



ANNUAL PERFORMANCE PLAN

2016/2017



mineral resources

Department:
Mineral Resources
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF MINERAL RESOURCES
ANNUAL PERFORMANCE PLAN
2016/2017

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FOREWORD BY THE MINISTER

Mr Mosebenzi Joseph Zwane, MP
Minister of Mineral Resources

The South African mining industry has been the cornerstone of this country's economy for well over a century. As a result, it has made a significant contribution to GDP and employment creation over the years.

The sector has, however, experienced significant challenges recently, largely due to depressed mineral commodity prices. This is not unexpected, given the cyclical nature of this industry. As Government, we remain of the firm view that this downturn in the commodity cycle provides an opportunity for the mining industry to implement measures that will assist us to take better advantage of the upswing when it occurs. We continue to view the mining sector as critical in our economy and as such, will always strive to create an environment that is conducive to increased investment.

The Department, as part of its mandate, will continue to promote and grow the sector, with the ultimate objective to ensure that it is sustainably transformed, and that we can alleviate the triple challenge that our country is faced with – unemployment, inequality and poverty. These are outlined in Vision 2030 – that forms part of the National Development Plan (NDP). The country's roadmap to eradicate the triple challenge calls on all citizens to be active in the development of the country for the benefit of all. The future belongs to everyone and it is up to all of us to make it work.

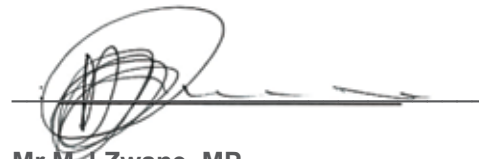
South Africa has an abundance of mineral wealth. However, as a country we need to escalate mineral value addition and increase the export of more finished goods. Accordingly, advancing beneficiation and adding value to our mineral wealth is one of the elements contained in the Nine-Point Plan as announced by President Jacob Zuma that is aimed at igniting economic growth and catalysing job creation. We therefore urge all stakeholders to partner with us in implementing this plan, for the long-term benefit of the South African economy.

It is our plan to unlock both national and global investment opportunities, enhance the nation's productive capacity, strengthen the country's research capabilities in the mining and the upstream petroleum sectors, and create an enabling environment, which will include increased State participation. It is therefore our intention to finalise the African Exploration Mining and Finance Corporation Bill. The Bill establishes the African Exploration Mining and Finance Corporation (AEMFC) through legislation. It also defines its mandate and strategic objectives, as well as strengthens the governance and oversight of the entity. It is the intention that its projects will further advance beneficiation, through ensuring that – inter alia – its products are made available for local beneficiation.

We remain committed to creating a climate that is stable and conducive to investment. To this end, the Mineral

and Petroleum Resources Development Act (2008) (MPRDA) and the Mining Charter will remain in force while the identified amendments are being addressed through the required processes. Transformation across the entire mining value chain remains at the heart of policy objectives, given South Africa's past. We will thus continue to actively increase the participation of previously disadvantaged people in the sector. Only then can we meaningfully say that South Africa indeed belongs to all who live in it.

We will continue to work with our stakeholders in the mining industry through consultative forums to proactively deal with all issues that the sector faces, and together, we will chart a way forward. In the upcoming financial year, we will convene the Mine Health and Safety Summit together with stakeholders in the mining industry. This will provide us with an update on progress made in respect of health and safety. We are also looking forward to hosting the International Geological Congress, which will contribute towards increasing the body of our country's geoscientific knowledge.

A handwritten signature in black ink, consisting of a large, stylized initial 'M' followed by a series of loops and a long horizontal stroke extending to the right.

Mr M.J Zwane, MP
Minister of Mineral Resources



FOREWORD BY THE DEPUTY MINISTER

Mr Godfrey Oliphant, MP
Deputy Minister of Mineral Resources

This Annual Performance Plan (APP) reflects the Department's continuing commitment to its entire critical mission, including the prioritisation of legislation and enforcement in order to, among other things, manage health and safety risks. I am confident that with the cooperation of all stakeholders, we will continue to serve this mission successfully.

Despite the improvements we've seen in safety statistics in recent years, we still need to proactively resolve some of the health and safety challenges which this industry continues to face. Accordingly, we will continue to monitor compliance to the Mine Health and Safety Act (MHSA), and ensure that employers reduce exposure to occupational health and safety risks. In this regard, the Department calls on all our stakeholders to adhere to the collaboration commitments and efforts as agreed at various stakeholder engagements, such as the Health and Safety Tripartite Summit held in November 2014, under the theme, "Every mine worker returning from work unharmed every day, striving for zero harm". Collaborative efforts of the Mine Health and Safety Council's (MHSC) Culture Transformation Framework (CTF) and the establishment of the Centre of Excellence (CoE) are some of the efforts that will assist in increasing the probability of realising this vision of zero harm.

The Department will continue with its programme to enhance skills development and capacitate the Mine

Health and Safety Inspectorate in collaboration with the Mining Qualifications Authority (MQA). In addition, the Department of Mineral Resources (DMR) and the Department of Higher Education and Training (DHET), as well as other relevant stakeholders, will continuously respond to the changing mining landscape by improving on skills development of mining communities, including youth, women and mineworkers which will ultimately contribute to the eradication of unemployment, poverty and inequality in the country.

The MQA, in partnership with the DHET and the DMR, spearheaded skills development programmes to respond to challenges in mining communities. These programmes have already been implemented in Limpopo, Mpumalanga, North West and Gauteng provinces. Through these programmes, close to 2 000 unemployed youth have benefited from the training of portable skills. Such interventions must be applauded, and will continue in other needy areas.


The issue of illegal mining activities remains of serious concern to us. These activities pose a danger, not only to those who are directly involved, but also to surrounding communities who are rendered unsafe. We are collaborating with various stakeholders, including law enforcement agencies and relevant government departments, as well as mining companies, labour unions and state-owned agencies, to implement measures to prevent these illicit activities. Through

these collaborative efforts we have managed to get some of the perpetrators arrested and prosecuted, and we continue to urge those with knowledge of these illegal activities to report them.

I am pleased to indicate that, together with the Departments of Health and Labour, we implemented One Stop Service Centres for ex-mineworkers. Services to be rendered at these centres include health and rehabilitation services, social services, compensation services and facilitation of access to

other benefits such as Unemployment Insurance Fund (UIF), provident and pension funds. The centres are operational in Carletonville and Mthatha, and plans are in place to launch more in the 2016/2017 financial year.

We are navigating this ship at a difficult time for the industry, not only locally, but globally as well. We believe that, if we work together, we can ensure that the mining sector emerges from this downturn poised to take advantage of the opportunities that will be presented during the upturn of the commodity cycle.



Mr G Oliphant, MP

Deputy Minister of Mineral Resources

Date:

Official sign-off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Mineral Resources, under the guidance of the Honourable Minister Mosebenzi J Zwane, MP;
- Was prepared in line with the 2015 - 2019 Strategic Plan of the Department of Mineral Resources;
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Mineral Resources is responsible; and
- Accurately reflects the performance targets that the Department of Mineral Resources will endeavour to achieve given the resources made available in the budget for 2016/2017.

Mr SDC Mokoena

Acting Chief Director:
Strategy and Monitoring

Signature: 

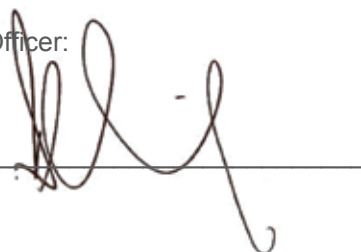
Ms R.I. Singo

Chief Financial Officer

Signature: 

Mr D Msiza

Accounting Officer:

Signature: 

APPROVED BY

Mr M.J. Zwane, MP

Executive Authority:

Signature: 

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LIST OF ACRONYMS/ GLOSSARY

ABET	Adult Basic Education and Training
AEMFC	African Exploration Mining Finance Corporation
AMD	Acid Mine Drainage
AMTS	Advanced Manufacturing Technology Strategy
BCC	Benguela Current Commission
CGS	Council for Geoscience
CIOM	Chief Inspector of Mines
COO	Chief Operating Officer
DMR	Department of Mineral Resources
DOE	Department of Education
DPE	Department of Public Enterprises
DPSA	Department of Public Service and Administration
ERM	Enterprise Resource Management
GCIS	Government Communication and Information System
GDP	Gross Domestic Product
HDSA	Historically Disadvantaged South Africans
HR	Human Resources
HRD	Human Resource Development
ICT	Information and Communication Technology
IGF	Intergovernmental Forum
IOPC	International Oil Pollution Compensation
MANCO	Management Committee
MHS	Mine Health and Safety
MHSA	Mine Health and Safety Act
MHSC	Mine Health and Safety Council
MIG-DETT	Mining Industry Growth Development and Employment Task Team (MIG-DETT)
MINTEK	Council for Mineral Technology Research
MPRDA	Mineral and Petroleum Resources Development Act
MTEF	Medium Term Expenditure Framework
MTSG	Medium-Term Strategic Framework
MQA	Mining Qualifications Authority
MSP	Master Systems Plan
MWP	Mining Work Programme

NDP	National Development Plan
NEMA	National Environmental Management Act
NGP	New Growth Path
NSDS	National Skills Development Strategy
NIHL	Noise Induced Hearing Loss
NIPF	National Industrial Policy Framework
NPA	National Prosecuting Authority
NSDS	National Skills Development Strategy
OHS	Occupational Health and Safety
OLA	Operational Level Agreement
PAIA	Promotion of Access to Information Act
PASA	Petroleum Agency South Africa
PERSAL	Personnel Salary System
PFMA	Public Finance Management Act
PMDS	Performance Management and Development System
PSETA	Public Service Sector Education and Training Authority
PWP	Prospecting Work Programme
RPL	Recognition of Prior Learning
SADPMR	South African Diamond and Precious Metals Regulator
SAMRAD	South African Mineral Resources Administration System
SARS	South African Revenue Service
SDT	State Diamond Trader
SLA	Service Level Agreement
SLP	Social and Labour Plans
SMS	Senior Management Service
SOMCO	State Owned Mining Company
UIF	Unemployment Insurance Fund
WPL	Workplace Learning
WSP	Workplace Skills Plan



PART A: STRATEGIC OVERVIEW

PART A: STRATEGIC OVERVIEW

1. Updated situational analysis

1.1. Performance delivery environment

Overall Sector performance

The mining industry remains the foundation of the country's economy and will be central to achieving government's objectives as expressed in the NDP. Implementation of elements of the mining sector strategy continues to place the industry on a more transformative and competitive trajectory, contributing to an equitable and inclusive economy as envisioned in the NDP. The following milestones were achieved:

- Gross fixed capital formation in the mining industry increased significantly under the MPRDA, from R18 billion in 2004 to R87 billion in 2014 (data source: South African Reserve Bank);
- Foreign direct investment in the mining industry grew considerably, from R112 billion in 2004 to R377 billion in 2014 (data source: South African Reserve Bank);
- Employment in the mining industry grew from 448 909 in 2004 to 495 592 in 2014;
- Whilst more still needs to be done, employment of women in the mining industry is steadily increasing, from well below 1% across all levels to marginally above 10% in 2014; and
- Gross sales of primary minerals appreciated from R125.3 billion in 2004 to R395 billion in 2014.

