1: ENHANCED NATIONAL CAPABILITY IN SPACE SCIENCE, TECHNOLOGY, AND SATELLITE INFRASTRUCTURE:

Building the national space capability is dependent on establishing and implementing strategic partnerships and collaborating with international, continental, and national role-players for mutual benefit. SANSA's investment in partnerships is twofold: (1) increasing investment in international partnerships while carefully managing the risk of reduced sovereignty associated with reliance on external funding, and (2) prioritising collaborations with government departments such as the Department of Defence, Space Command, the Department of Cooperative Governance and Traditional Affairs, the Department of Communications and Digital Technologies, and the State Security Agency in partnerships aligned with common national interests.

SANSA aims to achieve at least three significant collaborations per quarter that strengthen the national space capability and contribute to the STI Decadal Plan, prioritising:

- Transformative research and innovation partnerships.

- International mobility programmes for training and skills development.
- Partnerships that leverage the synergy between international trade and innovation, including those that attract foreign investment.
- Leveraging the Multilateral Cooperation (BRICS+; ARMC) Continental and Global initiative (G20) that responds to SANSA strategic outcomes.

The Administration Programme plays a pivotal role in coordinating and reporting on collaborations and partnerships, ensuring alignment and accountability. However, successful implementation is a collective effort, relying on the active contributions and collaboration of all programmes to achieve shared objectives.

2) OUTCOME 4: A VIBRANT, COMPETITIVE AND TRANSFORMED SOUTH AFRICAN SPACE INDUSTRY

SANSA will track the overall percentage spend in the 2026/27 financial year to ensure 45% of contract expenditure is directed towards supporting SMEs in accordance with the inclusive economic growth focus of the MTDP 2024-2029.

Key priorities include the ongoing execution of the B-BBEE Strategy and Implementation Framework, aiming for 47% of procurement spending to be directed toward Black-owned businesses. Within

this, SANSA will strive to allocate 40% to women-owned enterprises, 30% to youth-owned enterprises, and 3% to businesses owned by persons with disabilities (PWDs).

Industry development will be enabled through SANSA's SME development and support programme, which leverages the NEOFrontiers Fund and other targeted interventions to empower aspiring Black entrepreneurs and enhance their competitiveness in space-related

industries. The initiative aims to accelerate innovation, promote inclusivity, and drive the growth of a vibrant, transformed space economy.

3) OUTCOME 6: A CAPABLE SUSTAINABLE, AND HIGH-PERFORMING NATIONAL SPACE AGENCY.

Targeted interventions will be rolled out to foster a high-performance work culture that enhances engagement, retention, and productivity at SANSA. This will entail a comprehensive organisational structure review and redesign. This intervention is to ensure that SANSA's organisational strategy, structure, human resources and processes are optimally aligned to enhance effectiveness, efficiency, and long-term sustainability.

In improving the SANSA brand awareness rating, focus will be on the continued implementation of findings of the 2023/24 brand awareness survey conducted by the DSTI, and to progressively improving SANSA's brand awareness rating in each iteration of the survey.

9.1.5. OTHER KEY INITIATIVES TO STRENGTHEN ORGANISATIONAL CAPABILITIES AND PERFORMANCE:

- Review SANSA's operating model and organisational structure based on a value chain/matrix approach.
- Review SANSA's funding model in line with the Growth and Sustainability Strategy.
- Develop and implement a clear marketing, communications and branding strategy.
- Implement initiatives to transform SANSA into a high-performing agency, including effective implementation of the new business model and ICT architecture.

9.1.6. PRIORITIES RELATING TO WOMEN, YOUTH, PERSONS WITH DISABILITIES AND BLACK OWNED BUSINESSES

The MTDP 2024-2029 has a specific focus to combat Gender Based Violence and Femicide (GBVF) through continued implementation of the National Strategic Plan on Gender-based Violence and Sexual Offences. The 7th Administration is moving rapidly to ensure that the National Council on Gender-Based Violence and Femicide is fully functional and properly resourced.

In support of these national initiatives, the South African National Space Agency (SANSA) will contribute to the GBVF agenda by implementing targeted internal awareness initiatives. As part of SANSA's strategic focus, the organisation will conduct educational and awareness sessions aimed at informing and sensitising staff on GBVF issues during the 2026/27 financial year.

The B-BBEE strategy prioritises women, youth, PWDs, and Black-owned businesses, focusing on preferential procurement, science engagement, supplier and skills development, and employment equity. SANSA aims to enhance PWD participation in its programmes. The performance management system includes talent management and personal development goals to boost employee skills. Additional initiatives will offer internships, volunteer programmes, and study assistance to build the capacity required for implementation of the 2025-2030 Strategic Plan.

These interventions aim to strengthen SANSA's global position and financial sustainability, supporting the government's transformation agenda for the benefit of designated target groups.

9.1.7. PROGRAMME 1: RESOURCE CONSIDERATIONS

Table 17: Administration Programme – Revenue estimates

	Original Budget	Revised Budget	Medium Term Expenditure Framework			Total MTEF
	2025/26	2025/26	2026/27	2027/28	2028/29	
REVENUE						
Revenue from Non - Exchange Transactions	63 885 434	64 761 317	72 344 830	75 286 568	77 314 793	224 946 191
Operational Transfers	63 885 434	61 761 317	72 344 830	75 286 568	77 314 793	224 946 191
Parliamentary Grant	63 885 434	61 761 317	72 344 830	75 286 568	77 314 793	224 946 191
Ring fenced Grants	-	3 000 000	-	-	-	-
Space Science & Technology	-	3 000 000	-	-	-	-
Revenue from Exchange Transactions	109 186 562	91 374 131	85 357 422	85 495 740	92 708 632	263 561 794
Rendering of Services	-	-	-	-	-	-
Contract Revenue - Public Sector	-	-	-	-	-	-
Contract Revenue - Private Sector	-	-	-	-	-	-
Contract Revenue - Foreign	-	-	-	-	-	-
Other Income	109 186 562	91 374 131	85 357 422	85 495 740	92 708 632	263 561 794
Interest Income	21 590 629	3 000 000	6 000 000	6 261 600	6 540 179	18 801 779
Sundry Income	-	-	-	-	-	-
Cost recovery income	87 595 933	88 374 131	79 357 422	79 234 140	86 168 453	244 760 015
Impairment Reversal of Accounts Receivable	-	-	-	-	-	-
Net Gains on Foreign exchange transactions	-	-	-	-	-	-
Accumulated surplus - rolled over	-	22 685 822	-	-	-	-
Total Revenue	173 071 996	178 821 270	157 702 252	160 782 308	170 023 425	488 507 985



Table 18: Administration Programme – Expenditure estimates

	Original Budget	Revised Budget	Medium Term Expenditure Framework			Total MTEF
	2025/26	2025/26	2026/27	2027/28	2028/29	
Expenditure						
Employee Related Costs - CTC	92 608 919	82 539 499	87 653 341	91 475 027	95 582 256	274 710 624
Incentive Bonus Provision	7 717 410	6 713 367	7 304 445	7 622 919	7 965 188	22 892 552
Remote Location Allowance	-	-	-	-	-	-
Board Member Remuneration	2 524 809	2 196 583	2 196 583	2 292 354	2 395 281	6 884 218
Depreciation and Amortisation	-	-	-	-	-	-
Repairs and Maintenance	1 958 448	3 905 630	3 978 598	4 152 065	4 338 493	12 469 155
Finance Costs	-	-	-	-	-	-
Data Licence fees	-	-	-	-	-	-
Grant-related expenditure	-	-	-	-	-	-
Student Bursaries	-	-	-	-	-	-
Antenna Infrastructure Services	-	-	-	-	-	-
Training Expenses	6 276 094	5 078 543	3 463 633	3 614 647	3 776 945	10 855 225
General Expenses	61 236 317	75 352 647	51 605 652	50 059 896	54 329 576	155 995 124
Net Losses on foreign exchange transactions	-	-	-	-	-	-
Irrecoverable Sundry Debtors	-	-	-	-	-	-
Impairment of Accounts Receivable	-	-	-	-	-	-
Cost recovery expense	-	-	-	-	-	-
Loss on Disposal of Property, Plant and Equipment	-	-	-	-	-	-
Total Operating Expenditure	172 321 996	175 786 270	156 202 252	159 216 908	168 387 738	483 806 898
Surplus / (Deficit) for the year	750 000	3 035 000	1 500 000	1 565 400	1 635 686	4 701 086
Capital Expenditure	750 000	3 035 000	1 500 000	1 565 400	1 635 686	4 701 086
Machinery and equipment	-	1 000 000	-	-	-	-
Computer Equipment	750 000	2 035 000	1 500 000	1 565 400	1 635 686	4 701 086
Total Expenditure	173 071 996	178 821 270	157 702 252	160 782 308	170 023 425	488 507 985

The annual average budget for the Administration programme is R163 million over the MTEF period, which is funded from the Parliamentary Grant and interest income. The financial model includes cost recovery from operations to Administration to fund the centralised functions which support operations.

The average employee costs are R99.2 million over the MTEF period, which includes an average annual inflationary salary increase of 5%. Other operating expenses average R62 million per year and include administration costs, support services, communication expenses, governance and compliance costs, communication costs and ICT infrastructure expenditure. Other operating expenses are also subject to annual inflationary adjustments of around 4.3% per annum, subject to available funding. Capital expenditure averaging of R1.6 million per annum is included to address some of infrastructure requirements within the Administration programme in mainly ICT.

9.2. PROGRAMME 2: EARTH OBSERVATION

9.2.1. PROGRAMME PURPOSE

The Earth Observation (EO) Programme provides applied research for the development and promotion of Earth observation products for socio-economic development. The programme's core function is geared towards implementation of the South African Earth Observation Systems Strategy (SAEOSS) and advancing the use of space applications and decision-support tools for socio-economic development through key thematic areas that include food security, water resource management, integrated spatial planning and land reform, disaster management, peace and security, oceans economy and global change.

Key functions of the programme include:

- Provision of research, product improvement and expansion for Earth observation value.
- Provision of satellite images, EO value-added products and services through the use of applied research.
- Implementation of the SAEOSS and advancing the use of space applications for socio-economic development.

In contributing towards the SANSA impact of *"inclusive economic growth and industrialisation, job creation, and a capable state through advancements in space science, engineering and technology"*, the EO Programme directly supports delivery of the following 2025-2030 Strategic Plan outcomes:

- **Outcome 2:** Increased space-relevant knowledge and decision-support tools that support the developmental agenda.
- **Outcome 3:** Increased share of the global space market economy.
- **Outcome 5:** Increased human capacity in space science, technology and engineering.



9.2.2. PROGRAMME 2: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND TARGETS

Table 19: Earth Observation Programme – Outcomes, outputs, output indicators and annual targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
			2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
Outcome 2 Increased space relevant knowledge and decision-support tools that support the developmental agenda	2.1. Productive output of supported research and development (R&D) in space-related sciences	2.1.1. National research productivity score for supported R&D	488.7	350.24	431.3	300	350	400	450
		2.2. Decision support tools deployed in key thematic areas	-	-	New Indicator	3	3	2	2
		3.1. Revenue generated from space operations, applications and services	-	New Indicator	R66.27 million	R50.2 million	R30.2 million	R33 million	R40 Million
Outcome 3 Increased share of the global space market economy	5.1. Youth awareness of space-related sciences	5.1.1. Number of youths directly engaged on space-related sciences	42 707	58 076	41 000	50 000	54 000	56 000	60 000

9.2.3. PROGRAMME 2: OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Table 20: Earth Observation Programme – Output indicators, annual and quarterly targets

OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 APR - JUN 2026	Q2 JUL - SEP 2026	Q3 OCT - DEC 2026	Q4 JAN - MAR 2027
2.1.1. National research productivity score for supported R&D	350	-	175	-	175
2.2.1. Number of decision support tools developed in key thematic areas	3	-	-	-	3
3.1.1. Rand value of revenue generated from space operations, applications and services	R30.2 million	-	-	-	R30.2 million
5.1.1. Number of youths directly engaged on space- related sciences	54 000	11 000	22 000	9 000	12 000

9.2.4. PROGRAMME 2: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The EO Programme leads in Earth intelligence through the provision of satellite data, insights, and advanced techniques in supporting the development of a future capable state. Key functions include satellite image acquisition, processing, archiving and dissemination; and development of EO products and services.

The outputs of Programme 2 contribute to SANSA’s strategic plan outcomes, as follows:

1) OUTCOME 2: INCREASED SPACE-RELEVANT KNOWLEDGE AND DECISION-SUPPORT TOOLS THAT SUPPORT THE DEVELOPMENTAL AGENDA:

Research output: The EO Programme aims to achieve a research productivity score of 350, which is a composite score based on publications, graduated students, research funding, and researcher rating achieved.

Decision-support tools: The Programme aims to distribute operational EO applications that deliver significant socio-economic benefits through collaboration between SANSA, research councils, universities, the private sector, and government entities. This collaborative approach ensures that the full suite of national capabilities is effectively deployed to maximise impact.

Three decision-support tools aligned with key thematic areas of the NSP are planned for development during the 2026/27 financial year. These tools will directly support the implementation of the STI Decadal Plan, addressing priority areas

to enhance evidence-based decision-making and innovation-driven solutions.

2) OUTCOME 3: INCREASED SHARE OF THE GLOBAL SPACE MARKET ECONOMY:

In 2026/27, SANSA aims to generate R30.2 million in revenue through its Earth Observation (EO) programme by leveraging its space operations, applications, and services while building robust client networks to ensure long-term sustainability. A critical driver of this revenue is the successful deployment and active adoption of decision-support tools currently under development. This capability will be progressively strengthened as infrastructure related to the SIH is implemented, enhancing SANSA’s value proposition and user engagement.

3) OUTCOME 5: INCREASED HUMAN CAPACITY IN SPACE SCIENCE, TECHNOLOGY AND ENGINEERING:

SANSA seeks to ensure enhanced awareness and to provide training support to learners and educators in space science and technology. It further aims to create awareness amongst the youth to maintain and/or grow a developmental pipeline whilst aligning science engagement activities to contribute to the DDM.

SANSA will optimise partnerships with national and international education organisations to enhance science engagement through learner visits, funding proposals, participation in science festivals, weeklong activities, career workshops, and

the establishment of after-school science clubs. EO aims to raise the awareness of 54,000 youth through direct engagement in the 2026/27 financial year.

9.2.5. PRIORITIES RELATING TO WOMEN, YOUTH, PERSONS WITH DISABILITIES AND BLACK OWNED BUSINESSES

Through the implementation of the NEOFrontiers initiative and partnerships with the NRF and other agencies, SANSA will strengthen its contribution to the outcome of building human capacity (particularly for youth) in key space initiatives. SANSA will ensure continued support of the government's transformation agenda for the benefit of women, youth, people with disabilities, and black-owned businesses.