1.1.1. Mine Health and Safety Inspectorate

The Department continues to place particular emphasis on the health and safety of mine workers, which is crucial to the sustainability of the mining sector. As a result, progress was made in improving the record in terms of fatalities, injuries and occupational diseases in the minerals sector.

The lowest sector record of 71 fatalities was reported for the 2014/2015 financial year compared to 96 during the previous 2013/2014 financial year. This equates to an improvement of about 26% year on year. The number of mine injuries reported during the 2014/2015 period reduced by 14% from 3 136 during 2013/2014 to 2 686 during the 2014/2015 reporting period.

The number of occupational diseases also improved, from 6 810 to 6 557, which is an improvement of 3% from 2013 to 2014. The occupational diseases reported by coal and gold sectors reduced by 17% and 15% respectively. The silicotuberculosis, silicosis and coal

workers pneumoconiosis (CWP) figures reduced by 27, 26% and 25% respectively.

The strategic goal was set at zero harm level because of the mindset shift required on workplace health and safety matters. It still remains our national duty to set our goals in a way that recognises the value of life; appreciates the workers' welfare and ensures systematic care. It is our collective responsibility to eliminate the scourge of silicosis, Noise Induced Hearing Loss (NIHL) and Tuberculosis (TB), exacerbated by HIV/AIDs.

Success will require committed and sustained leadership and coordination among all stakeholders. Occupational Health and Safety (OHS) in the mining sector is a major risk factor and its mitigation requires a multipronged approach. A substantial blend of preventive measures, organisational interventions and educational programmes is needed to bring about a cultural change in workers and management alike. The Department's monitoring and enforcement through inspections, audits and issuing of compliance instructions where necessary, will be a crucial complementary component of its systemic approach.

Skills development and education

Skills development and education are key in addressing the country's triple challenge of unemployment, inequality and poverty. The Mine Health and Safety Inspectorate (MHSI) is collaborating with the DHET and other stakeholders through the MQA to improve skills development of the youth and mine employees. Training of health and safety representatives and shop stewards by accredited institutions is progressing.

The MQA implemented programmes to provide learners in townships and rural mining areas with core mathematics and physical science skills, so that professional and artisan skills can be pursued in the mining sector. These initiatives are strengthened by career guidance programmes that encourage learners to make informed choices, thus growing a pool of successful grade 12 learners who can pursue mining careers.

Learners are awarded MQA bursaries for the following engineering fields: mining, electrical, mechanical and metallurgy. The MQA also offers other skills programmes for artisan development, improving women's participation in mining and the jewellery making industry.

Monitoring compliance and enforcing legal provisions

In order to monitor and enforce compliance to health and safety measures at mines, group audits and inspections are conducted. Group audits focus on the effectiveness of control measures that were implemented to prevent rock falls, rock bursts and transport equipment accidents. Other audits evaluate mine management systems on preventing the exposure of employees to noise and dust (including silica dust), which could result in workers suffering from NIHL and silicosis. The mine management systems are also evaluated for their TB and HIV/AIDS programmes. Mine inspectors monitor compliance with the commitments of the Mining Charter to improve the living conditions of employees and the conversion of single-sex hostels into more accommodating complexes. Research determined that poor living conditions at mines exacerbate the occurrence of TB, HIV/AIDS and other health and safety concerns.

Review health and safety legislation to incorporate best practice

The Department will continue to provide leadership and participate in the initiatives and activities of tripartite institutions to ensure that the work programmes of these entities are responsive to current problems. The Mine Health and Safety Inspectorate will provide inputs during the review of the mine health and safety legislation framework to incorporate best practice; monitor the implementation of Tripartite Summit actions and support initiatives that deal with illegal mining.

Health, safety and security of women in mining

Through the Mine Health and Safety Council (MHSC), the Department conducted research on security, health and safety matters involving women in mining. Based on the outcomes of the research, guideline and awareness material will be developed to assist the industry in dealing with these matters.

Illegal mining

Illegal mining activities experienced in closed, defunct and liquidated gold mines around Gauteng continue to be a major challenge for the Department, mining companies, and local authorities. Other regions are also reporting an increase in illegal mining, and rival gangs at both surface and underground operations are a major concern. The Department will continue to collaborate with law enforcement agencies to combat illicit activities. Illegal Mining Forums were established in Gauteng, Mpumalanga, Free State, Eastern Cape

and Northern Cape and continue to meet on a regular basis to implement strategies to combat illegal mining operations.

Progress was made in this regard, including the sealing of open holes and shafts; mining of outcrops, as well as the arrest of crime syndicates who are fuelling the illicit activities.

The Portfolio Committee on Mineral Resources also conducted oversight visits in the affected areas during the year to apprise themselves of the illegal mining situation in the Gauteng region.

1.1.2. Mineral Regulation branch

Progress on the One Environment System

On 8 December 2014, the Department commenced with the implementation of the One Environment System. The implementation of this integrated mining licensing system was guided by a strategy for sustainable growth and competitiveness of the mining industry, which identified the fragmented licensing system as one of the key constraints to attracting investment in South Africa. As a consequence of this fragmentation, investments could not be unlocked and there was uncertainty concerning the investment climate. Guided by the implementation plan that was developed, Environmental Mineral Resources Inspector (EMRI) training was provided to all nine (9) regional managers as well as to an additional 60 officials, through a programme implemented by the University of Pretoria. Designation and grading of officials as EMRIs who have successfully completed the training is done on an ongoing basis. Within the constrained economic environment, the said training is planned to continue during the Medium Term Expenditure Framework (MTEF) period. The major challenge relates to funding of posts.

Strengthening the licensing system

South African Mineral Resources Administration (SAMRAD) is an online licensing system that was developed and deployed in 2011 with a view to implementing the Mining Sector strategy, but also in response to challenges that were raised by users of our cadastral system as evidenced by litigation and risks that were identified at the time. The first phase of the SAMRAD system focused on development of an application platform to enable the online lodgement of applications. Limited functionality of the system at the time prevented other forms of online applications from being lodged. To improve ease of use of the system by the public and compatibility with other government systems, a new geographical information system called ARC-GIS was deployed. The deployment of ARC-GIS improved functionality. The modernisation

of the system will continue to receive priority with new modules being deployed to cater for ancillary applications, implementation of an integrated licensing system as well as alignment to amendments of the MPRDA.

Saving jobs

The mining sector has entered a phase characterised by depressed global commodity prices, as a consequence of challenges within the global economic environment. The situation resulted in the loss of a number of jobs in the mining sector. In response to challenges relating to job losses, a declaration was signed by various stakeholders to amongst other, save jobs. Implementation of the imperatives of the stakeholder declaration will continue and has started to yield some positive results.

Socio economic development within mining and labour sending communities

The implementation of the Special Presidential Package on the revitalisation of mining communities, which addresses part 3 of the Social Accord, was integrated into the work of the Department. The fifteen mining towns and fourteen labour sending areas, which are a priority in the package, will continue to receive attention.

Mining in South Africa often takes place on communal land or in close proximity to residential areas, either as a consequence of encroachment of residential areas into mining, or for a number of other reasons. A key area that requires attention is spatial planning and legacies around how mining was planned for, in the past. This has in some instances, led to conflicts over land use. It became an imperative to have mechanisms in place to work closely with provincial and local government to deal with such conflicts that arise either from consultation processes or during the mining phase. During the previous financial year, the Department held 263 consultations, the majority of which was in Gauteng and the rest in North West and Limpopo. This will remain an area of focus in the future.

Enforcement

The monitoring and enforcement of compliance of mining right holders will continue to receive priority. There are two fundamental principles in the MPRDA that inform monitoring and audit of compliance with the terms and conditions of issued rights. These are:

- Giving effect to section 24 of the Constitution by ensuring that the nation's mineral and petroleum resources are developed in an orderly and

ecologically sustainable manner while promoting social and economic development; and

- Ensure that holders of mining and production rights contribute to the socio-economic development of the areas in which they operate and also ensure that meaningful transformation is realised.

1.1.3. Mineral Policy and Promotion branch

Mining Operation Phakisa

The Department was engaged in Mining Operation Phakisa project with the purpose to investigate initiatives that will catalyse the growth and developmental impact of the mining sector as a strategic priority as defined in the NDP. The broad objective of Mining Operation Phakisa is to optimise the economic potential and developmental impact of the mining sector, across the value chain.