SANSA will monitor the EO percentage spent in the 2026/27 financial year and aim to spend 42% of contract expenditure towards SMEs in accordance with the inclusive economic growth focus of MTDP 2024-2029. Key priorities include the ongoing execution of the B-BBEE Strategy and Implementation Framework, aiming for 45% of procurement spending to be directed toward Black-owned businesses. Within this, the EO programme will strive to allocate 40% to women-owned enterprises, 30% to youth-owned enterprises, and 3% to businesses owned by persons with disabilities (PWDs).

9.2.6. PROGRAMME 2: RESOURCE CONSIDERATIONS

Table 21: Earth Observation Programme – Revenue estimates

	Original Budget	Revised Budget	Medium Term Expenditure Framework			Total MTEF
	2025/26	2025/26	2026/27	2027/28	2028/29	
REVENUE						
Revenue from Non - Exchange Transactions	167 482 261	118 643 879	109 714 307	29 125 524	24 983 967	163 823 799
Operational Transfers	167 482 261	109 676 613	109 714 307	29 125 524	24 983 967	163 823 799
Parliamentary Grant	20 560 678	20 389 482	23 377 943	24 328 554	24 983 967	72 690 465
PG - SIH	146 921 583	89 287 131	86 336 364	4 796 970	-	91 133 334
Ring fenced Grants	-	8 967 266	-	-	-	-
Operation Phakisa - Ocean and Coast SAR	-	-	-	-	-	-
DST Afrigeos	-	-	-	-	-	-
EO RDI Fund	-	-	-	-	-	-
GEO Ministerial grant	-	30 375	-	-	-	-
Earth Observation Data Centre	-	492 854	-	-	-	-
Grant Income - Outreach	-	-	-	-	-	-
EO Public Awareness	-	318 492	-	-	-	-
IASSTI For SA	-	289 912	-	-	-	-
EO Data & Infrastructure	-	-	-	-	-	-
SAEOSS Portal	-	7 532 706	-	-	-	-
Municipal Training	-	302 927	-	-	-	-
Revenue from Exchange Transactions	50 559 220	7 616 220	30 571 335	33 607 763	40 635 052	104 814 150
Rendering of Services	50 209 220	7 266 220	30 206 845	33 227 381	40 237 591	103 671 817
Contract Revenue - Public Sector	50 000 000	6 892 000	29 988 963	33 000 000	40 000 000	102 988 963
Contract Revenue - Private Sector	209 220	209 220	217 882	227 381	237 591	682 854
Contract Revenue - Foreign	-	165 000	-	-	-	-
Other Income	350 000	350 000	364 490	380 382	397 461	1 142 333
Interest Income	350 000	350 000	364 490	380 382	397 461	1 142 333
Sundry Income	-	-	-	-	-	-
Impairment Reversal of Accounts Receivable	-	-	-	-	-	-
Net Gains on Foreign exchange transactions	-	-	-	-	-	-
Accumulated surplus - rolled over	-	13 239 290	-	-	-	-
Total Revenue	218 041 481	139 499 389	140 285 642	62 733 287	65 619 019	268 637 948

Table 22: Earth Observation Programme – Expenditure estimates

Earth Observation Programme	Original Budget	Revised Budget	Medium Term Expenditure Framework			Total MTEF
	2025/26	2025/26	2026/27	2027/28	2028/29	
Expenditure						
Employee Related Costs - CTC	29 804 949	27 460 761	28 597 637	29 844 494	31 184 511	89 626 642
Incentive Bonus Provision	2 483 746	2 004 603	2 087 593	2 178 612	2 276 432	6 542 638
Depreciation and Amortisation	-	-	-	-	-	-
Repairs and Maintenance	1 643 537	1 725 771	670 180	699 400	730 803	2 100 382
Finance Costs	-	-	-	-	-	-
Data Licence fees	30 006 875	36 719 675	5 380 897	8 364 640	10 026 202	23 771 739
Grant-related expenditure	29 476 867	37 332 813	86 336 364	4 796 970	-	91 133 334
Student Bursaries	-	-	-	-	-	-
Training Expenses	1 096 313	-	-	-	-	-
General Expenses	18 552 854	6 888 404	7 226 273	7 662 970	8 035 466	22 924 710
Net Losses on foreign exchange transactions	-	-	-	-	-	-
Irrecoverable Sundry Debtors	-	-	-	-	-	-
Impairment of Accounts Receivable	-	-	-	-	-	-
Loss on Disposal of Property, Plant and Equipment	-	-	-	-	-	-
Cost recovery expense	62 802 389	2 537 399	4 986 698	3 968 202	7 913 316	16 868 216
Total Operating Expenditure	175 867 530	114 669 426	135 285 642	57 515 287	60 166 731	252 967 660
Surplus / (Deficit) for the year	42 173 951	24 829 963	5 000 000	5 218 000	5 452 288	15 670 288
Capital Expenditure	42 173 951	24 829 963	5 000 000	5 218 000	5 452 288	15 670 288
Computer Equipment	18 173 951	12 829 963	5 000 000	5 218 000	5 452 288	15 670 288
Software and intangible assets	24 000 000	12 000 000	-	-	-	-
Total Expenditure	218 041 481	139 499 389	140 285 642	62 733 287	65 619 019	268 637 948

The annual average budget for the EO programme is R89.5 million over the MTEF period, funded by the Parliamentary grant, SIH grant funding, exchange revenue and interest income. The average employee costs are R32 million over the MTEF period, which includes an average annual inflationary increase of 5%.

Other operating expenses average R52.3 million per year and include costs related to research, development, science advancement, data processing and dissemination and SIH project costs. These costs are adjusted for annual inflation averaging 4.3% over the MTEF period but limited to available funding. Capital expenditure is expected to average R5.2 million, comprising computer equipment and Software relating to SIH.

9.3. PROGRAMME 3: SPACE SCIENCE

9.3.1. PROGRAMME PURPOSE

The Space Science (SS) Programme leads multidisciplinary space science research and development.

Key functions include:

- The provision of fundamental and applied research, product improvement and expansion for space weather and other geo-space and magnetic technology products and services on a commercial and private basis.
- The programme also provides leadership in postgraduate science and engineering student training, as well as science engagement through both learner and educator science support.

In contributing towards the SANSa impact of “*inclusive economic growth and industrialisation, job creation, and a capable state through advancements in space science, engineering and technology*”, the SS Programme directly supports delivery of the following 2025-2030 Strategic Plan outcomes:

- **Outcome 1:** Enhanced national capability in space science, technology and satellite infrastructure.
- **Outcome 2:** Increased space relevant knowledge and decision-support tools that support the developmental agenda.
- **Outcome 3:** Increased share of the global space market economy.
- **Outcome 5:** Increased human capacity in space science, technology and engineering.
- **Outcome 6:** A capable sustainable, and high-performing national Space Agency.

The 2026/27 Performance Plan of Programme 3 is reflected in the log frame tables below.



9.3.2. PROGRAMME 3: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND TARGETS

Table 23: Space Science Programme – Outcomes, outputs, output indicators and annual targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
			2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Outcome 1 Enhanced national capability in space science, technology, and satellite infrastructure	1.3. Sustainable space weather capability (Swx)	1.3.1. Break-even revenue to total SWx Cost	-	-	New indicator	22%	35%	59%	64%
	1.4. Public awareness initiatives implemented	1.4.1. Number of public awareness initiatives implemented	-	-	New indicator	30	35	40	43
Outcome 2 Increased space relevant knowledge and decision-support tools that support the developmental agenda	2.1. Productive output of supported research and development (R&D) in space-related sciences	2.1.1. National research productivity score for supported R&D	1 172.04	1 226.26	1 375.82	1 100	1 100	1 100	1 100
	3.1. Revenue generated from space operations, applications and services	3.1.1. Rand value of revenue generated from space operations, applications and services	-	New indicator	R27.9 million	R 14.5 million	R 15.8 million	R18.6 million	R19.5 million
Outcome 3 Increased share of the global space market economy	3.4. Commercial agreements signed	3.4.1. Number of commercial agreements signed	-	-	New indicator	9	12	15	17
	5.1. Youth awareness of space-related sciences	5.1.1. Number of youths directly engaged on space-related sciences	11 672	15 350	15 312	10 000	13 000	14 000	15 000
Outcome 5 Increased human capacity in space science, technology and engineering	5.2. Students and interns supported	5.2.1. Number of students and interns supported for formalised training	29	90	84	72	72	72	72
	6.3. ISO standards implemented	6.3.1. ISO certification and / or accreditation achieved	-	-	New indicator	Accredited: ISO 9001	ISO 9001 ISO 17025	ISO 9001 ISO 17025	ISO 9001 ISO 17025
Outcome 6 A capable sustainable, and high-performing national Space Agency									

9.3.3. PROGRAMME 3: OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Table 24: Space Science Programme – Output indicators, annual and quarterly targets

OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 APR - JUN 2026	Q2 JUL - SEP 2026	Q3 OCT - DEC 2026	Q4 JAN - MAR 2027
1.3.1. Break-even revenue to total SWx Cost	35%	-	-	-	35%
1.4.1. Number of public awareness initiatives implemented	35	6	9	11	9
2.1.1. National research productivity score for supported R&D	1 100	200	250	250	400
3.1.1. Rand value of revenue generated from space operations, applications and services	R 15.8 million	R3.97 million	R3.97 million	R3.97 million	R3.97 million
3.4.1. Number of commercial agreements signed	12	2	3	3	4
5.1.1. Number of youths directly engaged on space-related sciences	13 000	3 250	3 250	3 250	3 250
5.2.1. Number of students and interns supported for formalised training	72	-	-	-	72
6.3.1. ISO certification and / or accreditation achieved	ISO 9001 ISO 17025	-	-	-	ISO 9001 ISO 17025

9.3.4. PROGRAMME 3: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The SS Programme will maintain its emphasis on offering a research, development, and service platform; conducting collaborative, multidisciplinary cutting-edge research; delivering technology and applied science services to government and industry users; and initiating, coordinating, and implementing human capacity development and science engagement programmes.

Additionally, the Programme will continue to prioritise engagements with both upstream and downstream sectors of the space Industry to identify and focus on the essential skills needed for its human capacity development initiatives.

The outputs of Programme 3 contribute to SANSA's strategic plan outcomes, as follows:

1) OUTCOME 1: ENHANCED NATIONAL CAPABILITY IN SPACE SCIENCE, TECHNOLOGY AND SATELLITE INFRASTRUCTURE:

The SS Programme contributes to the national space capability through two main baskets of products and services: i) **Magnetic Technology Services:** SANSA operates a specialised magnetically clean facility equipped with a large three-axis Helmholtz coil system and a non-magnetic temperature chamber. This facility offers vital services to both space and non-space sectors, including electric and magnetic navigation ground support, magnetic field modelling, landing compass calibrations, and magnetic sensor sourcing and integration; and ii) **Space Weather Capability (SWx):** SANSA runs the Space Weather Regional Warning Centre for Africa, part of the International Space Environment Service, which plays a crucial role in monitoring solar activity. The SWx offers essential information, early warnings, and forecasts about space weather conditions, primarily benefiting communication and navigation systems across the defence, aeronautics, aviation, and communication sectors.

Recognising that space weather has global implications with regional effects, SANSA is dedicated to developing expertise in areas impacting South Africa, empowering decision-makers to implement effective mitigation strategies. Key technologies vulnerable to space weather include satellite systems, electric power networks, satellite-based navigation, satellite-based communication, HF-based communication, aviation, and other critical sectors. Space weather can have severe consequences on systems used in agriculture, mining, transport, and mobile communications. SANSA will collaborate with these sectors to quantify the impacts and raise awareness about leveraging space weather information to protect vulnerable technology systems.

In 2026/27 the SWx sustainability and growth plan will be implemented to ensure an increased return on investment (target 35% breakeven) while promoting long-term sustainability of the capability.

The agency further aims to enhance public awareness and training support for learners and educators in space science and technology. Additionally, it seeks to boost SANSA's outreach among youth to promote a developmental pipeline while aligning science engagement activities with the DDM, through initiatives such as public tours, lectures, space talks, client days, and media campaigns.

2) OUTCOME 2: INCREASED SPACE RELEVANT KNOWLEDGE AND DECISION-SUPPORT TOOLS THAT SUPPORT THE DEVELOPMENTAL AGENDA:

The SS Programme aims to achieve a research productivity score of 1,100 in the 2026/27 financial year. This composite score reflects performance across key metrics, including publications, graduated students, research funding secured, and researcher ratings. The programme is dedicated to advancing both fundamental and applied research while providing cutting-edge development and service platforms. It will prioritise collaborative and multidisciplinary research initiatives and deliver technology and applied science services tailored to the needs of government and industry stakeholders, driving innovation and national capability in space science.

3) OUTCOME 3: INCREASED SHARE OF THE GLOBAL SPACE MARKET ECONOMY.

In 2026/27, SANSA aims to leverage its space operations, applications and services to generate R15.8 million in revenue through the SS programme and establish client networks for long-term sustainability. Revenue-generating offerings include the space weather services provided through the SWx, magnetic technology products, and space science value-added products. Revenue-generating initiatives will be strengthened through the signing of at least twelve commercial agreements in the financial year.

4) OUTCOME 5: INCREASED HUMAN CAPACITY IN SPACE SCIENCE, TECHNOLOGY AND ENGINEERING.

SANSA's priority interventions aim to enhance science engagement by facilitating school visits to its facilities, conducting outreach in rural areas through the Space Lab, organising holiday programmes, seeking funding proposals, participating in science festivals, coordinating weeklong science activities, running career workshops, partnering with educational organisations, and establishing after-school science clubs. Accordingly, SS will target reaching 13,000 youth through direct engagement in the 2026/27 financial year.

SANSA assesses its impact on external HCD initiatives by tracking the total number of students and interns supported through opportunities such as bursaries, internships, job shadowing, in-service training, and supervision by SANSA researchers. A total of 72 students and interns are to be supported for formalised training during 2026/27.

5) OUTCOME 6: A CAPABLE, SUSTAINABLE, AND HIGH-PERFORMING NATIONAL SPACE AGENCY.

The agency recognises the value of ISO accreditation and certification in enhancing institutional credibility and improving quality management to bolster operational efficiency. SANSA will therefore strengthen its risk management and regulatory compliance measures to ensure continuous improvement in the implementation of ISO standards as it strives towards ISO 9001 certification and 17025 accreditation in 2026/27.

9.3.5. PRIORITIES RELATING TO BLACK WOMEN, YOUTH, PERSONS WITH DISABILITIES AND BLACK-OWNED BUSINESSES

The SS Programme will continue to contribute towards ensuring support is provided to black women, youth, and PWDs through bursaries, internships, job shadowing, and in-service training opportunities. Amongst other key initiatives, SANSA has seen drastic improvements in the number of women, especially black women, supported through bursary programmes in recent years.

Over the MTEF, the Programme will contribute to the education, supervision and/or mentorship of more than 200 young students and interns. A target of 50% of this number has been set for women, and

SANSA will leverage opportunities for women and the youth to gain skills and exposure to enhance their employment prospects.

SANSA will be tracking the SS percentage spend in the 2026/27 financial year to ensure 45% of contract expenditure is directed towards supporting SMEs in accordance with the inclusive economic growth focus of MTDP 2024-2029. Key priorities include the ongoing execution of the B-BBEE Strategy and Implementation Framework, aiming for 46.5% of procurement spending to be directed toward Black-owned businesses. Within this, the SS programme will strive to allocate 40% to women-owned enterprises, 30% to youth-owned enterprises, and 3% to businesses owned by persons with disabilities (PWDs).

9.3.6. PROGRAMME 3: RESOURCE CONSIDERATIONS

Table 25: Space Science Programme – Revenue estimates

	Original Budget	Revised Budget	Medium Term Expenditure Framework			Total MTEF
	2025/26	2025/26	2026/27	2027/28	2028/29	
REVENUE						
Revenue from Non - Exchange Transactions	65 086 845	67 856 669	62 281 770	59 043 425	41 458 899	162 784 094
Operational Transfers	38 872 095	37 979 906	29 690 257	27 148 601	28 254 497	85 093 354
Parliamentary Grant	22 843 678	22 429 906	25 740 257	27 148 601	28 254 497	81 143 354
PG - SIH	16 028 417	15 550 000	3 950 000	-	-	3 950 000
Ring fenced Grants	26 214 750	29 876 763	32 591 514	31 894 824	13 204 402	77 690 740
Post graduate student bursary support -NRF	-	-	-	-	-	-
Post graduate student bursary support -DST	6 500 000	6 000 000	6 000 000	6 000 000	6 000 000	18 000 000
Research Grants	2 714 750	3 876 763	6 591 514	6 894 824	7 204 402	20 690 740
Space Weather Centre	17 000 000	-	-	-	-	-
Space Science & Technology	-	20 000 000	20 000 000	19 000 000	-	39 000 000
Satellite Development Programme	-	-	-	-	-	-
Revenue from Exchange Transactions	23 148 920	14 588 306	17 604 956	20 488 351	38 071 911	76 165 218
Rendering of Services	14 547 438	13 508 306	15 886 646	18 695 123	19 534 534	54 116 302
Contract Revenue - Public Sector	11 897 438	10 210 483	12 438 771	15 091 404	15 769 008	43 299 183
Contract Revenue - Private Sector	2 200 000	2 200 000	2 300 100	2 404 065	2 512 007	7 216 172
Contract Revenue - Foreign	450 000	1 097 824	1 147 775	1 199 654	1 253 519	3 600 947
Other Income	8 601 482	1 080 000	1 718 310	1 793 228	18 537 377	22 048 916
Interest Income	1 100 000	480 000	1 145 540	1 195 486	1 249 163	3 590 188
Sundry Income	550 000	600 000	572 770	597 743	624 581	1 795 094
Cost recovery income	6 951 482	-	-	-	16 663 633	16 663 633
Impairment Reversal of Accounts Receivable	-	-	-	-	-	-
Net Gains on Foreign exchange transactions	-	-	-	-	-	-
Accumulated surplus - rolled over	-	8 499 094	-	-	-	-
Total Revenue	88 235 765	90 944 069	79 886 727	79 531 776	79 530 809	238 949 312

Table 26: Space Science Programme – Expenditure estimates

	Original Budget	Revised Budget	Medium Term Expenditure Framework			Total MTEF
	2025/26	2025/26	2026/27	2027/28	2028/29	
Expenditure						
Employee Related Costs - CTC	42 974 121	42 628 745	44 819 863	47 222 207	49 814 707	141 856 777
Incentive Bonus Provision	3 581 177	2 650 373	2 786 602	2 935 964	3 097 148	8 819 714
Remote Location Allowance	-	-	-	-	-	-
Board Member Remuneration	-	-	-	-	-	-
Depreciation and Amortisation	-	-	-	-	-	-
Repairs and Maintenance	5 040 000	4 540 000	4 746 570	4 961 115	5 183 869	14 891 554
Finance Costs	-	-	-	-	-	-
Data Licence fees	-	-	-	-	-	-
Grant-related expenditure	-	-	-	-	-	-
Student Bursaries	6 500 000	5 620 000	5 620 000	5 620 000	5 620 000	16 860 000
Antenna Infrastructure Services	-	-	-	-	-	-
Training Expenses	470 000	300 000	313 650	327 827	342 546	984 023
General Expenses	13 380 468	13 203 365	13 588 310	13 252 502	13 847 539	40 688 351
Net Losses on foreign exchange transactions	-	-	-	-	-	-
Irrecoverable Sundry Debtors	-	-	-	-	-	-
Impairment of Accounts Receivable	-	-	-	-	-	-
Cost recovery expense	-	2 576 679	4 061 732	3 547 161	-	7 608 893
Loss on Disposal of Property, Plant and Equipment	-	-	-	-	-	-
Total Operating Expenditure	71 945 766	71 519 162	75 936 727	77 866 776	77 905 809	231 709 312
Surplus / (Deficit) for the year	16 290 000	19 424 907	3 950 000	1 665 000	1 625 000	7 240 000
Capital Expenditure	16 290 000	19 424 907	3 950 000	1 665 000	1 625 000	7 240 000
Buildings and other fixed structures	4 000 000	5 000 000	-	-	-	-
Machinery and equipment	11 050 000	11 640 722	500 000	500 000	500 000	1 500 000
Computer Equipment	1 075 000	2 674 185	2 750 000	750 000	750 000	4 250 000
Software and intangible assets	-	-	-	-	-	-
Vehicles	-	-	700 000	-	-	700 000
Research Equipment	100 000	-	-	150 000	75 000	225 000
Laboratory Equipment	15 000	110 000	-	115 000	150 000	265 000
Office Equipment	50 000	-	-	-	-	-
Exhibits	-	-	-	150 000	150 000	300 000
Office furniture	-	-	-	-	-	-
Total Expenditure	88 235 766	90 944 069	79 886 727	79 531 776	79 530 809	238 949 312

The annual average budget for the Space Science Programme is R79.6 million over the MTEF period, which is funded from the Parliamentary grant, SIH grant funding, contract revenue, interest revenue and ring-fenced grant income. Ring fence grants decreases in the outer year due to Space Weather Operational funding not yet secured.

The average employee costs are R50.2 million over the MTEF period, which includes an average annual of inflationary increases of 5.3%. Other operating expenses average R27 million per year and include research costs, product development, science engagement, human capital development, facility management, engineering support to research, applied science and project-related costs. These costs are adjusted for inflation averaging 4.3% over the MTEF period but limited to available funding. Capital expenditure averaging R2.4 million is included for the purchase of research equipment and the SIH project related items.

9.4. PROGRAMME 4: SPACE OPERATIONS

9.4.1. PROGRAMME PURPOSE

The Space Operations (SO) Programme provides global ground segment support to local, regional and international satellite operators and manufactures, also supporting SANSA Earth Observation programme for the acquisition of satellite data.

The HBK facility is uniquely positioned as the primary ground receiving station and Telemetry, Tracking and Control (TT&C) service provider on the African continent with the competitive advantage of having the necessary geographical footprint, full coverage of the entire frequency range and the operational and technical excellence to serve both local and international markets. It enables SANSA to offer comprehensive space operations, including launch support, in-orbit testing, and satellite mission control for both national and international clients, ensuring complete ground segment support throughout the project lifecycle.

With the new ground station at MTJ, South Africa will enhance its deep space capabilities and provide essential services for tracking CubeSats, creating opportunities for local manufacturers to advance their satellite programmes within the entire value chain.

In contributing towards the SANSA impact of *“inclusive economic growth and industrialisation, job creation, and a capable state through advancements in space science, engineering and technology”*, the SO Programme directly supports delivery of the following 2025-2030 Strategic Plan outcomes:

Outcome 1: Enhanced national capability in space science, technology and satellite infrastructure.

Outcome 3: Increased share of the global space market economy.

Outcome 5: Increased human capacity in space science, technology and engineering.

Outcome 6: A capable sustainable, and high-performing national Space Agency.

The 2026/27 Performance Plan of Programme 4 is reflected in the log frame tables below.



9.4.2. PROGRAMME 4: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND TARGETS

Table 27: Space Operations Programme – Outcomes, outputs, output indicators and annual targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
			2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
Outcome 1: Enhanced national capability in space science, technology and satellite infrastructure	1.5. Space infrastructure developed or upgraded	1.5.1. Percentage achievement of MTJ project implementation milestones	Cost-benefit and proposal to government funders 20% of MTJ deep space facility project plan executed	25% of MTJ deep space facility project plan executed	52% of MTJ deep space facility project plan executed	90% achievement of MTJ project implementation milestones	65% achievement of MTJ project implementation milestones	90% achievement of MTJ project implementation milestones	100% achievement of MTJ project implementation milestones
	3.1. Total revenue generated from space operations, applications and services	3.1.1. Rand value of revenue generated from space operations, applications and services	-	-	R172.7 million	R121 million	R167.9 million	R173.5 million	R195 million
	3.2. Missions supported	3.2.1. Number of missions supported 3.2.2. Number of exploration missions supported	- -	- -	New indicator New indicator	22 2	25 3	30 4	33 4
Outcome 3: Increased share of the global space market economy	3.3. New Hosted Facilities indicator and related targets	3.3.1. Number of new hosted facilities	-	-	New indicator	3	4	5	5
	5.2. Students and interns supported	5.2.2. Number of students and interns supported for technical training	-	-	New indicator	2	3	4	4
Outcome 5: Increased human capacity in space science, technology and engineering	6.3. ISO standards implementation	6.3.1. ISO certification and / or accreditation achieved	-	-	New indicator	ISO 9001	ISO 9001	ISO 9001	ISO 9001
Outcome 6: A capable, sustainable, and high-performing national Space Agency									

9.4.3. PROGRAMME 4: OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Table 28: Space Operations – Output indicators, annual and quarterly targets

OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 APR - JUN 2026	Q2 JUL - SEP 2026	Q3 OCT - DEC 2026	Q4 JAN - MAR 2027
1.5.1. Percentage achievement of MTJ project implementation milestones	65% achievement of MTJ project implementation milestones	-	-	-	65%
3.1.1. Rand value of revenue generated from space operations, applications and services	R 167.9 million	-	-	-	R167.9 million
3.2.1. Number of missions supported	25	-	-	-	25
3.2.2. Number of exploration missions supported	3	-	-	-	3
3.3.1. Number of new hosted facilities	4	-	-	-	4
5.2.2. Number of students and interns supported for technical training	3	1	1	-	1
6.3.1. ISO certification and / or accreditation achieved	ISO 9001	-	-	-	ISO 9001

9.4.4. PROGRAMME 4: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The SO Programme plays a critical role in the provision of products and applications aimed at addressing South Africa’s economic, social, and environmental challenges.

The outputs of Programme 4 contribute to SANSA’s strategic plan outcomes, as follows:

1) OUTCOME 1: ENHANCED NATIONAL CAPABILITY IN SPACE SCIENCE, TECHNOLOGY AND SATELLITE INFRASTRUCTURE:

The SO Programme contributes to the national space capability through three main baskets of products and services: (1) **Earth observation data acquisition support** - A proportion of SANSA’s space operations activities with respect to daily passes of Low Earth Orbit (LEO) satellites are devoted to the downloading of satellite imagery from commercial and public earth observation satellites, (ii) **Teleport hosting** – focus on developing infrastructure to enable the hosting of teleport-like services, which supports SANSA’s sustainability

and provides a redundant fibre link to a central hub in South Africa, and (iii) **Satellite support** – SO provides satellite support to various clients on a commercial basis, generating a significant income stream. The satellite support includes Telemetry, Tracking and Command of satellite platforms, hosted infrastructure services and satellite launch support.

Since 2014, SANSA and NASA have explored establishing a deep space complex in South Africa, identifying MTJ as a suitable site for a ground station supporting lunar missions and deep space exploration. The installation of this ground station will enhance South Africa’s capabilities in international space exploration while also prioritising social upliftment initiatives within the MTJ development over the 2026/27 financial year and MTEF. 65% completion of the project is planned for 2026/27.

SO will further lead and facilitate the creation of new products and applications for an increased share of the space products and applications market, consisting of services relating to all programmes in SANSA. These will be products developed and generated from SO Earth observation, space

sciences and any other services rendered, effectively generating additional external revenue, supporting the sustainability of SANSA. The products and applications offered for distribution are market-ready, forming the basis for SANSA's participation as a service provider in the space market for an identified client base.

2) OUTCOME 3: INCREASED SHARE OF THE GLOBAL SPACE MARKET ECONOMY.

SO, plans to expand revenue by R167.9 million and attract local and international stakeholders through locally hosted infrastructure, thereby enhancing SANSA's relevance in the global space /community. Additionally, the agency aims to ensure high-quality services aligned with international standards and optimise returns on investment in hosted infrastructure to support growth, sustainability, and retention of high-end skills. The space applications, products and service offerings for revenue generation in 2026/27 include hosted infrastructure services to foreign and local clients, telemetry, tracking, and command of satellite platforms, and mission launch support.

Over the MTEF period, focus will also be on operationalising the deep space network capability in MTJ to improve prospects for the generation of additional external revenue, thus supporting the sustainability of SANSA. This will be done while continually enhancing satellite operations and expanding market opportunities for revenue growth. Additionally, SO will focus on promoting MTJ as a tourist destination and strengthening international cooperation by contributing to global space standards, sharing expertise with developing nations, and leading in space governance.

A total of 25 missions will be supported by the SO Programme during the financial year, with three new hosted facilities envisaged for the same period.

3) OUTCOME 5: INCREASED HUMAN CAPACITY IN SPACE SCIENCE, TECHNOLOGY AND ENGINEERING.

A total of three students and interns are to be supported for technical training through the SO Programme during the 2026/27 financial year. Focus will therefore be on the provision of internships for vocationally trained individuals to support the technical support team in performing planned and reactive maintenance on SANSA SO technical infrastructure.

4) OUTCOME 6: A CAPABLE, SUSTAINABLE, AND HIGH-PERFORMING NATIONAL SPACE AGENCY.

SANSA will enhance its risk management and regulatory compliance practices to ensure ongoing improvements in the implementation of ISO standards as it works towards achieving ISO 9001 certification.

9.4.5. PRIORITIES RELATING TO WOMEN, YOUTH, PEOPLE WITH DISABILITIES AND BLACK OWNED BUSINESS

In alignment with the transformational agenda of SANSA and government at large, the programme will continue with its efforts towards ensuring women, youth, PWDs and black owned businesses benefit from planned interventions through partnerships and procurement relating to the provision of space-related products and applications.

SANSA will be tracking the SO percentage spend in the 2026/27 financial year to ensure 45% of contract expenditure is directed towards supporting SMEs in accordance with the inclusive economic growth focus of MTDP 2024-2029. Key priorities include the ongoing execution of the B-BBEE Strategy and Implementation Framework, aiming for 46.5% of procurement spending to be directed toward Black-owned businesses. Within this, the SO programme will strive to allocate 40% to women-owned enterprises, 30% to youth-owned enterprises, and 3% to businesses owned by persons with disabilities (PWDs).