The specific objective of Mining Operation Phakisa is to establish catalytic processes that would:

- Revitalise investment along the mining sector value chain (from exploration to processing) with particular emphasis on enhancing policy and regulatory coherence and efficiency;
- Position South Africa's mining industry to exploit resources that are presently not mineable and, in doing so, galvanise the development of a world leading mining technology design and manufacturing cluster;
- Drive the development of technologies and industries that would benefit South Africa's resource wealth;
- Significantly impact on enhancing the living conditions and economic prospects of mining communities; and
- Enhance the industry's sustainable utilisation of scarce infrastructure resources.

The outcomes of Mining Operation Phakisa will inform the review of the mining sector strategy as well as the Mining Charter.

Regulatory framework

The Mining Charter as indicated above will be reviewed following the recent assessment of compliance levels by industry, to strengthen its efficacy as an existing instrument that advances the transformation of the mining and upstream petroleum industries. Emphasis of the review, in line with government's Nine-Point Plan will be on augmenting procurement of local goods requirements to create demand for locally manufactured goods and services.

It is envisaged that the MPRDA Amendment) Bill will be finalised in 2016/2017, as it is currently before Parliament to address the Presidents' concerns, which include insufficient community consultations through the National Council of Provinces. The Mine Health and Safety Bill will be introduced to Parliament subsequent to extensive consultation at the National Economic Development and Labour Council (NEDLAC). In addition, Cabinet approved the gazetting for public comments of the African Exploration Mining and Finance Corporation (Pty) Ltd (AEMFC) Bill. This Bill aims to provide for establishment of AEMFC (a state mining company) through an Act of Parliament. As soon as all the Bills have been passed through Parliament, the drafting process for the Regulations will commence.

Mineral beneficiation

The Nine-Point Plan identifies mineral beneficiation as one of the main plans of government to catalyse economic growth. The Government's MTSF designated the Department of Trade and Industry (the dti) as the lead department in developing value chain specific interventions, with DMR as a supporting department. The departments will draw on the mineral beneficiation

1.2. Organisational Environment

The DMR consists of four programmes as indicated in the table below:

Summary of the DMR's organisational structure

Table 1 DMR Organisational Structure

Programme	Subprogrammes
1. Administration	1.1 Ministry 1.2 Corporate Services 1.3 Department Management 1.4 Financial Administration 1.5 Internal Audit
2. Mine Health and Safety Inspectorate	2.1 Mine Health and Safety (Regions) 2.2 Governance Policy and Oversight
3. Mineral Regulation	3.1 Mineral Regulation and Administration 3.1 Mineral Regulation and Administration 3.2 Management Mineral Regulation
4. Mineral Policy and Promotion	4.1 Mining and Minerals Policy 4.2 Mineral Promotion 4.3 Economic Advisory Services 4.4 Mine Environmental Management

In an effort to ensure that its organisational structure addresses the needs of its mandate and strategic direction, the Department embarked on a restructuring process which also includes a business mapping exercise. While the restructuring is an ongoing endeavor, the Department will continue to move with fortitude and speed to recruit, develop and retain a qualified and diverse workforce suited to the demands of the 21st century.

policy document and policy levers to unlock the identified constraints, which includes the following:

- The MPRDA, as amended; and
- The Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry (Mining Charter).

Shale gas

Following the gazetting of Regulations for Petroleum Exploration and Production, the DMR is currently promoting research on shale gas. Research will be carried out with the objective to enhance current knowledge on shale gas as well as identify other unknown shale gas occurrences. The sensitive nature of the process, possible negative environmental impacts associated with the process and lack of information and knowledge on technical aspects of the hydraulic fracturing process in South Africa will be taken into consideration. This plan will see the DMR in partnership with its State Owned Entities, namely the Council for Geoscience (CGS) and the Petroleum Agency South Africa (PASA) undertaking a research programme on petroleum exploration and exploitation of shale gas resources during the MTEF period.

PROGRAMME 1: Administration

This programme provides strategic management and administrative support services to the Ministry and the Department and consists of the following:

- Corporate Services
 - Human Resources;
 - Auxiliary Support Services;
 - Communication;
 - Legal Services;
 - Special Projects; and
 - Security Risk Management
- Internal Audit
- Financial Administration
 - Finance (Financial Accounting, Management Accounting and Supply Chain Management); and
 - Information Management (Information Technology and Systems Development & Maintenance).
- Chief Compliance Officer
 - State-Owned Entity Oversight;
 - Risk Management; and
 - Strategic Planning, Monitoring and Evaluation.

Corporate Services

Following identified needs, Corporate Services will continue to align the Department's organisational structure with its mandate. Structural needs will inform the content of the Department's Human Resource (HR) Plan when it is reviewed.

Programme focus areas

Human Resources

On the other hand, the Corporate Services unit will continue to implement the Department's Integrated Human Resource Plan, which covers, among other things, HR capital needs, individual HR development strategies, talent management and knowledge management. The implementation of the Recruitment and Retention Strategy and the National Vetting Strategy will also continue during the year in order to ensure a well-capacitated organisation with personnel of high integrity. Corporate Services will continue with robust skills development programmes to strengthen and grow the talent of the current workforce, particularly in the area of scarce skills.

Increased focus will be placed on matters relating to the filling of posts, employment equity and staff retention. The Department is confident that in the ensuing period there will be a noticeable improvement in the turnover and vacancy rates, as well as employment equity. Furthermore, the e-disclosure system, which requires senior management officials to disclose their financial interests electronically was rolled out in 2015 and will be monitored going forward. Extensive promotion of the system and training of existing and new senior management officials are essential for legislative deadlines to be met. To ensure that there is a joint effort between Corporate Services and line functions towards the achievement of strategic objectives, the Corporate Services unit will continue to build relationships with the Department's branches through an operational level agreement and Human Resources Marketing Strategy.

Communication

The Chief Directorate: Communication, in conjunction with the Government Communication and Information System (GCIS) and other stakeholders, will conduct a communication and marketing campaign to generate and popularise awareness of shale gas and hydraulic fracturing. The strategic aim is to inform, educate and create an understanding among South Africans of the potential of the energy resource to contribute to realising the objectives of the NDP, as well as the Nine-Point Plan aimed at growing an inclusive economy.

Through this campaign, the Department will inform and educate communities of the potential of shale gas and the intricacies of hydraulic fracturing and its associated extraction methodology. The Department will continue to communicate its programmes and promote the mineral industry of the country, both nationally and internationally, in conjunction with all line functions.

Legal Services

With the assistance of Human Resources, efforts will be undertaken to source talent for increased capacity to cope with its workload in order to improve service delivery. In addition, the unit will continue to improve litigation management, which may result in the saving of legal costs. Continuous review of Promotion of Access to Information Act (PAIA) processes and an improved understanding of those processes will maintain the Department's ability to meet legislative time frames.

Internal Audit

The Internal Audit unit is a critical partner to the Department's line function and other support services. It provides independent and objective assurance and consulting services on internal control, risk management and governance processes to assist the Department to

achieve its strategic objectives. The unit's focus areas are ensuring compliance and conducting financial, IT and performance audits, as well as special investigations. It evaluates controls for adequacy, effectiveness and efficiency and recommends measures to optimise the control environment, where necessary. The unit reports administratively to the Accounting Officer and functionally to the Audit Committee.

The Audit Committee provides continuity in reviewing the effectiveness of internal controls, risk management and governance processes, as well as evaluating financial statements, the Department's performance and the effectiveness of the internal audit function.

Financial Administration

Financial Administration provides a wide range of information to both internal and external stakeholders. The unit's clients include, among others, the Department's senior management team, oversight bodies, National Treasury and the Auditor-General. The focus for the medium term will be to ensure that the financial management maturity level of the Department is improved. The unit will accomplish this by focusing on the following specific areas:

- The Finance and Supply Chain unit will review the financial management processes and make improvements to build upon and develop the current methods. This is to ensure that the official accounting records of the Department are up to date, accurate, and complete and that they provide timely financial information for decision-making; and
- The Office of the Chief Information Officer will implement the alignment of Information and Communication Technology (ICT) Governance with Enterprise Architecture practice and business process re-engineering. This will ensure that ICT goals are aligned and support the Department's strategic objectives, and that optimum business value is realised from ICT-related investments, services and assets.

Office of the Chief Compliance Officer

The office of the Chief Compliance Officer will continue to exercise its responsibility to coordinate the Department's strategic planning and risk management, as well as monitor and evaluate its outputs and outcomes. The unit is the Department's focal point on corporate governance. In conjunction with line function branches and the Accounting Officer, the unit will undertake its oversight role of public entities reporting to the Minister of Mineral Resources.

PROGRAMME 2: Promotion of Mine Health and Safety

This programme ensures the safe mining of minerals under healthy working conditions, and comprises two subprogrammes:

- Mine Health and Safety (Regions); and
- Governance Policy and Oversight.

Mine Health and Safety (Regions) is responsible for audits, inspections, investigations and inquiries, enforcing the MHS Act and its provisions, examination services and providing professional advice. The Policy and Oversight subprogramme develops policies and legislation to guide enforcement work, provide technical support to regional offices, chair tripartite structures and facilitate HIV/AIDS work in the sector.

Programme focus areas

Capacity development and process improvement

The Department and the MQA will implement current initiatives and ensure that strategies are in place to address the skills shortage in the mining industry. The branch will review and implement work processes to optimise the benefit of capacity development and further entrench continuous improvement. Education and training programmes with universities will be consolidated to improve workplace-integrated learning for health and safety inspectors. Internal capacity will be improved to focus on high-risk areas, such as uneven ground and occupational diseases, as well as to ensure effective prosecutions.

Monitoring and evaluation of occupational health programmes at mines

The Department will consolidate and define occupational health functions to address current and emerging challenges. This includes improving health surveillance and monitoring at mine sites, as well as cooperating with other public agencies to promote occupational health at these sites.

Monitoring and evaluation of mine safety programmes

Focus will also be placed on monitoring and evaluation of mine safety programmes. This involves monitoring compliance with mine health and safety-related legislation by way of audits, inspections, investigations and inquiries and participating in matters likely to impact on the health and safety of mine employees and the people in surrounding communities.