9.4.6. PROGRAMME 4: RESOURCE CONSIDERATIONS

Table 29: Space Operations Programme – Revenue estimates

	Original Budget	Revised Budget	Medium Term Expenditure Framework			Total MTEF
	2025/26	2025/26	2026/27	2027/28	2028/29	
REVENUE						
Revenue from Non - Exchange Transactions	164 044 590	166 923 705	185 985 994	47 420 433	30 542 333	263 948 760
Operational Transfers	91 044 234	146 923 705	132 985 994	27 420 433	30 542 333	190 948 760
Parliamentary Grant	31 044 234	34 577 342	26 006 085	27 304 553	30 542 333	83 852 971
PG - SIH	60 000 000	112 346 363	106 979 909	115 880	-	107 095 789
Ring fenced Grants	73 000 356	20 000 000	53 000 000	20 000 000	-	73 000 000
Space Science & Technology	-	20 000 000	-	-	-	-
Deep Space Network	73 000 356	-	53 000 000	20 000 000	-	73 000 000
Revenue from Exchange Transactions	121 403 921	141 101 925	167 955 775	173 531 510	195 804 775	537 292 059
Rendering of Services	121 403 921	138 439 385	167 955 775	173 531 510	195 804 775	537 292 059
Contract Revenue - Public Sector	8 765 599	8 765 599	17 913 494	18 694 522	19 533 906	56 141 923
Contract Revenue - Private Sector	5 091 863	5 091 863	5 302 666	5 533 862	5 782 333	16 618 861
Contract Revenue - Foreign	107 546 459	124 581 923	144 739 615	149 303 125	170 488 535	464 531 275
Other Income	-	2 662 540	-	-	-	-
Interest Income	-	2 661 471	-	-	-	-
Sundry Income	-	1 069	-	-	-	-
Cost recovery income	-	-	-	-	-	-
Impairment Reversal of Accounts Receivable	-	-	-	-	-	-
Net gain on Foreign exchange transaction	-	-	-	-	-	-
Accumulated surplus - rolled over	-	29 981 956	-	-	-	-
Total Revenue	285 448 511	338 007 586	353 941 769	220 951 943	226 347 107	801 240 820



Table 30: Space Operations Programme – Expenditure estimates

	Original Budget	Revised Budget	Medium Term Expenditure Framework			Total MTEF
	2025/26	2025/26	2026/27	2027/28	2028/29	
Expenditure						
Employee Related Costs - CTC	45 565 654	46 867 055	47 907 729	50 475 583	55 246 692	153 630 004
Incentive Bonus Provision	3 186 524	3 101 551	3 350 311	3 529 888	3 723 679	10 603 878
Remote Location Allowance	-	-	-	-	-	-
Board Member Remuneration	-	-	-	-	-	-
Depreciation and Amortisation	-	-	-	-	-	-
Repairs and Maintenance	9 213 215	4 445 340	4 629 377	4 831 218	7 048 140	16 508 735
Finance Costs	-	-	-	-	-	-
Data Licence fees	-	-	-	-	-	-
Grant-related expenditure	-	-	-	-	-	-
Student Bursaries	-	-	-	-	-	-
Antenna Infrastructure Services	13 354 034	4 354 034	4 534 291	4 731 986	4 944 452	14 210 729
Training Expenses	-	-	-	-	-	-
General Expenses	42 070 831	44 065 912	44 804 694	46 829 867	48 932 528	140 567 089
Net Losses on foreign exchange transactions	-	-	-	-	-	-
Irrecoverable Sundry Debtors	-	-	-	-	-	-
Impairment of Accounts Receivable	-	-	-	-	-	-
Loss on Disposal of Property, Plant and Equipment	-	-	-	-	-	-
Cost recovery expense	39 057 897	90 115 953	80 863 389	82 822 680	101 845 804	265 531 873
Total Operating Expenditure	152 448 155	192 949 845	186 089 792	193 221 221	221 741 294	601 052 308
Surplus / (Deficit) for the year	133 000 356	145 057 741	167 851 977	27 730 722	4 605 813	200 188 512
Capital Expenditure	133 000 356	145 057 741	167 851 977	27 730 722	4 605 813	200 188 512
Buildings and other fixed structures	83 000 356	95 478 161	109 993 787	20 115 880	-	130 109 667
Machinery and equipment	50 000 000	44 368 202	50 000 000	-	-	50 000 000
Computer Equipment	-	5 211 378	7 858 190	7 614 842	4 605 813	20 078 845
Software and intangible assets	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-
Research Equipment	-	-	-	-	-	-
Laboratory Equipment	-	-	-	-	-	-
Office Equipment	-	-	-	-	-	-
Exhibits	-	-	-	-	-	-
Office furniture	-	-	-	-	-	-
Satellite Development	-	-	-	-	-	-
Total Expenditure	285 448 511	338 007 586	353 941 769	220 951 943	226 347 107	801 240 820

The annual average budget for the SO Programme is R267 million over the MTEF period, which is funded from the parliamentary grant, SIH grant funding, ring-fenced grant income and exchange revenue derived from the sale of products and services.

The average employee costs are R54.7 million over the MTEF period, which includes an average annual inflationary salary increases of 5.3%. Other operating expenses average R145.6 million per year and include operational and technical costs, facility management, data costs and cost recovery charges. These costs are adjusted for annual inflation averaging 5.3% over the MTEF period but limited to available funding.

Capital expenditure averaging R66.7 million includes the Matjiesfontein Deep Space Network and the purchase of machinery and computer equipment.

9.5. PROGRAMME 5: SPACE ENGINEERING

9.5.1. PROGRAMME PURPOSE

The Space Engineering (SE) Programme leads systems engineering and programme/project management excellence and drives the satellite development programme in South Africa in partnership with external contractors, R&D institutions, and private sector partners. The programme conducts satellite and subsystems analysis, leads the technical side of the Space Programme project management, human capital development in space engineering, as well as facilitates private space industry and stakeholder partnerships.

Key functions of the Programme include:

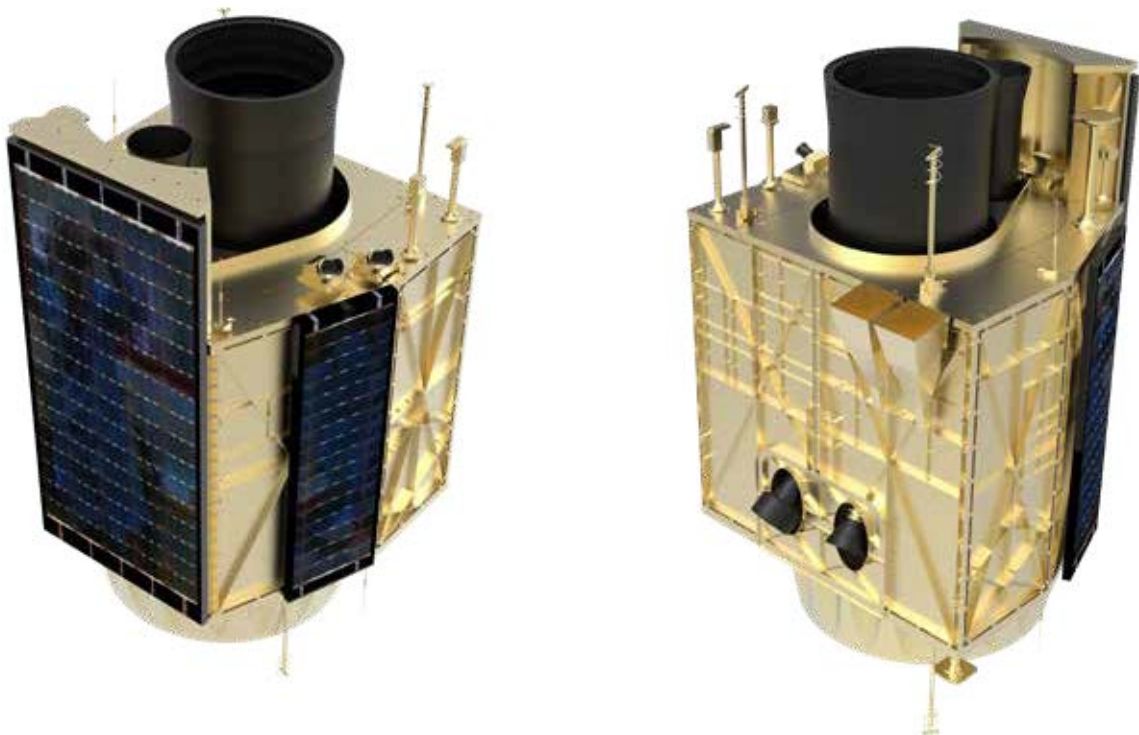
- 1) Portfolio management: (i) Strategic alignment, and (ii) Budget/resource prioritisation.
- 2) Programme management.
- 3) Project management.
- 4) System engineering.

In contributing towards the SANSA impact of *“inclusive economic growth and industrialisation, job creation, and a capable state through advancements in space science, engineering and technology”*, the SE Programme directly supports delivery of the following 2025-2030 Strategic Plan outcomes:

Outcome 1: Enhanced national capability in space science, technology and satellite infrastructure.

Outcome 6: A capable, sustainable, and high-performing national Space Agency.

The 2026/27 Performance Plan of Programme 5 is reflected in the log frame tables below.



9.5.2. PROGRAMME 5: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND TARGETS

Table 31: Space Engineering Programme – Outcomes, outputs, output indicators and annual targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
			2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
Outcome 1: Enhanced national capability in space science, technology and satellite infrastructure	1.5. Space infrastructure developed or upgraded	1.5.2. Percentage achievement of EO-SAT1 project implementation milestones	Contracting, acquisition of the SIH Phase 1 mission system not concluded by year-end	7% of SIH Phase 1 project plan executed	17% of EO-SAT1 project completed	50% achievement of EO-SAT1 project implementation milestones	100% achievement of EO-SAT1 project implementation milestones	-	-
		1.5.3. Percentage achievement of AIT facility upgrade project implementation milestones	0%	0% of upgraded AIT facility project plan executed	54% of upgraded AIT facility project plan executed	60% achievement of AIT facility upgrade project implementation milestones	100% achievement of AIT facility upgrade project implementation milestones	-	-
		6.3. ISO standards implementation and high-performing national Space Agency	-	-	New indicator	ISO standards implementation plan developed	50% of ISO standards implementation plan achieved	100% of ISO standards implementation plan achieved	-

9.4.3. PROGRAMME 4: OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Table 28: Space Operations – Output indicators, annual and quarterly targets

OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 APR - JUN 2026	Q2 JUL - SEP 2026	Q3 OCT - DEC 2026	Q4 JAN - MAR 2027
1.5.2. Percentage achievement of EO-SAT 1 project implementation milestones	100% achievement of EO-SAT1 project implementation milestones	-	-	-	100%
1.5.3. Percentage achievement of AIT facility upgrade project implementation milestones	100% achievement of AIT facility upgrade project implementation milestones	-	-	-	100%
6.3.2. Implementation of ISO standards implementation plan	50% ISO standards implementation plan achieved	-	-	-	50% ISO standards implementation plan achieved

9.5.4. PROGRAMME 5: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The SE Programme continues to lead systems engineering and project management excellence and drives a small satellite development programme in South Africa in partnership with external contractors, R&D institutions, and private sector partners. The Programme is mainly charged with the responsibility to centrally project manage, execute, facilitate, guide, and assist all strategically aligned programmes and projects within the agency according to an appropriate SANSA standardised set of processes, workflows, and tools, utilising resources available internally across SANSA or external domain expert contractors.

The outputs of Programme 5 contribute to SANSA's strategic plan outcomes, as follows:

1) OUTCOME 1: ENHANCED NATIONAL CAPABILITY IN SPACE SCIENCE, TECHNOLOGY AND SATELLITE INFRASTRUCTURE:

The SE Programme enhances national space capability by investing in the development and upgrade of facilities to support space missions and stimulate the local space economy. In collaboration with industry and academic partners, the programme manages and maintains these facilities while advancing national research and development initiatives.

EO-SATI Programme: The EO-SATI Programme, South Africa's first government-owned commercial Earth Observation mission, will be 100% complete by the end of 2026/27 and fully operational by 2026/27. As South Africa's contribution to the African Resource and Environmental Management Satellite Constellation (ARMC), it aims to:

- Advance scientific excellence in Africa, aligned with the socio-economic goals of AU 2063.
- Promote the peaceful use of space, human capital development, and infrastructure growth.
- Enable industrial development in space technologies, promoting a transformed satellite-building industry in South Africa.

The project provides SANSA and the local industry a platform to build satellite capacity through the EO-SATI HCD Programme, contributing to a globally competitive and sustainable space sector.

Houwteq / AIT Facility Upgrade: 100% of the upgrades are planned for completion by the end of 2026/27. The facility will offer assembly, integration, testing, calibration, and validation services to the space, automotive, and defence industries. This will strengthen SANSA's stakeholder relationships and incentivise industrial growth. Innovation and incubation spaces will support SMEs, with the operationalisation of Houwteq promoting industry-wide and international collaboration, driving innovation, and realising economic benefits.

Technology Stations: With government support, these stations will provide specialised equipment access for the space sector. Engineering and technical students will gain hands-on experience through SANSA mentorship, fulfilling postgraduate qualification requirements.

2) OUTCOME 6: A CAPABLE, SUSTAINABLE, AND HIGH-PERFORMING NATIONAL SPACE AGENCY:

The SE Programme will focus on ensuring the development of an ISO standard Implementation Plan in the 2026/27 financial year and enhancing its risk management and regulatory compliance practices to ensure ongoing improvements as it works towards achieving ISO 9001 accreditation within the next five years. In the next financial year, the aim is to achieve 100% of the ISO standards Implementation plan.

9.5.5. PRIORITIES RELATING TO WOMEN, YOUTH, AND PEOPLE WITH DISABILITIES

In alignment with the transformational agenda of SANSA and the government at large, the programme will continue with its efforts towards ensuring youth, women, and PWDs benefit from planned interventions relating to infrastructure development and contract expenditure.

SANSA will be tracking the SE percentage spend in the 2026/27 financial year to ensure 42% of contract expenditure is directed towards supporting SMEs in accordance with the inclusive economic growth focus of MTDP 2024-2029. Key priorities include the ongoing execution of the B-BBEE Strategy and Implementation Framework, aiming for 46.5% of procurement spending to be directed toward Black-owned businesses. Within this, the SE programme will strive to allocate 40% to women-owned enterprises, 30% to youth-owned enterprises, and 3% to businesses owned by persons with disabilities (PWDs).

9.5.6. PROGRAMME 5: RESOURCE CONSIDERATIONS

Table 33: Space Engineering Programme – Revenue estimates

	Original Budget	Revised Budget	Medium Term Expenditure Framework			Total MTEF
	2025/26	2025/26	2026/27	2027/28	2028/29	
REVENUE						
Revenue from Non - Exchange Transactions	268 876 404	152 087 697	218 798 569	25 983 723	13 979 495	258 761 787
Operational Transfers	268 876 404	152 087 697	201 298 569	25 983 723	13 979 495	241 261 787
Parliamentary Grant	11 918 976	11 094 953	12 833 885	13 483 723	13 979 495	40 297 103
PG - SIH	256 957 428	140 992 744	188 464 684	12 500 000	-	200 964 684
Ring fenced Grants	-	-	17 500 000	-	-	17 500 000
Space Science & Technology	-	-	17 500 000	-	-	17 500 000
Satellite Development Programme	-	-	-	-	-	-
Revenue from Exchange Transactions	7 312 870	6 855 901	10 554 397	11 103 901	6 927 033	28 585 332
Rendering of Services	-	-	-	-	-	-
Contract Revenue - Public Sector	-	-	-	-	-	-
Contract Revenue - Private Sector	-	-	-	-	-	-
Contract Revenue - Foreign	-	-	-	-	-	-
Other Income	7 312 870	6 855 901	10 554 397	11 103 901	6 927 033	28 585 332
Interest Income	-	-	-	-	-	-
Sundry Income	-	-	-	-	-	-
Cost recovery income	7 312 870	6 855 901	10 554 397	11 103 901	6 927 033	28 585 332
Impairment Reversal of Accounts Receivable	-	-	-	-	-	-
Net Gains on Foreign exchange transactions	-	-	-	-	-	-
Accumulated surplus - rolled over	-	837 207	-	-	-	-
Total Revenue	276 189 274	159 780 805	229 352 966	37 087 625	20 906 528	287 347 119

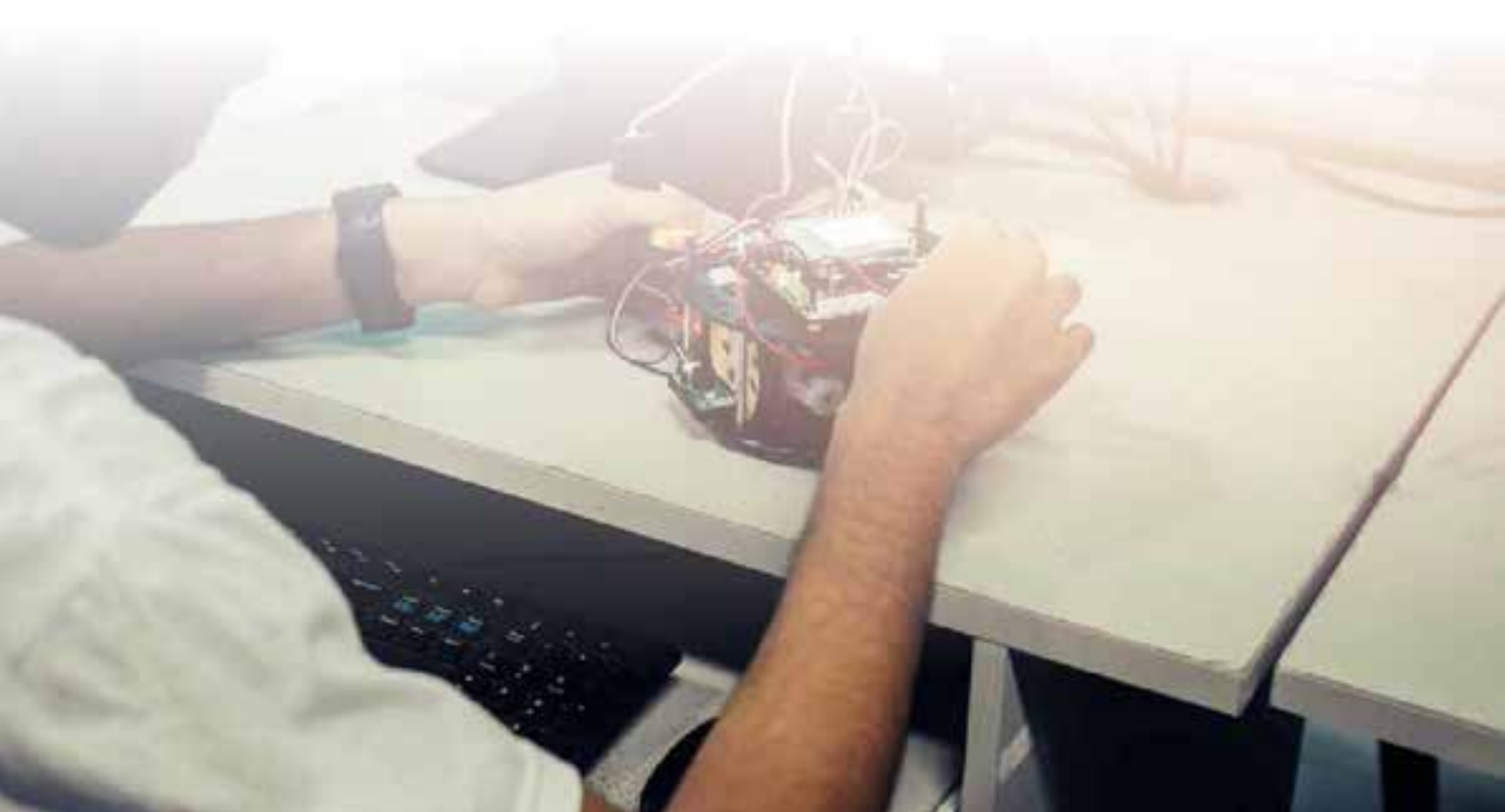


Table 34: Space Engineering Programme – Expenditure estimates

	Original Budget	Revised Budget	Medium Term Expenditure Framework			Total MTEF
	2025/26	2025/26	2026/27	2027/28	2028/29	
Expenditure						
Employee Related Costs - CTC	17 277 858	14 800 248	15 560 981	16 395 049	17 295 138	49 251 168
Incentive Bonus Provision	1 439 822	1 233 354	1 284 415	1 353 259	1 427 553	4 065 228
Remote Location Allowance	-	-	-	-	-	-
Board Member Remuneration	-	-	-	-	-	-
Depreciation and Amortisation	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-
Data Licence fees	-	-	-	-	-	-
Grant-related expenditure	53 300 000	36 450 000	34 350 000	12 500 000	-	46 850 000
Student Bursaries	-	-	-	-	-	-
Antenna Infrastructure Services	-	-	-	-	-	-
Training Expenses	-	-	-	-	-	-
General Expenses	1 784 421	2 754 459	2 003 498	2 091 115	2 183 837	6 278 450
Net Losses on foreign exchange transactions	-	-	-	-	-	-
Irrecoverable Sundry Debtors	-	-	-	-	-	-
Impairment of Accounts Receivable	-	-	-	-	-	-
Loss on Disposal of Property, Plant and Equipment	-	-	-	-	-	-
Cost recovery expense	-	-	-	-	-	-
Total Operating Expenditure	73 802 101	55 238 061	53 198 893	32 339 424	20 906 528	106 444 845
Surplus / (Deficit) for the year	202 387 173	104 542 744	176 154 073	4 748 201	-	180 902 274
Capital Expenditure	202 387 173	104 542 744	176 154 073	4 748 201	-	180 902 274
Buildings and other fixed structures	-	-	-	-	-	-
Machinery and equipment	202 387 173	104 542 744	171 614 684	-	-	171 614 684
Computer Equipment	-	-	4 539 389	4 748 201	-	9 287 590
Software and intangible assets	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-
Research Equipment	-	-	-	-	-	-
Laboratory Equipment	-	-	-	-	-	-
Office Equipment	-	-	-	-	-	-
Exhibits	-	-	-	-	-	-
Office furniture	-	-	-	-	-	-
Satellite Development	-	-	-	-	-	-
Total Expenditure	276 189 274	159 780 805	229 352 966	37 087 625	20 906 528	287 347 119

The annual average budget for the SE Programme is R95.8 million over the MTEF period, which is funded from the Parliamentary Grant, SIH grant funding and ring-fenced grant income. The average employee costs are R17.8 million over the MTEF period, which includes an average annual inflationary increase of 5.3%. Other operating expenses average R17.7 million over the MTEF period and include ring-fenced grant expenditure for the AIT upgrade, travel, and other general expenditure. These costs are adjusted for annual inflation averaging 4.3% over the MTEF period but limited to available funding.

Capital expenditure averaging R60.3 million is estimated for the satellite development.

10. CONSOLIDATED OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND ANNUAL TARGETS

Table 35: 2026/27 Consolidated Outcomes, Outputs, Output Indicators and Annual Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS			
			2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29
Outcome 1: Enhanced national capability in space science, technology and satellite infrastructure	1.1. Joint space programme initiatives undertaken through partnerships	1.1.1. Number of established partnerships actively contributing to the national space capability	-	-	New indicator	12	18	24	25	
	1.3. Sustainable space weather capability (Swx)	1.3.1. Break-even revenue to total SWx Cost.	-	-	New indicator	22%	35%	59%	64%	
	1.4. SANSa public awareness initiatives implemented	1.4.1. Number of public awareness initiatives implemented	-	-	New indicator	30	35	40	43	
	1.5. Space infrastructure developed or upgraded	1.5.1. Percentage achievement of MTJ project implementation milestones	Cost benefit and proposal to government and funders	25% of Matjiesfontein deep space facility project plan executed	70% of Matjiesfontein deep space facility project plan executed	90% achievement of MTJ project implementation milestones	65% achievement of MTJ project implementation milestones	90% achievement of MTJ project implementation milestones	100% achievement of MTJ project implementation milestones	
			20% MTJ deep space facility project plan executed	7% of SIH Phase 1 project plan executed	50% of EO-SAT 1 project completed	50% achievement of EO-SAT 1 project implementation milestones	100% achievement of EO-SAT 1 project implementation milestones	-	-	
	1.5.2. Percentage achievement of EO-SAT 1 project implementation milestones	Contracting, acquisition of the SIH Phase 1 mission system not concluded by year-end	0%	0% of upgraded AIT facility project plan executed	50% of upgraded AIT facility project plan executed	60% achievement of AIT facility upgrade project implementation milestones	100% achievement of AIT facility upgrade project implementation milestones	-	-	
			1 660.74	1616.5	1 807.12	1 400	1 450	1 500	1 550	
	Outcome 2 Increased space relevant knowledge and decision-support tools that support the developmental agenda	2.1. Productive output of supported research and development (R&D) in space-related sciences	2.1.1. National research productivity score for supported R&D	1 660.74	1616.5	1 807.12	1 400	1 450	1 500	1 550
			2.2. Decision support tools developed in key thematic areas	-	-	New indicator	3	3	2	2

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE			MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29		
Outcome 3: Increased share of the global space market economy	3.1. Revenue generated from space operations, applications and services	3.1.1. Rand value of revenue generated from space operations, applications and services	R105.2 million	R149.2 million	R 284.8 million	R155.2 million	R213.9 million	R225.1 million	R254.5 million		
	3.2. Missions supported	3.2.1. Number of missions supported	-	-	New indicator	22	25	30	33		
		3.2.2. Number of exploration missions supported	-	-	New indicator	2	3	4	3		
	3.3. New hosted facilities	3.3.1. Number of new hosted facilities	-	-	New indicator	3	4	5	5		
Outcome 4 A vibrant, competitive and transformed South African space industry	3.4. Signed commercial agreements for Space Science	3.4.1. Number of commercial agreements signed	-	-	New indicator	9	12	15	17		
		4.1. Targeted expenditure	4.1.1. Percentage contract operational expenditure spend on SMEs	43%	45%	40%	42%	47%	49%		
	5.1. Youth awareness of space-related sciences	4.1.2. Percentage total expenditure spend on Black-owned businesses	-	New Indicator	45%	46.5%	47%	48.5%	49.5%		
		5.1.1. Number of youths directly engaged on space-related sciences	54 379	73 426	60 312	60 000	67 000	70 000	75 000		
5.2. Students and interns supported	5.2.1. Number of students and interns supported for formalised training	73	90	84	72	72	72	72			
	5.2.2. Number of students and interns supported for technical training (SO)	-	-	New Indicator	2	3	4	4			

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
			2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
Outcome 6: A capable, sustainable, and high-performing national Space Agency	6.1. High-performance initiatives implemented	6.1.1. Number of initiatives to transform SANSa into a high-performing agency	2	3	3	2	2	2	2
		6.2.1. Number of major brand awareness initiatives implemented	-	-	New indicator	12	13	14	16
	6.3. ISO standards implementation	6.3.1. ISO certification and/or accreditation achieved (SS)	-	-	New indicator	Accredited: ISO 9001	ISO 9001 ISO 17025	ISO 9001 ISO 17025	ISO 9001 ISO 17025
		6.3.1. ISO certification and/or accreditation achieved (SO)	-	-	New indicator	Accredited: ISO 9001	ISO 9001	ISO 9001	ISO 9001
	6.3.2. Development and implementation of ISO standards Plan (SE)	6.3.2. Development and implementation of ISO standards Plan (SE)	-	-	New indicator	ISO standards implementation plan developed	50% of ISO standards implementation plan achieved	100% of ISO standards implementation plan achieved	-
			-	-	New indicator	ISO standards implementation plan developed	50% of ISO standards implementation plan achieved	100% of ISO standards implementation plan achieved	-

11. UPDATED KEY RISKS

Table 36: Updated risks and mitigation actions

OUTCOME	KEY RISKS	RISK MITIGATIONS
O1. Enhanced national capability in space science, technology and satellite infrastructure	1. Lack of indigenous technological capability weakening national security interest and data sovereignty	<p>CURRENT CONTROLS:</p> <ul style="list-style-type: none"> • Fostering partnerships with multiple local partners, BRICS, etc. to diversify access to technologies and infrastructure: Partnership selection, management, and protection of intellectual property • Approved project plans: EOSAT01 project, HTQ project, MJT project • Business development: Market analysis and diversification strategies • Security Policy <p>ACTION PLANS:</p> <ul style="list-style-type: none"> • Develop indigenous capability in space technologies • Implementation plan for indigenous launch programme • SANSa growth and investment strategy • Satellite Constellation Business Case/Technology Development Roadmap • Development of Satellite Constellation • Development of the National Space Programme (inclusive of ground station and satellite constellation) • Development and approval of Solar Telescope project plan • Development and approval of project plans for Data Visualisation Centre, SAEOS Portal and Digital Earth South Africa (DESA) • PFMA Sec 79 submission to Executive Authority and National Treasury requesting exemption from procurement requirements for strategic inter-agency initiatives • SANSa and DSTI submission for Funding and retention of Surplus, SIH
O2: Increased space relevant knowledge and decision-support tools that support the developmental agenda	2. Compromised sustainability and effectiveness of Space solutions and knowledge generation	<p>CURRENT CONTROLS:</p> <ul style="list-style-type: none"> • Business development: Market analysis and diversification strategies • Foster partnerships with multiple local partners, BRICS Plus, etc. to diversify access to technologies and infrastructure: Partnership selection, management, and protection of intellectual property • Inspiring youth and women/ development of STEMI. <p>ACTION PLANS:</p> <ul style="list-style-type: none"> • Space education strategy for future proofing education (Science Engagement) • Plan to support the regional space programme (SADC) • Space weather monitoring capabilities - TIM Antenna; driven by Investment in related infrastructure • Develop a Space Situational Awareness Plan • Development and approval of Solar Telescope project plan • Development and approval of project plans for Data Visualisation Centre, SAEOS Portal and DESA (Digital Earth South Africa)
O3. Increased share of the global space mission market economy	3. Inability by South Africa to grow and sustain the established global recognition and influence in space initiatives (space knowledge and governance)	<p>CURRENT CONTROLS:</p> <ul style="list-style-type: none"> • Business development: Market analysis and diversification strategies • Foster partnerships with multiple local partners, BRICS Plus, etc. to diversify access to technologies and infrastructure: Partnership selection, management, and protection of intellectual property • Inspiring youth and women/ development of STEMI.