Review health and safety legislation to incorporate best practice

The Department will provide leadership and participate in the initiatives and activities of tripartite institutions to ensure that the work programmes of these entities are responsive to current problems.

The branch will provide inputs during the review of the mine health and safety legislation to incorporate best practice, monitor the implementation of Tripartite Summit actions and support initiatives dealing with illegal mining and other mining related safety matters, especially blasting operations near residential areas and any other structures to be protected.

PROGRAMME 3: Mineral Regulation

This programme regulates the minerals and mining sector to promote economic growth, employment, transformation and sustainable development. Mineral Regulation is also responsible for the administration of prospecting and mining rights licensing and compliance with the MPRDA, including environmental management compliance by mines.

The programme comprises two subprogrammes:

- Mineral Regulation and Administration; and
- Management Mineral Regulation.

Programme focus areas

During the MTEF period, the branch will continue to improve level of service delivery in respect of the adjudication of rights and permits in line with legislation. This will enhance sector competitiveness and ensure transparency and accountability. The refinement of the Department's administrative processes, including the organisational structure, will ensure that the regulatory framework is implemented effectively. The branch will monitor the empowerment of historically disadvantaged South Africans (HDSA), especially women, closely in terms of the related MPRDA. In this regard, the branch structure is being reassessed to meet its capacity more effectively, as well as the requirements of compliance, monitoring and evaluation.

The Department will continue to implement and enhance the online system for lodging and administering mining and prospecting applications to ensure transparency and accountability from officials involved in processing applications. It will continue to extend its monitoring and compliance inspections during 2016/2017, as well as implement a recruitment process to increase monitoring and evaluation capacity.

The Department will furthermore adopt a more proactive approach to engaging the mining industry, communities and stakeholders about the quality, sustainability and transformation of the mining industry to achieve the objectives of the MPRDA. Improved cooperative governance will enable the DMR to share information with the relevant stakeholders, as well as interested and affected parties, to achieve a holistic approach to regulating the minerals sector. Compliance with environmental management, the Mining Charter, the optimal utilisation of mineral resources and the eradication of illegal mining remain key focus areas.

The integration and streamlining of the time frames between the processing of applications for mining or prospecting rights, environmental authorisations and water use licenses are intended to align existing time frames for processing the respective applications in a positive manner. This represents a significant improvement in service delivery, both in terms of certainty regarding security of tenure when mining or prospecting rights are issued, and in terms of improved turnaround times resulting from the processes being finalised in parallel rather than sequentially, as was previously the case.

The necessary recruitment process has already begun. The activities of advertising, filling of vacancies, procurement and training are far advanced, and the necessary state of readiness will be achieved well in time for implementation when the legislative framework, which includes amendments currently in process in respect of the MPRDA, NEMA and the National Water Act are finalised.

PROGRAMME 4: Mineral Policy and Promotion

This programme formulates mineral-related policies and helps promote the mining and minerals industry of South Africa in order to make it attractive to investors. It comprises the following subprogrammes:

- Mineral Policy;
- Mineral Promotion;
- Economic Advisory Services; and
- Mine Environmental Management.

Mineral Policy

This unit develops new policies, reviews existing policies and amends legislation to promote investment growth and achieve transformation in the minerals and mining industry.

Mineral Promotion

This unit promotes mineral development and advises on trends in the mining and minerals industry to attract additional investment.

Economic Advisory Services

The function of Economic Advisory Services is to undertake macro-economic research and analysis, to inform Executive Management and the Department in its engagements with industry stakeholders.

Mine Environmental Management

This unit provides strategic guidance in mine environmental management and mine closure issues, including the management of derelict and ownerless mines.

Programme focus areas

The unit prioritised the implementation of the Nine-Point Plan (as aligned to the NDP) and implementation of Operation Mining Phakisa. The former includes, albeit is not limited to, the advancement of mineral beneficiation, shale gas development, promotion of the mining and upstream petroleum industry, as well as implementation of Oceans Operation Phakisa. In addition, the branch will play a central role in the implementation of Mining Operation Phakisa outcomes.

Advancing Mineral Beneficiation

The Nine-Point Plan identified the advancement of mineral beneficiation as one of the critical interventions to unlock requisite economic development. In this regard, the beneficiation projects were identified in line with priority mineral value chains determined by the mineral beneficiation strategy, which include:

- Energy value chain – assessment of uranium and thorium resources is being undertaken. In addition, the national coal policy is being developed. In both cases, the projects are intended to contribute to the national energy security initiative; and
- Shale gas development – the finalisation of the Regulations for development of petroleum resources, including shale gas, was necessary to respond to the concerns of society in respect of possible risks associated with extraction techniques for shale gas. The focus on the advocacy programme is a subject of implementation in order to raise public awareness on the measures introduced

to mitigate the risks raised by society. The processing of applications will be a focal point.

Implementation of the Oceans and Mining Operation Phakisa programmes

Oceans Operation Phakisa was concluded in October 2014 and an implementation plan for delivery of “Big Fast Result” was adopted for implementation. The Branch hosts the delivery unit for Oceans Operation Phakisa and continues to implement initiatives of Oceans Operation Phakisa that relate to the work of the DMR.

Mining Operation Phakisa is intended to unlock the development potential of the industry as a catalyst for broader development. The conclusion of this Phakisa will culminate in a programme of implementation, which will be coordinated by the unit.

Mining Charter review and focused skills development initiative

The mining charter has been implemented for the 11th year as an instrument to effect transformation of the mining sector. With the benefit of hindsight, it is a subject of review to strengthen the efficacy of the instrument substantially to enhance implementation and monitoring of the instrument.

The Human Resources Development element of the mining charter will be reconfigured to optimise the skills development impact, in order to enable attainment of optimal development and meaningful transformation of the sector, recognising that skills are a fulcrum of development.

Review of the mining strategy

The mining strategy was developed in 2010 and is a subject of review in order to incorporate Mining Operation Phakisa outcomes and align it to the objectives of the NDP. To this end, Mining Operation Phakisa will constitute a critical input in shaping the development of the mining strategy, intended to ensure optimal development of the industry.

Policy development

For the period under review, the branch will focus on the development of the following legislation:

- The MPRDA Amendment Bill, scheduled for completion in 2016. This principal mining act will require substantial regulations to support its orderly implementation;
- The MHSA Amendment Bill, which is a subject of amendment in the 2015/2016 financial year;

- Legislative establishment of the Petroleum Agency of South Africa; and
- Legislative establishment of the AEMFC.

Promotion of the mining industry

The South African mining industry remains the wealthiest in the world, with the geological potential for discovery of world class deposits. The Department will focus on promoting the developmental potential of the industry, with the intention of attracting investment and achieving above the national economic growth average compounded over the period under review.

Derelict and ownerless mines

The strategy for the management and rehabilitation of derelict and ownerless mines in South Africa aims to guide the management of mining environmental legacies. It proposes a prudent course of action for the state to discharge its responsibility regarding constitutional rights as contemplated in section 24 of the Constitution. The implementation of the strategy will continue with annual updates of the estimated state liability for the rehabilitation of derelict and ownerless mines being completed by actuarial scientists commissioned by the Department. The Department plans to rehabilitate 220 derelict, ownerless and dangerous mine sites in the period between 2014 and 2019.

1.3. Description of the strategic planning process

The review of the Strategic Plan was divided into two phases: the validation of the vision and mission, as well as confirmation of the medium-term and annual performance plan. The Department took cognisance of the NDP, government's priorities outlined in the MTSF 2014 - 2019 and the ways in which it can, with the mining sector, contribute to national imperatives, which include implementation of the Nine-Point Plan. The second phase of developing the strategy involved a technical evaluation of the strategic objectives and measures of each branch. This resulted in streamlined, 'SMART' measures and less high-level and operational measures, which enhances the Department's reporting procedure.

In line with the requirement of the government wide framework for Strategic Plans and Annual Performance Plans any amendment to the strategic plan of 2014/19 was reflected on annexure D and E of the Annual Performance Plan.

The DMR's four strategic outcome-oriented goals linked to the national outcome priorities and aligned with the balanced scorecard model are reflected in the next section.

2. Revision to legislative and other mandates

2.1. Constitutional mandate

The Department's mandate is found in section 24(b) (iii) of the Constitution of South Africa (Act No. 108 of 1996).

2.2. Legislative mandate

The key principal legislation, namely, the MPRDA and the MHSA, provide the regulatory framework for promotion and regulation of the industry, as well as the equitable access to and the sustainable development of the nation's mineral resources and related matters.

2.3. Policy mandate

The Minerals and Mining Policy for South Africa (White Paper published in October 1998) ensures the transparent and efficient regulation of the development of South Africa's mineral resources and mineral industry to meet national objectives and bring optimum benefit to the nation. The policy issues in the White Paper were enunciated in relevant legislation. In addition, programmes of the Department are guided by the NDP and the Nine-Point Plan aimed at growing the economy of the country in an inclusive manner.

2.4. Planned policy and legislative initiatives

The Department will continue working on, and also initiate and finalise policy and legislative initiatives as indicated below:

- Review the MPRDA, including its regulations (MPRDA Bill expected to be concluded during this period);
- Legislative establishment of the AEMFC;
- Review the MHSA, including its regulations;
- Conduct the Socio-economic Impact Assessment of identified legislation;
- Review and implement the Broad-Based Socio-Economic Empowerment Charter and update the scorecard with a detailed explanatory memorandum and
- Develop the PASA Bill.

2.5. Significant pending litigation (Court cases)

Chamber of Mines v Minister of Mineral Resources and J H Scholes v Minister of Mineral Resources

In the above two separate court applications, the applicants are seeking declaratory orders in relation to the interpretation of the HDSA ownership requirement of the Mining Charter. The central issue to be decided is the applicability of the once empowered always empowered notion. The legality of the Charters is also challenged, seeking to declare it unenforceable and being merely inspirational policy documents.

As can be seen from the essence of the disputes, these cases are of significant importance for the transformation of the mining industry in accordance with the legislative mandate of the Department.