OUTCOME	KEY RISKS	RISK MITIGATIONS
O3. Increased share of the global space mission market economy (continued)		<ul style="list-style-type: none"> • ACTION PLANS:Space education strategy for future proofing education (Science Engagement) • Plan to support the regional space programme (SADC) • Space weather monitoring capabilities - 11M Antenna; driven by Investment in related infrastructure • Develop a Space Situational Awareness Plan • Development and approval of Solar Telescope project plan
O4. A vibrant, competitive and transformed South African space industry	<p>4. Limited new entrants in the Space industry that represent the transformation objectives and demographics of South Africa.</p>	<p>CURRENT CONTROLS:</p> <ul style="list-style-type: none"> • NEOFrontiers programme in place • Inclusion of HCD (incl. BBBEE) in contracts for in EOSat1, including subcontracting by Denel • Integrated EO Solution call, for development of solutions with Communities • Transformation strategy • Industry Development Framework • SANSA External Bursary Programme • SANSA apprenticeship programme • BEE Strategy, including annual returns to the BEE commission • Intellectual Property Rights (IPR) Policy <p>ACTION PLANS:</p> <ul style="list-style-type: none"> • Accelerated space innovation incubation plan (incl. IP development, config management, rapid prototyping, etc. • Space education strategy for future proofing education • Transformation matrix and feedback mechanism • Integrated Skills Development Programme (incl. learnerships, apprenticeship, internships, external bursaries, etc • Review of the IP policy to align with the Act • Transformation Strategy Implementation Plan in line with the approved transformation strategy • BEE Policy
O5. Increased human capacity in space science, technology and engineering	<p>5. Inadequate development of talent pipeline and insufficient integration of Space education</p>	<p>CURRENT CONTROLS:</p> <ul style="list-style-type: none"> • SANSA Outreach programmes, including science engagement, etc. • SANSA External Bursary Programme • Short courses in Space education and training to stakeholders, including University students, Municipalities, Aviation, etc. • Training and development policies, including Employee Study assistance policy, Training and Development Policy, Internship Policy, External Bursary Policy • Internships programmes • SARCHI Chair (HCD in the area of Solar Physics in particular and grow Space Weather capability with universities.) <p>ACTION PLANS:</p> <ul style="list-style-type: none"> • Marketing of Space education through marketing Agencies • Establish industry-academic partnership plan, including proposal for university curriculum /short courses aligned to industry requirements, SARCHI Chair/Earth Intelligence, joint vacation work programme • Establish industry-academic partnership in line with the industry-academic plan • (Space academy) Specialised industry curriculum development; incl. train the trainer programmes National awareness campaigns • Integrated Skills Development Programme (incl. learnerships, apprenticeship, internships, external bursaries)

OUTCOME	KEY RISKS	RISK MITIGATIONS
O6. A capable sustainable, and high-performing national Space Agency	6. Limited leadership and management capacity that can drive a culture of high performance in the Agency	<p>CURRENT CONTROLS:</p> <ul style="list-style-type: none"> Leadership and management development framework, Coaching and mentoring procedure Training and development policy Performance Management Policy <p>ACTION PLANS:</p> <ul style="list-style-type: none"> Quarterly Values and Culture initiatives 100% Implementation of the Employee engagement surveys action plans Leadership development programmes Artificial Intelligence Strategy: Functional realignment Skills Audit Organisation-Wide Project Management Office
	7. Failure to establish a sustainable and competitive export and domestic market for South African products and services	<p>CURRENT CONTROLS:</p> <ul style="list-style-type: none"> NEOFrontiers programme in place Roadshows for hosting of African Heads of Agencies DSTI approval for SST funding to be repurposed for AIT operational requirements. Certifications and accreditations (SS: 9001; SO: 9001, 14001, 45000) Business development: Market analysis and diversification strategies Fostering partnerships with multiple local partners, BRICS, etc. to diversify access to technologies and infrastructure: Partnership selection, management, and protection of intellectual property <p>ACTION PLANS:</p> <ul style="list-style-type: none"> Develop Funding model and cost recovery models Develop indigenous capability in space technologies SANSA growth and investment strategy SANSA growth and investment Strategy: - implementation plan Certifications and accreditations Development of Evaluation plan that will incl. 3-year rolling evaluation plan, yearly plan SANSA growth and investment Strategy: - implementation plan Satellite constellation Business Case. Development of Satellite Constellation SADC regional space programme strategy approved by SADC
	8. Failure to ensure Long-Term Financial Sustainability of the Agency	<p>CURRENT CONTROLS:</p> <ul style="list-style-type: none"> Business development: Market analysis and diversification strategies Fostering partnerships with multiple local partners, BRICS, etc. to diversify access to technologies and infrastructure: Partnership selection, management, and protection of intellectual property <p>ACTION PLANS:</p> <ul style="list-style-type: none"> Develop Funding model and cost recovery models Develop indigenous capability in space technologies Develop Funding model and cost recovery models SANSA growth and investment Strategy: - implementation plan Satellite constellation Business Case. Development of Satellite Constellation Develop indigenous capability in space technologies Financial sustainability strategy Satellite constellation Business Case. Development of Satellite Constellation Business case: Positioning of SANSA in the DSTI, which would translate to funding, which is aligned to the delivery of the mandate, including increase in PG. Operating model that supports delivery of the mandate, optimises cost structure and balances core/ non-core business

12. PUBLIC ENTITIES

Not applicable.

13. INFRASTRUCTURE PROJECTS

PROJECT NAME	PROGRAMME	DESCRIPTION	OUTPUTS	START DATE	COMPLETION DATE	TOTAL ESTIMATED COST	PRIOR YEAR EXPENDITURE	CURRENT YEAR EXPENDITURE
AIT facility	SE and SO	Development and upgrade of AIT facility	Infrastructure for the Industry	1 April 2021	31 March 2027	R36 million	-	-
MTJ deep space ground network	SE and SO	Lunar exploration Ground Sites (LEGS) at the MTJ site	Establishment of the ground segment	1 November 2022	31 October 2025	R75 million	-	-
EO-SATI	SE	Development and launch of South Africa's first operational Earth Observation satellite.	Infrastructure, Intellectual Property, Space Heritage, Human Capital Development, Prestige.	1 April 2024	31 March 2027	R315 Million	-	-

14. PUBLIC PRIVATE PARTNERSHIPS

Not applicable.

PART D
**TECHNICAL INDICATOR
DESCRIPTIONS**



INDICATOR TITLE 1.1.1	NUMBER OF ESTABLISHED PARTNERSHIPS ACTIVELY CONTRIBUTING TO THE NATIONAL SPACE CAPABILITY
Definition	<p>The indicator tracks the number of formal partnerships (international, continental, and national) established and actively contributing to the development and enhancement of South Africa’s national space capability. Active contribution includes resource sharing, co-development of space technologies, training, joint research projects, or other collaborative activities aligned with SANSA’s strategic outcomes, including in the following areas:</p> <ul style="list-style-type: none"> · Transformative research and innovation partnerships. · International mobility programmes for training and skills development. · Partnerships that leverage the synergy between international trade and innovation, including those that attract foreign investment. · Leveraging the Multilateral Cooperation (BRICS; ARMC) Continental and Global initiative (G20) that responds to SANSA strategic outcomes. <p>The implementation of the collaboration/partnership is dependent on teamwork between the Corporate Stakeholder Engagement Role and the SANSA core Programmes (EO, SS, SO, and SE).</p>
Source of Data	<ul style="list-style-type: none"> · Partnership agreements or Memoranda of Understanding (MOUs). · Progress reports from SANSA programme managers. · Records of joint activities, resource sharing, or project outputs.
Method of Calculation / Assessment	Simple count of all formalised partnerships that demonstrate tangible contributions, such as completed activities, deliverables, or outcomes within the reporting period.
Means of Verification	Partnership progress reports are signed off on a quarterly basis. The partnership progress report must state what and how the strategic intent was achieved through the reported initiative or partnership.
Assumptions	<p>Partnerships are formalised and aligned with the dimensions for developing the national space capability.</p> <p>Active collaboration occurs within the reporting period, with measurable outcomes.</p>
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Higher than targeted performance is desirable
Indicator Responsibility	CEO’s Office: Stakeholder Engagement Unit

INDICATOR TITLE 1.3.1	BREAK-EVEN REVENUE TO TOTAL SWX COST
Definition	The indicator tracks the cost over income percentage relating to the Space Weather (SWx) to track progress made towards sustainability.
Source of Data	Invoices
Method of Calculation / Assessment	=SWx operating expenses / operating income (calculated as a percentage) Cost to cover the income measured as a percentage of income generated by the SWx.
Means of Verification	SS revenue and expenditure reports from Finance
Assumptions	Availability of timely financial records that can be validated.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end).
Reporting Cycle	Annually.
Desired Performance	Higher than targeted performance is desirable
Indicator Responsibility	ED: Space Science

INDICATOR TITLE 1.4.1	NUMBER OF PUBLIC AWARENESS INITIATIVES IMPLEMENTED
Definition	The indicator is designed to measure the marketing of space products, applications and services to the public and/ or key users.
Source of Data	Tracking of awareness, and/ or training initiatives.
Method of Calculation / Assessment	A simple count of Public Awareness initiatives Implemented. A spreadsheet and/ or registers will be maintained indicating those reached, the awareness or training interventions undertaken. Attendance registers will be kept as a record. Where applicable, written confirmation of training sessions, including those held remotely / virtually.
Means of Verification	Reports and other records are signed off on a quarterly basis.
Assumptions	Participation of targeted beneficiaries.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end).
Reporting Cycle	Quarterly.
Desired Performance	The target performance is desirable
Indicator Responsibility	ED: Space Science

INDICATOR TITLE 1.5.1.	PERCENTAGE ACHIEVEMENT OF MTJ PROJECT IMPLEMENTATION MILESTONES
Definition	Progress against the project implementation plan for the development of the Matjiesfontein deep space facility.
Source of Data	Quarterly reports prepared on the project progress against the project concept document.
Method of Calculation / Assessment	Tracking of progress (in percentage) against the project implementation plan.
Means of Verification	Project Schedule showing comparison between project plan and achieved milestones
Assumptions	Availability of requisite funding from government.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annually.
Desired Performance	Higher than targeted performance is desirable
Indicator Responsibility	ED: Space Operations

INDICATOR TITLE 1.5.2	PERCENTAGE ACHIEVEMENT OF EO-SAT1 PROJECT IMPLEMENTATION MILESTONES
Definition	<p>The indicator tracks the percentage of planned EO-SAT1 project milestones successfully achieved during the reporting period.</p> <p>The EO-SAT1 project focuses on developing South Africa's first government-owned commercial Earth Observation satellite.</p> <p>Milestones include design, development, testing, and deployment phases critical to the project timeline, as well as the flight model completion and launch.</p>
Source of Data	Quarterly reports are prepared on the project progress against the approved project plan. Tracking of progress against key milestones.
Method of Calculation / Assessment	Percentage achievement = (number of milestones completed / total milestones planned for the period) x 100
Means of Verification	Project Schedule showing comparison between project plan and achieved milestones, with supporting documents
Assumptions	<p>Project schedule and milestones not affected by external factors that limits the accuracy.</p> <p>Existence of project implementation capacity and adequate funding.</p>
Disaggregation of Beneficiaries	Local industry support to yield upstream benefits in terms of economic stimulation and downstream benefits to be realised once the system is operational.
Spatial Transformation	National
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annually.
Desired Performance	Higher than targeted performance is desirable
Indicator Responsibility	ED: Space Engineering

INDICATOR TITLE 1.5.3	PERCENTAGE ACHIEVEMENT OF AIT FACILITY UPGRADE PROJECT IMPLEMENTATION MILESTONES
Definition	<p>The indicator measures the percentage of planned milestones achieved during the implementation of the AIT (Assembly, Integration, and Testing) facility upgrade project.</p> <p>Milestones include infrastructure upgrades, procurement of specialised equipment, and operational readiness activities necessary to enhance the facility's capacity to support space, automotive, and defence industries.</p>
Source of Data	<ul style="list-style-type: none"> • Project implementation plans and milestone schedules. • Progress reports from the AIT facility project team.
Method of Calculation / Assessment	<p>Percentage achievement = (number of milestones completed / total milestones planned for the period) x 100</p>
Means of Verification	<p>Project Schedule showing comparison between project plan and achieved milestones, with supporting documents</p>
Assumptions	<ul style="list-style-type: none"> • Sufficient funding and resources are allocated to the project. • Project schedule and milestones not affected by external factors such as supplier disruptions.
Disaggregation of Beneficiaries	<p>Not applicable.</p>
Spatial Transformation	<p>Not applicable.</p>
Calculation Type	<p>Cumulative (year-end)</p>
Reporting Cycle	<p>Annually.</p>
Desired Performance	<p>Higher than targeted performance is desirable</p>
Indicator Responsibility	<p>ED: Space Engineering</p>

INDICATOR TITLE 2.1.1.	NATIONAL RESEARCH PRODUCTIVITY SCORE FOR SUPPORTED R&D
Definition	The research productivity score for R&D. This is meant to demonstrate SANSA's research output and is an indicator of research output, quality, impact, and relevance.
Source of Data	<p>This productivity score is based on a function of research funding sourced + publications (journals, books, reports, proceedings) + students graduated + research rating status + researcher status as an editor of journals, books, reports & proceedings.</p> <p>Data sources to include:</p> <ul style="list-style-type: none"> (i) Published papers in pdf and hard copy available. For books - front pages available in pdf. Impact Factor as per the quarter end date determined from publisher's web page (screen shot to be retained). (ii) Proceedings or popular articles in pdf available. (iii) Grant funding listed for the calendar year in grant award registers, and award letters available – also available from finance system as grant income received, copy of register from NRF System indicating payments received for that year up to end of quarter. Only grant funding for research projects or grant holder linked student funding should be included – no independent student (PDP) or post doc or science engagement funding. (iv) Students graduated – list is maintained with pdf copies of degree certificates or award letters or university confirmation letters. (v) Research rating status – determined by rating award letters. (vi) researcher status as an editor – published material in pdf copy; hard copy or web page screen shot available.
Method of Calculation / Assessment	Composite score as calculated in "Determination of Research Productivity Score" document.
Means of Verification	Excel sheet with composite score calculation.
Assumptions	Availability of required data on key inputs to be scored and reported.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Higher than targeted performance is desirable
Indicator Responsibility	ED: Earth Observation and ED: Space Science

INDICATOR TITLE 2.2.1	NUMBER OF DECISION SUPPORT TOOLS DEVELOPED IN KEY THEMATIC AREAS
Definition	<p>The indicator measures the number of decision support tools developed by SANSA in several thematic areas such as disaster risk reduction, climate change, food security, biodiversity monitoring, health urban planning (e.g. human settlement), forestry, energy, mining, water resources, marine and air quality.</p> <p>The tools are designed to provide actionable insights for stakeholders, enabling evidence-based decision-making and contributing to the national developmental agenda.</p>
Source of Data	<ul style="list-style-type: none"> • Development project plans and progress reports. • Tool documentation, including user manuals and technical specifications. • Deployment records and stakeholder feedback reports.
Method of Calculation / Assessment	<p>A simple count of decision support tools completed and deployed for use during the reporting period.</p> <p>A tool is considered “developed” when it meets all specified requirements, passes quality assurance, and is made operational for stakeholders.</p>
Means of Verification	<ul style="list-style-type: none"> • Tool demonstration or operational availability. • Project completion reports validated by SANSA governance structures. • Stakeholder or user acceptance testing records.
Assumptions	Adequate funding and technical resources are available for tool development.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	The tools are expected to prioritise areas with the greatest need, particularly underrepresented or underserved regions, contributing to equitable spatial development.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annually.
Desired Performance	Achievement of targeted performance is desirable
Indicator Responsibility	ED: Earth Observation

INDICATOR TITLE 3.1.1.	RAND VALUE OF REVENUE GENERATED FROM SPACE OPERATIONS, APPLICATIONS AND SERVICES
Definition	The indicator measures the revenue-generating capacity from all space operations, applications, and services. The revenue generated by the organisation for the financial year includes all forms of income from the rendering of services beyond the parliamentary grant, e.g., Contract Revenue – Public Sector, Private Sector and Foreign.
Source of Data	The information is based on the financial transactions from the financial system and reported numbers on the financial statements.
Method of Calculation / Assessment	The total rand value of all the contractual revenue generated from space operations, applications and services
Means of Verification	Financial Reports and / or invoices.