Treasure the Karoo Action Group v Minister of Mineral Resources and John Stern & 15 Others v Minister of Mineral Resources

In the above two court applications, the legality of the recently published Petroleum Exploration and Production Regulations are challenged for review on various grounds. These Regulations were published to augment the existing Mineral and Petroleum Resources Development Regulations and to allow for the processing of applications which involves hydraulic fracturing for shale gas exploration and production.

These cases, which are at initial stages, have the potential to jeopardise the initiative to explore the potential of the economic and social benefits that may be contained in shale gas.

3. Overview of 2016- 2017 Budget and MTEF estimates

3.1 Expenditure estimates

Table 2 - DMR 2016/2017 Appropriation per Programme

Budget summary						
R 000	Total to be appropriated R 000	Current payments			Transfers and subsidies R 000	Payments for capital assets R 000
		Compensation of employees R 000	Goods and services R 000			
Administration	310 868	171 702	125 047	3 162	10 957	
Promotion of Mine Health and Safety	184 934	153 995	29 809	-	1 130	
Mineral Regulation	270 786	178 390	38 593	53 205	598	
Mineral Policy and Promotion	902 489	68 043	65 786	767 723	937	
Total expenditure estimate	1 669 077	572 130	259 235	824 090	13 622	

Expenditure estimates							
PROGRAMME R 000	AUDITED OUTCOME			ADJUSTED APPROPRIATION R 000	REVISED ESTIMATE R 000	MEDIUM-TERM EXPENDITURE ESTIMATE	
	2012/2013 R 000	2013/2014 R 000	2014/2015 R 000			2016/2017 R 000	2017/2018 R 000
Administration	295 254	308 572	315 220	308 870	308 870	310 868	322 085
Promotion of Mine Safety and Health	140 715	153 220	167 492	184 431	184 431	184 934	191 080
Mineral Regulation	191 395	205 521	237 659	263 715	263 715	270 786	426 588
Mineral Policy and Promotion	546 278	719 906	754 786	881 526	881 526	902 489	907 491
Total	1 173 642	1 387 219	1 475 157	1 638 542	1 638 542	1 669 077	1 847 244
Changes to 2016 budget estimate						-15 788	114 620

Expenditure estimates							
AUDITED OUTCOME	ADJUSTED APPROPRIATION			REVISED ESTIMATE	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2012/2013	2013/2014	2014/2015		2015/2016	2016/2017	2017/2018
R 000	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
ECONOMIC CLASSIFICATION							
Current payments	623 804	688 802	739 774	800 101	831 365	855 343	895 362
Compensation of employees	395 914	435 251	484 620	548 440	572 130	579 130	604 785
Goods and services	227 890	249 551	255 154	251 661	259 235	276 213	290 577
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	525 110	688 499	723 731	826 919	824 090	980 127	916 775
Departmental agencies and accounts	269 138	321 091	347 276	394 751	433 519	429 855	370 459
Public corporations and private enterprises	253 531	364 709	370 854	430 795	389 125	548 754	544 710
Households	2 441	2 699	5 601	1 373	1 446	1 518	1 606
Payments for capital assets	24 536	13 908	11 652	11 522	13 622	11 774	12 457
Buildings and other fixed structures	408	92	2 937	2 503	3 852	4 044	4 278
Machinery and equipment	24 128	13 816	7 163	8 889	9 770	7 730	8 179
Software and other intangible assets	-	-	1 552	130	-	-	-
Payments for financial assets	192	10	-	-	-	-	-
Total	1 173 642	1 387 219	1 475 157	1 638 542	1 669 077	1 847 244	1 824 594

PROGRAMME	AUDITED OUTCOME				ESTIMATE	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2012/2013	2013/2014	2014/2015	2016/2017		2017/2018	2018/2019	
HUMAN RESOURCES (HEADCOUNT)	Funded Posts	428	429	426	399	399	399	399
	Approved Posts	529	534	535	535	535	535	535
Mine Health and Safety Inspectorate	Funded Posts	323	321	323	283	283	283	283
	Approved Posts	404	404	404	404	404	404	404
Mineral Regulation	Funded Posts	371	415	414	409	415	415	415
	Approved Posts	642	688	688	688	688	688	688
Mineral Policy and Promotion	Funded Posts	123	126	125	112	112	112	112
	Approved Posts	156	156	156	156	156	156	156
Total	Funded Posts	1 245	1 291	1 288	1 203	1 209	1 209	1 209
Total	Approved Posts	1 731	1 782	1 783	1 783	1 783	1 783	1 783

3.2 Relating expenditure trends to strategic outcome oriented goals

Over the medium term, the DMR will continue to implement programmes that contribute towards promoting investment and achieving a stable regulatory framework in the mining sector to achieve objectives identified in the NDP, as well as contributing more broadly to an equitable and inclusive economy. The Department initiatives outlined in the annual performance plan will make key contributions to government's 2014-2019 MTSF, particularly outcome 4 (decent employment through inclusive growth), outcome 6 (an effective, competitive and responsive economic infrastructure network) and outcome 10 (protect and enhance our environmental assets and natural resources).

The overall budget of the Department increases at an annual average growth rate of 3.7% over the medium term. The change to the 2016/2017 budget reflected on the expenditure estimates relates to an additional allocation of R227.852 million over the MTEF of which R56.257 million relates to reduction of compensation of employees, and goods and services of R21.018 million as part of a cost containment measure. R305.127 million is meant for the promotion of petroleum exploitation and the exploration function.

The Mineral Regulations programme budget will increase by an annual average of 19.7% over the medium term. This is attributed to the additional allocation of R305.127 million for the PASA, which receives additional funding because since its inception, the company has funded its activities for petroleum exploration and exploitation and data sales from reserves collected. Current reserves will enable it to meet costs until the end of the 2016 /2017 financial year. The Mineral Policy and Promotions programme decreases by 1.8% in 2018/2019. This is as a result of the discontinuation of the Economic Support and Competitiveness Package (ESCP) allocations attributed to the Council for Geoscience and the Council for Mineral Technology Research (MINTEK), whereas the Mine Health and Safety programme increases by an annual growth rate of 2.4% over the medium term. It is partly due to transfer payments to the MHSC which ceased in 2014/2015 and will resume in 2017/2018 and beyond. The Department will monitor the implementation of the 2014 Mine Health and Safety Tripartite Summit commitments and action plan through the MHSC.

The compensation of employees budget represents 34.3% (R572.130 million) of the 2016/2017 total budget of R1.669 billion and 32.9% (R1.756 billion) of the R5.341 billion over the MTEF of which the Mineral Regulations, Mine Health and Safety and Mineral Policy and Promotion programmes contribute 69.6% (R1.223 billion) of the total compensation of employees budget of R1.756 billion, over the medium term. The higher contribution to the compensation of employees budget is due to the labour intensive nature of inspections and technical expertise required for the job. The compensation of employee's budget remains inadequate to fund the total establishment. The Department is in the process of rationalising the structure in order to align critical services delivery priorities to the available budget.

The goods and services budget only represent 15.5% (R259.235 million) of the 2016/2017 total budget of R1.669 billion and 15.5% (R825.661 million) of the R5.341 billion over the MTEF. The main cost driver is the subsistence and travelling costs which is R204.980 million or 24.8% of the goods and services budget. This is mainly for monitoring compliance and inspections followed by operating leases at R110.083 million or 13.3% of the total budget for goods and services. Included in the operating leases are office accommodation costs, the remainder is for contractors which represents 12.0% (R99.209 million) of the total budget for goods and services.

Transfers contributes 49.4% (R824.090 million) of the 2016/2017 total budget of R1.669 billion or 50.9% (R2.721 billion) of the R5.341 billion budget over the MTEF. Included in the transfers is the amount allocated to entities reporting to the Department in terms of their enabling legislation. The detail relating to the relationship with the Department are outlined in the links to other plans section. The spending focus will also be directed towards assistance of SMMEs in the mining sector over the medium term of which an amount of R27.434 million is allocated in 2016/2017 and R86.712 billion over the MTEF, working with the Industrial Development Corporation (IDC) as an implementing agent.



PART B: **PROGRAMME AND** **SUBPROGRAMME PLANS**

PART B: PROGRAMME AND SUBPROGRAMME PLANS

4. PROGRAMME 1: Administration

4.1 Strategic objectives and annual targets for 2016/2017–2018/2019 (Corporate Services)

BRANCH: CORPORATE SERVICES		AUDITED			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019			
Equitable and sustainable benefit from mineral resources (customer/stakeholder)	Contribute to skills development	Number of mining career awareness initiatives	18	19	20	18	10	11	<ul style="list-style-type: none"> Facilitate mining career guidance for vulnerable groups at basic education institutions and in communities. Market DMR and mineral and mining sector career opportunities/skills requirements at institutions of higher education and training and career exhibitions. 		
			35	23	20	20	20	20	<ul style="list-style-type: none"> Conduct targeted learner programme for careers in mining. Solicit bursaries for learners. 		
	Sustainably develop vulnerable groups	Number of identified projects facilitated for vulnerable groups	4	6	7	7	8	8	<ul style="list-style-type: none"> Initiate and facilitate the implementation of projects on skills development and enterprise development targeting women, people with disabilities and youth. 		

BRANCH: CORPORATE SERVICES			AUDITED				ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019					
	Communicate DMR programmes with internal and external stakeholders	Implement DMR Communication Strategy	n/a	n/a	100%	100%	100%	100%	<ul style="list-style-type: none"> Media and stakeholder engagement held. Public participation programmes implemented (published/broadcast) items from DMR initiatives. Branch inputs received and updated on the website and intranet. Published/broadcast positive and balanced news items from DMR initiated activities. 				
	Provide adequate facilities for effective service delivery	% of facilities aligned with business needs	88%	94%	90%	94%	100%	100%	<ul style="list-style-type: none"> Implement Facilities Management Strategy. 				
Efficient, effective and development-oriented department (internal processes)	Develop, review and improve internal processes/guidelines/procedures	Number of policies/guidelines developed and/or reviewed	8	10	6	4	4	4	Three (3) policies reviewed, one (1) developed: <ul style="list-style-type: none"> Sexual Harassment; Recruitment and Selection; and, Performance Management and Development System (PMDS) policy, Job evaluation. 				

BRANCH: CORPORATE SERVICES			AUDITED			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019				
		Number of improved processes/re-engineered	7	15	15	15	15	15	<ul style="list-style-type: none"> Map and re-engineer/improve departmental processes. 			
	Provide professional legal support and advisory service to the Ministry and the Department	% timeous responses to opinions, appeals, enquiries, agreements and litigations	87%	84%	80%	80%	80%	80%	<ul style="list-style-type: none"> Manage appeals emanating from the implementation of the DMR's legislation and regulations. Manage litigation by and against the Department. Manage the drafting/vetting of agreements on behalf of the Department. Process PAIA requests in accordance with the Act. Manage inquiries into mine accidents. Provide legal opinions to advise the Ministry and the DMR. 			

BRANCH: CORPORATE SERVICES			AUDITED			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019				
	Improve turnaround times	% adherence to defined turnaround times	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Receive and process Parliamentary questions and Presidential Hotline queries. Develop and implement recording register. Compile monthly compliance reports. Review and publish service catalogue on intranet. Investigate grievances, misconduct and incapacity. Conduct enterprise resource management (ERM) workshops. Conduct Employment Relations Management (ERM) workshops. 			
		% adherence to service level agreements (SLAs)	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Enforce compliance with revised SLAs (cleaning, building maintenance, GG vehicles). 			
	Ensure implementation of national strategies	Number of vetting files completed	122	120	100	120	100	100	<ul style="list-style-type: none"> Identify and vet strategic positions. 			

BRANCH: CORPORATE SERVICES			AUDITED			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019				
		% of pre-employment screening requests processed	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Screen all prospective DMR employees. 			
		% of service providers' and contractors' screening requests processed	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Screening of prospective service providers and contractors of the Department. 			
		Number of Gender Equality Strategic Plans implemented	n/a	n/a	10	10	10	10	<ul style="list-style-type: none"> Develop annual action plans' Incorporate the 8 principle action plans in all managers' performance agreements. Conduct workshops on GESF. Review existing policies. Conduct gender audits. Facilitate the leadership skills pipeline and economic empowerment of women, Mentors and Mentorship training/ gender mainstreaming. Establishment of the gender forum. 			

BRANCH: CORPORATE SERVICES			AUDITED			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019				
												<ul style="list-style-type: none"> Compile a report to the Management Committee (MANCO)/ The Department of Public Service and Administration (DPSA). Monitor recruitment of people with disabilities and provision of suitable facilities.
		Number of health, safety and wellness programmes implemented	21	20	8	8	20	20				<ul style="list-style-type: none"> Ensure implementation of wellness, health and safety programmes.
	Ensure compliance with legislation (HR and Occupational Health and Safety (OHS)	Number of actions implemented to ensure submission of financial disclosures	n/a	n/a	n/a	5	5	5				<ul style="list-style-type: none"> Circulation of an internal memo. Register new employees on the system. Update MANCO on progress of submission. Advise delegated authority to approve submitted disclosures. Initiate disciplinary actions for non-compliance.

BRANCH: CORPORATE SERVICES		AUDITED				ESTIMATE				MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019					
		% Human Resource Development (HRD) Plan/ Workplace Skills Plan (WSP) submitted to DPSA, Public Service Sector Education and Training Authority (PSETA) and the MQA within the prescribed time frames (30 April annually)	n/a	100%	100%	100%	100%	100%				<ul style="list-style-type: none"> Facilitate the submission of HRD Strategy inputs and performance development plans from branches by 30 April annually. 	
		Number of actions implemented to ensure submission of performance agreements	n/a	n/a	n/a	4	4	4				<ul style="list-style-type: none"> Circulation of an internal memo. Update MANCO on progress of submission. Capture performance agreements on PERSAL. Initiate disciplinary actions for non-compliance. 	
Efficient, effective and development-oriented department (learning and growth)	Attract, develop and retain skills	Number of HRD initiatives aligned to National Skills Development Strategy (NSDS) goals implemented	13	14	17	18	21	23				Facilitate the implementation of the following initiatives: <ul style="list-style-type: none"> Workplace Learning (WPL). Adult Basic Education Training (ABET). 	

BRANCH: CORPORATE SERVICES	Strategic objectives	Measures	AUDITED		ESTIMATE	MTEF TARGETS			Initiatives
			2013–2014	2014–2015		2015–2016	2016–2017	2017–2018	
Outcomes									<ul style="list-style-type: none"> • Bursary internal/ external. • Management Development Programmes (EDP, AMDP, EMDP, KHAE-DU). • Management Development Programme for Women. • Sector Education Training Authority (SETA) partnership. • Professional programme. • Career development/ path creation. • Internships. • Learnership/ experiential learning. • Mentorship. • E-learning. • Awareness and promotion of growth and development. • Mobilisation of management support. • Strengthening and aligning governance roles in HRD. • Managing HRD policy and planning framework and guidelines.

BRANCH: CORPORATE SERVICES			AUDITED			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019				
		Maintain the vacancy rate at an acceptable level (10%)	2%	14%	≤10%	≤10%	≤10%	≤10%	<ul style="list-style-type: none"> • Fill vacancies within 4 (four) months. • Draw up a PERSAL report with the list of vacant funded posts and distribute the list to the relevant branches. • Follow up long-outstanding vacant posts with the relevant branches. 			
		Number of affirmative action measures implemented	n/a	4	4	4	4	4	<ul style="list-style-type: none"> • Revision of employment equity plan to improve other race groups' representation at executive management level. • Re-establish the Employment Equity Committee. • Place advertisements in selected newspapers and public places. • Approach recruitment agencies. • Organise information sessions on employment equity. 			

BRANCH: CORPORATE SERVICES			AUDITED				ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019					
Efficient, effective and development-oriented Department (financial)	Promote corporate governance	% implementation of management action plan (Internal Audit)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan.
		% implementation of management action plan (External Audit)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan.
		% adherence to compliance framework	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement departmental compliance checklist.
		% implementation of risk management plans	76%	97%	100%	100%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement risk management action plans.

4.2 Quarterly targets for 2016/2017 (Corporate Services)

BRANCH: CORPORATE SERVICES		2016/2017 TARGETS					
		Annual Target 2016/2017	Q1	Q2	Q3	Q4	
Outcomes	Strategic objectives	Measures	Q1	Q2	Q3	Q4	Initiatives
Equitable and sustainable benefit from mineral resources (customer/ stakeholder)	Contribute to skills development	Number of mining career awareness initiatives (cumulative)	7	12	14	18	<ul style="list-style-type: none"> Facilitate mining career guidance for vulnerable groups at basic education institutions and in communities. Market DMR and mineral and mining sector career opportunities/skills requirements at institutions of higher education and training and career exhibitions.
		Number of bursaries acquired and recipients identified to study towards mining-related qualifications (cumulative)	0	0	0	20	<ul style="list-style-type: none"> Conduct targeted learner programme for careers in mining. Solicit bursaries for learners.
	Sustainably develop vulnerable groups	Number of identified projects facilitated for vulnerable groups (cumulative)	2	4	6	7	<ul style="list-style-type: none"> Initiate and facilitate the implementation of projects on skills development and enterprise development targeting women, people with disabilities and youth.

BRANCH: CORPORATE SERVICES		2016/2017 TARGETS						
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
	Communicate DMR programmes with internal and external stakeholders	Implement DMR Communication Strategy	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Media and stakeholder engagement held. Public participation programmes implemented (published/ broadcast) items from DMR initiatives. Branch inputs received and updated on the website and intranet. Published/broadcast positive and balanced news items from DMR initiated activities.
	Provide adequate facilities for effective service delivery	% of facilities aligned with business needs (cumulative).	94%	80%	85%	90%	94%	<ul style="list-style-type: none"> Implement Facilities Management Strategy.
Efficient, effective and development-oriented Department (internal processes)	Develop, review and improve internal processes/ guidelines/ procedures	Number of policies/ guidelines developed and/ or reviewed (cumulative)	4	0	1	2	4	3 (Three) policies reviewed, 1 (one) developed: <ul style="list-style-type: none"> Sexual harassment. Recruitment and selection. PMDS policy. Job evaluation.
		Number of improved processes/ re-engineered (cumulative)	15	3	7	11	15	<ul style="list-style-type: none"> Map and re-engineer/ improve departmental processes.

BRANCH: CORPORATE SERVICES		2016/2017 TARGETS						
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
	Provide professional legal support and advisory service to the Ministry and the Department	% of timeous responses to opinions, appeals, enquiries, agreements and litigation	80%	80%	80%	80%	80%	<ul style="list-style-type: none"> Manage appeals emanating from the implementation of the DMR's legislation and regulations. Manage litigation by and against the Department. Manage the drafting/ vetting of agreements on behalf of the Department. Process PAIA requests in accordance with the Act. Manage inquiries into mine accidents. Provide legal opinions to advise the Ministry and the DMR.

BRANCH: CORPORATE SERVICES		2016/2017 TARGETS						
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
	Improve turnaround times	% adherence to defined turnaround times	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Receive and process Parliamentary questions and Presidential Hotline queries. Develop and implement recording register. Compile monthly compliance reports. Review and publish service catalogue on intranet. Investigate grievances, misconduct and incapacity, Conduct enterprise resource management (ERM) workshops. Conduct Employment Relations Management workshops. Receive and process media queries. Receive and upload information on the website and intranet. Review compliance register.
		% adherence to SLAs	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Enforce compliance with revised SLAs (cleaning, building maintenance, GG vehicles).
	Ensure implementation of national strategies	Number of vetting files completed (cumulative)	120	30	60	90	120	<ul style="list-style-type: none"> Identify and vet strategic positions.
		% of pre-employment screening requests processed	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Screen all prospective DMR employees.