INDICATOR TITLE 3.1.1.	RAND VALUE OF REVENUE GENERATED FROM SPACE OPERATIONS, APPLICATIONS AND SERVICES (continued)
Assumptions	Stakeholder engagement and collaboration.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Higher than targeted performance is desirable
Indicator Responsibility	ED: Earth Observation/ ED: Space Operations / ED: Space Science

INDICATOR TITLE 3.2.1	NUMBER OF MISSIONS SUPPORTED
Definition	<p>This indicator seeks to track the number of normal missions SANSA has provided support services to.</p> <p>A normal mission is defined as a mission in the low-earth orbit and geosynchronous orbit.</p> <p>Support to missions bolsters confidence and trust among stakeholders, including other space agencies, governments, and private sector partners, solidifying SANSA's reputation and opening the possibilities to more partnerships and collaboration opportunities.</p> <p>Tracking the missions that SANSA has provided support services to is a means to ensure continuous improvement, optimise performance, and build a foundation for future growth and trust in the agency's capabilities.</p>
Source of Data	Report on missions supported.
Method of Calculation / Assessment	A count of the number of missions supported.
Means of Verification	Report that documents the missions that SANSA has provided support to.
Assumptions	<ul style="list-style-type: none"> · Stakeholder engagement and collaboration. · Availability of functional antennas.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Annually.
Desired Performance	Higher than targeted performance is desirable
Indicator Responsibility	ED: Space Operations

INDICATOR TITLE 3.2.2 NUMBER OF EXPLORATION MISSIONS SUPPORTED	
Definition	<p>The indicator seeks to track the number of exploration missions SANSa has provided support services to.</p> <p>Exploration missions are defined as non-earth orbits which may include sun, other planets, moon orbit (primary orbit).</p> <p>Tracking successful exploration missions that SANSa has provided support services for enables the space agency to build a record of reliability, enhance strategic planning, foster partnerships, and demonstrate the responsible use of resources—all of which are essential for sustaining and expanding exploration efforts.</p>
Source of Data	Report on missions supported
Method of Calculation / Assessment	Simple count of the number of exploration missions supported
Means of Verification	Report that documents the missions that SANSa has provided support to.
Assumptions	<ul style="list-style-type: none"> Stakeholder engagement and collaboration. Availability of functional antennas.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annually
Desired Performance	Higher than targeted performance is desirable
Indicator Responsibility	ED: Space Operations

INDICATOR TITLE 3.3.1. NUMBER OF NEW HOSTED FACILITIES	
Definition	<p>This indicator aims to track the number of new hosted systems.</p> <p>A hosted facility is defined as distinct new infrastructure located on a SANSa site, from either a new customer or the expansion of an existing customer facility</p>
Source of Data	Quarterly reports on new hosted systems
Method of Calculation / Assessment	A simple count of the number of new hosted systems (projects)
Means of Verification	New contract or service order for new hosted facility
Assumptions	<ul style="list-style-type: none"> Stakeholder engagement and collaboration.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end).
Reporting Cycle	Annually.
Desired Performance	The targeted performance is desirable
Indicator Responsibility	ED: Space Operations

INDICATOR TITLE 3.4.1	NUMBER OF COMMERCIAL AGREEMENTS SIGNED
Definition	This indicator seeks to track the number of commercial agreements successfully concluded (attract BRICS+, and other global space agencies and nations).
Source of Data	Signed commercial agreements.
Method of Calculation / Assessment	A simple count of the number of commercial agreements signed.
Means of Verification	Commercial agreements with SANSA clients.
Assumptions	Stakeholder engagement and collaboration.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end).
Reporting Cycle	Quarterly.
Desired Performance	The target performance is desirable
Indicator Responsibility	ED: Space Science

INDICATOR TITLE 4.1.1.	PERCENTAGE CONTRACT OPERATIONAL EXPENDITURE SPEND ON SMES
Definition	<p>The indicator measures the extent to which SANSA is supporting SMEs through all contract operational expenditure spend, as overseen by SCM for the organisation.</p> <p>The indicator measures the percentage of all contracts operational expenditure that is expended to SMMEs for all SANSA programmes, including Administration, Earth Observation, Space Science, Space Operations and Space Engineering.</p> <p>Data license fees will be an exception and are not to be considered in calculation of the SMME contract values.</p> <p>Key considerations will be supplier turnover of no more than R50 million and employees not exceeding 250.</p>
Source of Data	Invoices for related expenditure.
Method of Calculation / Assessment	Rand value of invoices that is paid to SMMEs divided by the total SANSA contract operational expenditure, expressed as a percentage.
Means of Verification	Invoices, Central Supplier Database certificates (CSDs) and SCM reports reflecting supplier expenditure.
Assumptions	<ul style="list-style-type: none"> • Availability of SANSA funds to be expended on programmes under its control. • Mechanisms to be developed and implemented for the monitoring and reporting of progress relating to MTDP targets including those relating to Women, Youth and PWDs.
Disaggregation of Beneficiaries	<p>While this may not be possible to achieve in the next financial year, SANSA will strive towards achieving the MTDP 2024-2029 targets for designated groups:</p> <ul style="list-style-type: none"> • Black women-owned SMMEs – 40% • Black youth-owned SMMEs – 30% • PWD-owned SMMEs – 3%
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end).
Reporting Cycle	Quarterly.
Desired Performance	Higher than targeted performance is desirable
Indicator Responsibility	CFO supported by ED: Earth Observation/ ED: Space Science / ED: Space Operations / ED: Space Engineering

INDICATOR TITLE 4.1.2	PERCENTAGE TOTAL EXPENDITURE SPEND ON BLACK-OWNED BUSINESSES
Definition	<p>This measures the extent to which SANSA is supporting the transformation agenda through all procurement expenditure, excluding employment costs, as overseen by SCM for the organisation.</p> <p>The indicator measures the percentage of all operational and capital expenditure that is spent on Black owned business for all SANSA programmes, including Administration, Earth Observation, Space Science, Space Operations and Space Engineering. Data license fees will be an exception and are not to be considered in calculation.</p> <p>Enterprises are regarded as black-owned if 51% of the enterprise is owned by black people</p>
Source of Data	Invoices for related expenditure.
Method of Calculation / Assessment	Rand value of invoices received by Black-owned businesses divided by the total SANSA operational and capital expenditure, expressed as a percentage.
Means of Verification	Invoices, Central Supplier Database certificates (CSDs) and SCM reports reflecting supplier expenditure on outsourced services.
Assumptions	Availability of SANSA funds to be expended on programmes under its control.
Disaggregation of Beneficiaries	<p>While this may not be possible to achieve in the next financial year, SANSA will strive towards achieving the MTDP 2024-2029 targets for designated groups:</p> <ul style="list-style-type: none"> • Black women-owned businesses – 40% • Black youth-owned businesses – 30% • PWD-owned businesses – 3%
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end).
Reporting Cycle	Quarterly.
Desired Performance	Higher than targeted performance is desirable
Indicator Responsibility	CFO supported by ED: Earth Observation/ ED: Space Science / ED: Space Operations / ED: Space Engineering

INDICATOR TITLE 5.1.1.	NUMBER OF YOUTHS DIRECTLY ENGAGED ON SPACE-RELATED SCIENCES
Definition	The indicator measures the number of young people engaged directly through some specific activity (e.g., visit by learners to a SANSA facility, learner workshop/ lesson, SANSA visit to a school, Mobile Lab activity) and will exclude a count of young people who visit SANSA stands at exhibits.
Source of Data	<ul style="list-style-type: none"> • Hard copies of attendance register of activities. • Pdf of attendance registers and summary. • Other relevant reports or written confirmations to be utilised where applicable (e.g., virtual sessions).
Method of Calculation / Assessment	<ul style="list-style-type: none"> • A simple count of youth. • Manual calculation of the quantitative number of youth beneficiaries. Youth beneficiaries refer to all individuals engaged by SANSA that are aged from six years to 34 years.
Means of Verification	<ul style="list-style-type: none"> • Signed-off attendance registers – sign off by educator or SANSA representative acceptable. • Other relevant reports or written confirmations to be utilised where virtual sessions were held.

INDICATOR TITLE 5.1.1.	NUMBER OF YOUTHS DIRECTLY ENGAGED ON SPACE-RELATED SCIENCES (continued)
Assumptions	Participation of targeted beneficiaries.
Disaggregation of Beneficiaries	100% youth, disaggregated equally between women and men.
Spatial Transformation	Activities will cover all districts identified in the District Development Model.
Calculation Type	Cumulative (year-end).
Reporting Cycle	Quarterly.
Desired Performance	Higher than targeted performance is desirable
Indicator Responsibility	ED: Earth Observation / ED: Space Science

INDICATOR TITLE 5.2.1.	NUMBER OF STUDENTS AND INTERNS SUPPORTED FOR FORMALISED TRAINING
Definition	<p>The total number of students currently linked and supported by SANSA through bursaries and/or supervised by SANSA researchers as well as the total number of interns supported by SANSA.</p> <p>SANSA employees who are supported under any SANSA employee's development scheme should not be counted. Further this excludes short courses and focuses on students that are registered for some formal training for a degree, diploma, or certificate within the South African National Qualification Framework. Interns that are employed through any mechanism and mentored by a SANSA employee are counted.</p>
Source of Data	<ul style="list-style-type: none"> · All active contracts of supervision engagement. · All active internship contracts and other SANSA student support agreements.
Method of Calculation / Assessment	<p>Consolidated manual head count of all supported students and interns across SANSA programmes.</p> <p>Students and interns are supported subject to funding being available in that financial year. Consequently, each student and intern will be counted for every financial year that SANSA is able to support them, even if their degree / programme / internship runs over multiple years.</p> <p>The academic year and the financial year are not the same. Consequently, students and interns that accept offers in the 4th quarter (beginning of the academic year), are only counted in the 1st quarter (the beginning of the financial year). Otherwise, they are counted in the quarter that the offer was made and accepted.</p>
Means of Verification	Contracts and student agreements / proof of student supervision / SANSA registers of supported students and interns.
Assumptions	<ul style="list-style-type: none"> · Participation of targeted beneficiaries. · Availability of funding.
Disaggregation of Beneficiaries	Beneficiaries may include youth, women, and persons with disability as appropriate. Black women will be prioritised.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end).
Reporting Cycle	Quarterly.
Desired Performance	Achievement of the targeted performance is desirable
Indicator Responsibility	ED: Space Science

INDICATOR TITLE 5.2.2	NUMBER OF STUDENTS AND INTERNS SUPPORTED FOR TECHNICAL TRAINING
Definition	The total number of students or interns currently linked and supported by SANSA through internships at TVET level. Students and interns may be exposed to technical training opportunities at SANSA facilities.
Source of Data	All active internship contracts and other SANSA student support agreements for TVET level.
Method of Calculation / Assessment	<p>Consolidated manual head count of all supported students and interns provided technical support capacitation at TVET level.</p> <p>Students and interns are supported subject to funding being available in that financial year. Consequently, each student and intern will be counted for every financial year that SANSA is able to support them, even if their programme / internship runs over multiple years.</p> <p>The academic year and the financial year are not the same. Consequently, students and interns that accept offers in the 4th quarter (beginning of the academic year), are only counted in the 1st quarter (the beginning of the financial year). Otherwise, they are counted in the quarter that the offer was made and accepted.</p>
Means of Verification	Contracts and student agreements / proof of student supervision / SANSA registers of supported students and interns.
Assumptions	<ul style="list-style-type: none"> Participation of targeted beneficiaries. Availability of funding.
Disaggregation of Beneficiaries	Beneficiaries may include youth, women, and persons with disability as appropriate. Black women will be prioritised.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly.
Desired Performance	Two students or interns supported for TVET level training.
Indicator Responsibility	ED: Space Operations

INDICATOR TITLE 6.1.1.	NUMBER OF INITIATIVES TO TRANSFORM SANSA INTO A HIGH-PERFORMING AGENCY
Definition	This indicator provides for the interventions needed to improve the performance of SANSA.
Source of Data	The Executive Committee (EXCO) approved initiatives: 1) Enterprise ICT Architecture, 2) Organisational Review & Redesign Project
Method of Calculation / Assessment	A simple count of the number of initiatives
Means of Verification	<ul style="list-style-type: none"> Interventions approved by EXCO. EXCO minutes.
Assumptions	Availability of internal capacity.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Non-cumulative.
Reporting Cycle	Annually.
Desired Performance	Achievement of the targeted performance is desirable
Indicator Responsibility	ED: Enterprise Services

INDICATOR TITLE 6.2.1	NUMBER OF MAJOR BRAND AWARENESS INITIATIVES IMPLEMENTED
Definition	The indicator tracks the number of significant brand awareness initiatives implemented by SANSA within the reporting period. These initiatives aim to enhance public and stakeholder awareness of SANSA's activities, services, and contributions to South Africa's space capabilities, ultimately improving the organisation's brand awareness rating. Examples of initiatives include national campaigns, media outreach, exhibitions, and participation in industry forums.
Source of Data	<ul style="list-style-type: none"> Findings of the annual brand awareness survey conducted by the DSTI. Campaign and project reports. Media analytics and engagement metrics (e.g., social media reach, website traffic). Event participation records and stakeholder feedback.
Method of Calculation / Assessment	Simple count of major initiatives implemented, defined as activities with measurable outputs and targeted at raising SANSA's visibility and reputation.
Means of Verification	<ul style="list-style-type: none"> Documentation of initiative outcomes (e.g., media coverage reports, campaign analytics). Records of stakeholder engagement or feedback collected during or after initiatives.
Assumptions	<ul style="list-style-type: none"> Availability of internal capacity, adequate funding and resources to execute major initiatives.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Achievement of the targeted performance is desirable
Indicator Responsibility	ED: Enterprise Services

INDICATOR TITLE 6.3.1	ISO CERTIFICATION AND / OR ACCREDITATION ACHIEVED
Definition	This indicator tracks the implementation of ISO standards by SANSA to ensure certification and/ or accreditation.
Source of Data	<ul style="list-style-type: none"> ISO accreditation certificate. Approved implementation plan
Method of Calculation / Assessment	ISO accreditation/certification awarded.
Means of Verification	SANSA ISO accreditation/ certification.
Assumptions	Availability of internal capacity.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Non-cumulative.
Reporting Cycle	Annually.
Desired Performance	Achievement of the targeted performance is desirable
Indicator Responsibility	ED: Space Science / ED: Space Operations

INDICATOR TITLE 6.3.2	DEVELOPMENT AND IMPLEMENTATION OF ISO STANDARDS IMPLEMENTATION PLAN
Definition	The indicator tracks progress made towards implementation of ISO standards by SANSA to ensure accreditation.
Source of Data	ISO Implementation Plan
Method of Calculation / Assessment	% progress achieved against the implementation plan
Means of Verification	Approved ISO Implementation Plan
Assumptions	<ul style="list-style-type: none"> · Availability of internal capacity. · Available Budget · SE - AIT facility available and operational
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Non-cumulative.
Reporting Cycle	Annually.
Desired Performance	Achievement of the targeted performance is desirable
Indicator Responsibility	ED: Space Engineering

PART E
**ANNEXURES TO THE
ANNUAL PERFORMANCE
PLAN**





15. ANNEXURE A **AMENDMENTS TO THE STRATEGIC PLAN**

Not applicable.



16. ANNEXURE B **CONDITIONAL GRANTS**

Not applicable.



17. ANNEXURE C **CONSOLIDATED INDICATORS**

Not applicable.

18. ANNEXURE A

DISTRICT DEVELOPMENT MODEL

AREAS OF INTERVENTION	FIVE-YEAR PLANNING PERIOD					
	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATED	PROJECT LEADER	SOCIAL PARTNERS / KEY PROJECT STAKEHOLDERS	ALLOCATED BUDGET
Spatial development	High and medium resolution satellite imagery supporting decision-making	Various districts and metros	Various throughout country	Data, Products and Services (DPS) Manager	Not applicable	R30 million
	National Water Quantity Information System	Various districts and metros	Various throughout country	Research, Applications and Development Manager (RAD)	Department of Water and Sanitation	
	Disaster awareness initiatives based on the disaster prevalence in each district.	Various districts and metros	Various throughout country	RAD Manager	National Disaster Management Centre	
	Flood risk layer or product derived for the entire country and analysed per districts or metros.	Various districts and metros	Various throughout country	RAD Manager	National Disaster Management Centre	
	Human Settlement layer or product used for spatial planning.	All districts and metros	Various throughout country	RAD Manager	Dept. of Human Settlements; Housing Development Agency/districts and local municipalities MDB; IEC. Eskom and other relevant entities	
	DDM decision support tools	All districts and metros	All throughout country	RAD Manager	All districts and local municipalities, provincial and national departments responsible for services.	R20 million

AREAS OF INTERVENTION	FIVE-YEAR PLANNING PERIOD					
	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATED	PROJECT LEADER	SOCIAL PARTNERS / KEY PROJECT STAKEHOLDERS	ALLOCATED BUDGET
Ecological and Biodiversity	High and medium resolution satellite imagery supporting decision-making	Various districts and metros	Various throughout country	RAD Manager	All district and metros across the countries	R10 million
	National Water Quantity Information System	Various districts and metros	Various throughout country	RAD Manager	DWS, DFFE, Various District and metros	R12.5 million
Social Development	Science outreach projects, SS	Main focus Western Cape (Hermanus) further outreach to other districts countrywide	-34.42413°S 19.22485°E	Science Engagement Management and staff	Tourists and Business	±R7m
	Municipal training	Three districts will be prioritised per year amounting to 15 district municipalities trained in five years.	Various locations per province.	Science Engagement Manager	District and local municipalities to be trained	±R1.5 million
	Employment opportunities during operational phase of MTJ (operations technicians, maintenance technicians, labourers, support personnel)	Matjiesfontein/ Laingsburg	-33.241384°S 20.551414°E	SANSA SO HR	Local Schools, TEI's MTJ community, Laingsburg Town Ultimately the Western Cape Government	Budget will be a percentage of project cost and the % of time spend on HCD in the communities
Economic and Infrastructure	Space Weather Capability (SWx)	Overberg District Municipality	-34.42413°S 19.22485°E	Special Projects Lead	DSTI, Government, SOE and Private sector	Infrastructure value: R375m centred in Hermanus, bringing business and tourists to the town and employing 84 staff members
	High resolution satellite imagery supporting infrastructure monitoring	Various districts and metros	Various throughout country	DPS Manager	PICC	
	3,7m antenna for Earth Observation Data	Mogale City	25,53,14.66S 27.42.28,59E	ED: Space Operations	Not applicable	

AREAS OF INTERVENTION	FIVE-YEAR PLANNING PERIOD					
	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATED	PROJECT LEADER	SOCIAL PARTNERS / KEY PROJECT STAKEHOLDERS	ALLOCATED BUDGET
Economic and Infrastructure	Houwteq Assembly Integration and Testing	Overberg Municipality	-34.221869° S19.129867°E	Project Manager	Khoisan Community that has settled at the vicinity of High Rising Road leading to Houwteq Precinct.	R62m
	Supplier development	Matjiesfontein/Laingsburg	-33.241384°S 20.551414°E	Project manager: MTJ ground station	New suppliers to the Development from Laingsburg and the MTJ community	Operational cost 40% for service such as security, Cleaning, local labour
	Service and product provision opportunities: Various during construction phase of MTJ	Matjiesfontein/Laingsburg	-33.241384°S 20.551414°E	Project manager: MTJ ground station	Civil contractor appointed by SO, under the contract will be responsible for local supplier beneficiation.	Operational cost 40% for service such as security, Cleaning, local labour
	Service and product provision opportunities: Various during operations of MTJ (Garden services/security etc)	Matjiesfontein/Laingsburg	-33.241384°S 20.551414°E	Project manager: MTJ ground station and SANSA SO Management	Local service providers as developed through the supplier development process	Operational cost 40% for service such as security, Cleaning, local labour
Safety and Security	Magnetically Clean Environment supporting magnetic technology products and services for the defence and space sectors	Overberg District Municipality	-34.42413°S 19.22485°E	Applied Science and Technology Manager	DSTI, Government, SOE and Private sector	Infrastructure value: R375m centred in Hermanus, bringing business and tourists to the town and employing 84 staff members

19. ANNEXURE E

SANSA DETAILED RESPONSE TO THE DECADAL PLAN (2022)

As part of the strategic planning process, SANSA Exco conducted a detailed analysis of the strategic initiatives and implementation considerations in terms of the enablers, societal grand challenges, and STI priorities of the Decadal Plan (2022). It provides a comprehensive list of opportunities to be considered in SANSA's annual planning cycles over the medium-term.

DECADAL PLAN ENABLERS:

Human Resources, International Collaboration, Infrastructure (Physical and/or Cyberinfrastructure), and Investment:

STRATEGIC INITIATIVES	IMPLEMENTATION CONSIDERATIONS
HUMAN RESOURCES	
<ul style="list-style-type: none"> • Develop integrated, targeted skills and competencies development and outreach programme: <ul style="list-style-type: none"> o Bursaries allocation based on skills needed for future state of industry o Apprenticeships and practical training programme for TVET and B-TECH students (Critical) o Integrated outreach programmes o Linkage with skills development forum o Industry talent placement approach o Partnerships with SETAs o Identify specific schools/leaners (e.g., schools of specialisation in Gauteng) to elevate exposure to space science. • Space education inclusion in basic education curriculum (input into increase in numbers of learners taking STEM). 	<ul style="list-style-type: none"> • Conduct skills audit (internal, and the science and technology industry) • Engaging with Dept of Basic Education on curriculum (inclusion of space education) • Funding application to DSTI for funding of apprentices and trainee technicians • Engagements with DHET to access SETA funding (Public Service Seta / MICTSETA): <ul style="list-style-type: none"> o Skills developed through partnerships with SETAs, priority for TVET/BTech students. • Seek opportunities to develop skills for the space industry in other provinces, e.g., partnership with the Thohoyandou Skills Development, per MoU.
INTERNATIONAL COLLABORATION	
<ul style="list-style-type: none"> • Implement SANSA's stakeholder engagement framework (strategy compact): <ul style="list-style-type: none"> o Government departments/institutions as SANSA's primary stakeholder. o Foreign governments, responsible for incubating the national space programmes. o Research and academic institutions (regional and international), supporting space and technology development. o Space forums (regional and international), for development of global space policies, principles and programmes based on international cooperation. o Other: General public, media, customers (local and international market), contractors, industry – national space companies in the value chain, space agencies/institutions, and NGO's. 	<ul style="list-style-type: none"> • Develop a detailed matrix of each strategic partner: <ul style="list-style-type: none"> o ID for each local and global market o ID the opportunities for mutual benefit and alignment of space-related initiatives and operational capabilities o Prioritise an investment mindset as Africa's leading Space Agency.

STRATEGIC INITIATIVES	IMPLEMENTATION CONSIDERATIONS
INFRASTRUCTURE	
Implementation of: <ul style="list-style-type: none"> Space Infrastructure Hub (SIH), which combines physical infrastructure and big data-driven technologies, to support mission development for future SA satellites, satellite communications capabilities, and the development of local satellite navigation augmentation systems. Assembly Integration and Testing (AIT) Facility, for SADC and Africa, supporting the satellite build programme, industrial and human capital development. Ground segments: <ul style="list-style-type: none"> HBK and MTJ (Deep space network ground station) EODC, with DESA as interface CDF – Concurrent Design Facility 	NT treasury engagements on funding mechanism
INVESTMENT	
<ul style="list-style-type: none"> Explore establishment of a SPV for investment and sustainability strategy (per SANSA Act). Access investment in: <ul style="list-style-type: none"> Banking, insurance, health innovation, and mining Downstream – develop portfolio of applications and services to be provided for Treasury potential top slicing from departments. Increased revenue streams – MTJ, SWx, Space Operations. Internationalisation and science diplomacy – use of country’s geographic advantage in hosting facilities for global space partners and generating FDI. Establish bilateral cooperation’s with development finance agencies to mobilise funding dtic – Space Industrialist Framework, implementation plan under development (mobilise funding) Business accelerators and incubators (linking with existing and creating new) 	<ul style="list-style-type: none"> Portfolio of products marketed to sell across 3 spheres of government, and others – NEPAD, WFP, and philanthropies EO Strategy/Plan on how to generate the R125m NEOFrontiers fund – investing in start-up’s that take products to market (Equity Funding). Redefine as an investment fund, build the industry. Move towards NEOFrontiers funding/ supporting certain number of SMEs. Review Centres of Competence

SOCIETAL GRAND CHALLENGES:

Climate Change, Future-Proof Education, Reindustrialised Modern Economy, and the Future of Society:

STRATEGIC INITIATIVES	IMPLEMENTATION CONSIDERATIONS
CLIMATE CHANGE	
<ul style="list-style-type: none"> Develop decision support tools to support climate change adaptation and resilience, including building early warning systems. 	<ul style="list-style-type: none"> Leading in providing overall direction in terms of earth intelligence: Develop the decision support tools to support climate change adaptation and resilience (social, economic, and environmental).
FUTURE-PROOF EDUCATION	
<ul style="list-style-type: none"> Disruptive space education flagship, including shift to 4IR, coding, Internet of Things, AI, big data, and robotics in education. 	<ul style="list-style-type: none"> Build human capabilities in C4ISIR (command, control, communications, computers, intelligence, surveillance, reconnaissance)

STRATEGIC INITIATIVES	IMPLEMENTATION CONSIDERATIONS
REINDUSTRIALISED MODERN ECONOMY	
<ul style="list-style-type: none"> • Smart agriculture – build precision agriculture information system (PAIS). • Smart mining – build mining information system (observe available resources) • Defence and security information management system – digital terrain & environmental intelligence for deployed soldiers. • Satellite development programme – for future space missions that will reindustrialise the space industry (high-tech advanced manufacturing) • OCIMS and SAR data acquisition – contribute new decision support tools to OCIMS. • MDASAT constellation development (AIS/VDES). • K (potassium)-line sensor development. • SAR satellite mission development. • Downstream reindustrialisation of the space industry – building new industries focusing on earth intelligence (NEOFrontiers) • Space-based augmentation system (SBAS) implementation. 	<ul style="list-style-type: none"> • Develop overarching approach and products/services portfolio for phased implementation.
THE FUTURE OF SOCIETY	
<ul style="list-style-type: none"> • Provide sustainable Human Settlement information systems (rural and urban). • Machine2Machine (M2M) satellite constellation mission development. • Support implementation of DDM (empower municipalities with space infrastructure). • Community-based products and services: Co-develop/grassroots innovation/local. 	<ul style="list-style-type: none"> • Community-based products and solutions (co-developments, grass roots innovation, local entrepreneurs) • Municipal EODC (run and build own decision support tools – opportunities for locals) - develop framework, partnerships with universities, incubation hub, access to markets... connect the dots, e.g., link to education (value chain). Facilitate.

STI PRIORITIES:

Health Innovation and Energy Innovation:

STRATEGIC INITIATIVES	IMPLEMENTATION CONSIDERATIONS
HEALTH INNOVATION	
<ul style="list-style-type: none"> • Remote sensing epidemiology (mapping). • Mapping of non-communicable diseases, e.g., cholera outbreaks, malaria. • Develop health information decision support system, inclusive of e-Health (surface heat vulnerability information). 	
ENERGY INNOVATION	
<ul style="list-style-type: none"> • Decision support tools for renewables (Mapping etc.) – suitability studies to ID areas to harvest more sunlight to support renewable energy transition. • Spatial mapping for local municipalities: develop information system (i.e., to count number of houses with solar panels). • Electricity access spatial mapping – for developmental impact. 	<ul style="list-style-type: none"> • Develop SANSA's plan to contribute to the JET.



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