BRANCH: CORPORATE SERVICES		2016/2017 TARGETS					
		Annual Target 2016/2017	Q1	Q2	Q3	Q4	
Outcomes	Strategic objectives	Measures	Q1	Q2	Q3	Q4	Initiatives
		% of service providers' and contractors' screening requests processed	100%	100%	100%	100%	<ul style="list-style-type: none"> Screening of prospective service providers and contractors of the Department.
		Number of Gender Equality Strategic Plans Implemented (cumulative)	2	4	8	10	<ul style="list-style-type: none"> Develop annual action plans. Incorporate the 8 principle action plan in all managers' performance agreements. Conduct workshops on GESF. Review existing policies. Conduct gender audits. Facilitate the leadership skills pipeline and economic empowerment of women. Mentors and Mentorship training/gender mainstreaming. Establishment of the gender forum. Compile a report to MANCO/DPSA. Monitor recruitment of people with disabilities and provision of suitable facilities.
		Number of health, safety and wellness programmes implemented (cumulative)	2	4	6	8	<ul style="list-style-type: none"> Ensure implementation of wellness, health and safety programmes.

BRANCH: CORPORATE SERVICES		2016/2017 TARGETS						
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
	Ensure compliance with legislation (HR and OHS)	Number of actions implemented to ensure submission of financial disclosures (cumulative)	5	4	5	5	5	<ul style="list-style-type: none"> • Circulation of an internal memo. • Register new employees on the system. • Update MANCO on progress of submission. • Advise delegated authority to approve submitted disclosures. • Initiate disciplinary actions for non-compliance.
		% HRD Plan/WSP submitted to DPSA, PSETA and MQA within the prescribed time frames	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> • Facilitate the submission of HRD Strategy inputs and performance development plans from branches by 30 April annually.
		Number of actions implemented to ensure submission of performance agreements (cumulative)	4	3	4	4	4	<ul style="list-style-type: none"> • Circulation of an internal memo. • Update MANCO on progress of submission. • Capture performance agreements on PERSAL. • Initiate disciplinary actions for non-compliance.

BRANCH: CORPORATE SERVICES		2016/2017 TARGETS						
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
Efficient, effective and development-oriented department (learning and growth)	Attract, develop and retain skills	Number of HRD initiatives aligned to NSDS goals implemented (cumulative)	18	4	9	14	18	<p>Facilitate the implementation of the following initiatives:</p> <ul style="list-style-type: none"> • Workplace Learning (WPL). • Adult Basic Education Training (ABET). • Bursaries internal/external. • Management Development Programmes (EDP, AMDP, EMDP, KHAE-DU). • Management Development Programme for Women. • Sector Education Training Authority (SETA) partnership. • Professional programme. • Career development/path creation. • Internships. • Learnership/experiential learning. • Mentorship. • E-learning. • Awareness and promotion of growth and development. • Mobilisation of management support. • Strengthening and aligning governance roles in HRD. • Managing HRD policy and planning framework and guidelines.

BRANCH: CORPORATE SERVICES		2016/2017 TARGETS						
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
		Maintain the vacancy rate at an acceptable level (10%)	≤10%	≤10%	≤10%	≤10%	≤10%	<ul style="list-style-type: none"> Fill vacancies within 4 (four) months. Draw up a PERSAL report with the list of vacant funded posts and distribute the list to the relevant branches. Follow up long-outstanding vacant posts with the relevant branches.
		Number of affirmative action measures implemented (cumulative)	4	1	2	3	4	<ul style="list-style-type: none"> Revision of employment equity plan to improve other race groups' representation at executive management level. Re-establish the Employment Equity Committee. Place advertisements in selected newspapers and public places. Approach recruitment agencies. Organise information sessions on employment equity.
Efficient, effective and development-oriented department (financial)	Promote corporate governance	% implementation of management action plan (Internal Audit)	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan.
		% implementation of management action plan (External Audit)	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan.

BRANCH: CORPORATE SERVICES		2016/2017 TARGETS						
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
		% adherence to compliance framework	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement departmental compliance checklist.
		% implementation of risk management plans	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement risk management action plans.

4.3 Strategic objectives and annual targets for 2016/2017–2018/2019 (Financial Administration)

BRANCH: FINANCIAL ADMINISTRATION		AUDITED			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019			
Efficient, effective and development-oriented department (customer/stakeholder perspective)	Provide efficient services to internal and external customers	% system availability	98%	99.5%	95%	95%	95%	95%	<ul style="list-style-type: none"> Monitor and generate reports from system monitoring tools. Remediate identified faults to restore systems. 		
		% achievement of SLA	n/a	98.46%	95%	95%	95%	95%	<ul style="list-style-type: none"> Communicate service catalogue to the clients. Monitor performance against the standards. 		
		Customer satisfaction index(1–5)	3.5	3.4	4	3.5	3.5	3.5	<ul style="list-style-type: none"> Develop service improvement plan based on survey conducted. Implement service improvement plan based on survey conducted. Conduct a customer satisfaction survey. 		
Efficient, effective and development-oriented department (internal processes)	Implement processes and systems	% of financial reports delivered on schedule	n/a	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop a reporting calendar. Prepare reports in line with reporting calendar. Monitor compliance. 		
		% of suppliers paid within 30 days	98%	99.57%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement effective follow-up mechanism to track invoices. 		
		% Implementation of the Master Systems Plan (MSP)	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Review and implement MSP to ensure alignment of ICT strategies to the departmental strategic objective. 		

BRANCH: FINANCIAL ADMINISTRATION			AUDITED			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019				
Efficient, effective and development-oriented department (financial)	Manage financial resources	% variance on allocated budget	0%	0.02%	≤2%	≤2%	≤2%	≤2%	<ul style="list-style-type: none"> Align cash flow requirements with plans of the Department. Monitor expenditure against projections. Follow up on variances. 			
		Number of incidents of irregular expenditure	0	1	0	0	0	0	<ul style="list-style-type: none"> Implement effective internal control processes to avoid irregular expenditure. Administer the process of dealing with irregular expenditure. 			
		% implementation of asset management plan	n/a	n/a	n/a	100%	100%	100%	<ul style="list-style-type: none"> Review asset management plan. Monitor utilisation of assets and provide report thereof. Maintain asset register and perform asset verification. 			
	Promote corporate governance	% implementation of management action plan (Internal Audit)	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Maintain a register of audit findings. Develop an action plan and address the internal control weaknesses. Implement action plan. 			

BRANCH: FINANCIAL ADMINISTRATION			AUDITED			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019				
		% implementation of management action plan (External Audit)	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Maintain a register of audit findings. Develop an action plan and address the internal control weaknesses. Implement action plan. 			
		% adherence to compliance framework	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement departmental compliance checklist. 			
		% implementation of risk management plans	93%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement risk management action plans. 			
		% implementation of ICT Governance initiatives	n/a	n/a	n/a	100%	100%	100%	<ul style="list-style-type: none"> Develop ICT Governance improvement initiatives. Implement ICT Governance initiatives. Monitor Implementation of ICT Governance. 			

4.4 Quarterly targets for 2016/2017 (Financial Administration)

BRANCH: FINANCIAL ADMINISTRATION		2016/2017 TARGETS					
		Annual Target 2016/2017	Q1	Q2	Q3	Q4	
Outcomes	Strategic objectives	Measures	Q1	Q2	Q3	Q4	Initiatives
Efficient, effective and development-oriented department (customer/stakeholder perspective)	Provide efficient services to internal and external customers	% system availability	95%	95%	95%	95%	<ul style="list-style-type: none"> Monitor and generate reports from system monitoring tools. Remediate identified faults to restore systems.
		% achievement of SLA	95%	95%	95%	95%	<ul style="list-style-type: none"> Communicate service catalogue to the clients. Monitor the performance against the standards.
	Customer satisfaction index(1-5)	3.5	0	0	3.5	3.5	<ul style="list-style-type: none"> Develop service improvement plan based on survey conducted. Implement service improvement plan based on survey conducted. Conduct a customer satisfaction survey.
		100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop a reporting calendar. Prepare reports in line with reporting calendar. Monitor compliance.
Implement Processes and Systems	% of financial reports delivered on schedule	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement effective follow-up mechanism to track invoices.
	% of suppliers paid within 30 days	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Review and implement MSP to ensure alignment of ICT strategies to the departmental strategic objective.
		% implementation of the MSP (cumulative)	100%	0%	0%	100%	

BRANCH: FINANCIAL ADMINISTRATION		2016/2017 TARGETS						
		Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives	
Efficient, effective and development- oriented department (Financial)	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
	Manage financial resources	% variance on allocated budget	≤2%	-	-	-	≤2%	<ul style="list-style-type: none"> Align cash flow requirements with plans of the Department. Monitor expenditure against projections. Follow up on variances.
		Number of incidents of irregular expenditure	0	0	0	0	0	<ul style="list-style-type: none"> Implement effective internal control processes to avoid irregular expenditure. Administer the process of dealing with irregular expenditure.
		% implementation of asset management plan (cumulative)	100%	33%	0%	67%	100%	<ul style="list-style-type: none"> Review asset management plan. Monitor utilisation of assets and provide report thereof. Maintain asset register and perform asset verification.
	Promote corporate governance	% implementation of management action plan (Internal Audit)	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Maintain a register of audit findings. Develop an action plan and address the internal control weaknesses. Implement action plan.
		% implementation of management action plan (External Audit)	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Maintain a register of audit findings. Develop an action plan and address the internal control weaknesses. Implement action plan.
		% adherence to compliance framework	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement departmental compliance checklist.

BRANCH: FINANCIAL ADMINISTRATION		2016/2017 TARGETS					
		Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
Outcomes	Strategic objectives						
	Measures	% implementation of risk management plans	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement risk management action plans.
		% implementation of ICT Governance initiatives	100%	-	-	100%	<ul style="list-style-type: none"> Develop ICT Governance improvement initiatives. Implement ICT Governance initiatives. Monitor Implementation of ICT Governance initiatives.

4.5 Reconciling performance targets with the budget and MTEF (Administration)

Detail per sub-programme and economic classification

BRANCH: ADMINISTRATION	AUDITED OUTCOME			ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM-TERM EXPENDITURE ESTIMATE			
	2012/2013	2013/2014	2014/2015			2016/2017	2017/2018	2018/2019	
R 000									
Ministry	24 458	28 229	26 482	28 833	28 833	23 407	26 598	28 963	
Corporate Services	123 369	151 195	159 318	120 568	120 568	123 745	125 422	129 537	
Department Management	17 414	17 127	17 285	21 337	21 337	20 169	23 468	27 860	
Financial Administration	87 518	76 448	84 442	93 789	93 789	97 743	99 150	102 580	
Internal Audit	13 292	11 785	12 199	14 602	14 602	14 487	14 564	15 012	
Office Accommodation	29 203	23 788	15 494	29 741	29 741	31 317	32 883	34 790	
Total	295 254	308 572	315 220	308 870	308 870	310 868	322 085	338 742	
Change to 2016/2017 budget estimate						3 646	(3 590)	(5 821)	

BRANCH: ADMINISTRATION	AUDITED		ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM-TERM EXPENDITURE ESTIMATE	
	2012/2013	2013/2014			2014/2015	2016/2017
R 000			2014-2015			
ECONOMIC CLASSIFICATION	000					
Current payments	275 057	294 847	304 127	295 887	296 749	307 835
Compensation of employees	127 690	136 282	148 080	160 701	171 702	185 165
Goods and services	147 367	158 565	156 047	135 186	125 047	138 474
Interest and rent on land	-	-	-	-	-	-
Transfers and subsidies	2 438	2 699	4 932	2 683	3 162	3 579
Departmental Agencies and accounts	-	-	1 430	1 310	1 716	1 973
Households	2 438	2 699	3 502	1 373	1 446	1 606
Payments for capital assets	17 741	11 017	6 161	10 300	10 957	11 524
Buildings and other fixed structures	408	92	1 952	2 503	3 852	4 278
Machinery and equipment	17 333	10 925	2 657	7 667	7 105	7 246
Software and other intangible assets	-	-	1 552	130	-	-
Payments for financial assets	18	9	-	-	-	-
Total	295 254	308 572	315 220	308 870	310 868	322 085
Proportion of total programme expenditure to Vote expenditure	25.2%	22.2%	21.4%	18.9%	18.6%	17.4%
						18.6%

5. PROGRAMME 2: Mine Health and Safety

5.1 Strategic objectives and annual targets for 2016/17–2018/19 (Mine Health and Safety)

BRANCH: MINE HEALTH AND SAFETY		AUDITED			ESTIMATE	MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019	
Transformed minerals sector (stakeholder)	Promote health and safety	% reduction in occupational fatalities	16%	26%	20%	20%	20%	20%	<ul style="list-style-type: none"> Conduct investigations and inquiries. Conduct qualitative inspections and audits. Implement OHS Improvement Strategy.
		% reduction in occupational injuries	28%	14%	20%	20%	20%	20%	<ul style="list-style-type: none"> Implement OHS Improvement Strategy. Implement enforcement guidelines. Disseminate OHS information. Compile and publish quarterly OHS newsletters. Monitor implementation of and adherence to the Enforcement Policies and Procedures
		% reduction in occupational diseases (including TB)	n/a	3%	10%	10%	10%	10%	<ul style="list-style-type: none"> Implement enforcement guidelines. Disseminate OHS information. Compile and publish quarterly OHS newsletters. Monitor implementation of and adherence to the Enforcement Policies and Procedures
		% of investigations completed (initiated vs. completed)	87%	90%	80%	80%	80%	80%	80%
		% of inquiries completed (initiated vs. completed)	88%	67%	80%	80%	80%	80%	<ul style="list-style-type: none"> Conduct inquiries.

BRANCH: MINE HEALTH AND SAFETY			AUDITED			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019				
Transformed minerals sector (stakeholder)	Promote health and safety	Number of inspections conducted (cumulative)	9 446	8 555	8 000	8 000	8 000	8 000	<ul style="list-style-type: none"> Develop annual regional inspection plans. Conduct qualitative inspections 			
		Number of audits conducted (cumulative), individual audits included	473	523	396	396	396	396	<ul style="list-style-type: none"> Develop annual regional audit plans. Conduct qualitative audits. 			
Sufficient and relevant skills in the mining sector	Contribute to skills development	MHS annual report submitted	1	1	1	1	1	1	<ul style="list-style-type: none"> Compile annual performance report and submit to Parliament. 			
		Number of tripartite workshops conducted	62	62	40	40	40	40	<ul style="list-style-type: none"> Plan and conduct workshops 			
		% implementation of certificate of competency model to improve pass rate	n/a	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement, monitor and evaluate certificate of competency model. 			

BRANCH: MINE HEALTH AND SAFETY			AUDITED			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019				
Efficient, effective and development-oriented department (internal processes)	Implement SLAs	% adherence to existing SLAs	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Monitor and report on progress. 			
	Develop and review internal processes	% of identified internal processes developed, reviewed and implemented	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop, review and implement policies, procedures and guidelines. 			
	Improve turnaround times	% adherence to prescribed time frames for medical appeals	96%	127%	80%	80%	80%	80%	<ul style="list-style-type: none"> Track and monitor finalisation of appeals, MPRDA applications and administrative tasks 			
		% adherence to prescribed time frames for Chief Inspector of Mines (CIOM) appeals	100%	100%	100%	100%	100%	100%				
		% adherence to prescribed time frames for MPRDA applications	96%	103%	100%	100%	100%	100%				
		% adherence to prescribed time frames and administrative tasks	100%	88%	80%	80%	80%	80%				

BRANCH: MINE HEALTH AND SAFETY			AUDITED			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019				
Efficient, effective and development-oriented department (financial)	Promote corporate governance	% implementation of Management Action Plan (Internal Audit)	33%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan. 		
		% implementation of management action plan (External Audit)	100%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan. 		
	% adherence to compliance framework	100%	100%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement departmental compliance checklist. 		
	% implementation of risk management plans	100%	100%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement risk management action plans. 		

5.2 Quarterly targets for 2016/2017

BRANCH: MINE HEALTH AND SAFETY		2016/2017 TARGETS						
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
Transformed minerals sector (stakeholder)	Promote health and safety	% reduction in occupational fatalities	20%	20%	20%	20%	20%	<ul style="list-style-type: none"> Conduct investigations and inquiries. Conduct qualitative inspections and audits.
		% reduction in occupational injuries	20%	20%	20%	20%	20%	<ul style="list-style-type: none"> Implement OHS Improvement Strategy. Implement enforcement guidelines.
		% reduction in occupational diseases (including TB)	10%	10%	10%	10%	10%	<ul style="list-style-type: none"> Disseminate OHS information. Compile and publish quarterly OHS newsletters.
		% of investigations completed (initiated vs. completed)	80%	80%	80%	80%	80%	<ul style="list-style-type: none"> Monitor implementation of and adherence to the Enforcement Policies and Procedures.
		% of inquiries completed (initiated vs. completed)	80%	80%	80%	80%	80%	<ul style="list-style-type: none"> Conduct investigations.
		% of inquiries completed (initiated vs. completed)	80%	80%	80%	80%	80%	<ul style="list-style-type: none"> Conduct inquiries.
		Number of inspections conducted (cumulative)	8 000	2 000	4 000	6 000	8 000	<ul style="list-style-type: none"> Develop annual regional inspection plans. Conduct qualitative inspections.

BRANCH: MINE HEALTH AND SAFETY		2016/2017 TARGETS					
		Annual Target 2016/2017	Q1	Q2	Q3	Q4	
Outcomes	Strategic objectives	Measures	Q1	Q2	Q3	Q4	Initiatives
		Number of audits conducted (cumulative), individual audits included	99	198	297	396	<ul style="list-style-type: none"> Develop annual regional audit plans. Conduct qualitative audits.
		MHS Annual Report submitted	0	1	1	1	<ul style="list-style-type: none"> Compile annual performance report and submit to Parliament
		Number of tripartite workshops conducted (cumulative)	10	20	30	40	<ul style="list-style-type: none"> Plan and conduct workshops.
Sufficient and relevant skills in the mining sector	Contribute to skills development	% implementation of certificate of competency model to improve pass rate	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement, monitor and evaluate certificate of competency model
Efficient, effective and development-oriented department (internal processes)	Implement SLAs	% adherence to existing SLAs	100%	100%	100%	100%	<ul style="list-style-type: none"> Monitor and report on progress.
	Develop and review internal processes	% of identified internal processes developed, reviewed and implemented	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop, review and implement policies, procedures and guidelines.

BRANCH: MINE HEALTH AND SAFETY		2016/2017 TARGETS							
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives	
	Improve turnaround times	% adherence to prescribed time frames for medical appeals	80%	80%	80%	80%	80%	<ul style="list-style-type: none"> Track and monitor finalisation of appeals, MPRDA applications and administrative tasks. 	
		% adherence to prescribed time frames for CIOM appeals	100%	100%	100%	100%			
		% adherence to prescribed time frames for MPRDA applications	100%	100%	100%	100%			
		% adherence to prescribed time frames and administrative tasks	80%	80%	80%	80%			
Efficient, effective and development-oriented department (financial)	Promote corporate governance	% implementation of management action plan (Internal Audit)	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan. 	
		% implementation of management action plan (External Audit)	100%	100%	100%	100%	100%		
		% adherence to compliance framework	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement departmental compliance checklist Implement risk management action plans.
		% implementation of risk management plans	100%	100%	100%	100%	100%	100%	

5.3 Reconciling performance targets with the budget and MTEF

Detail per subprogramme and economic classification

PROGRAMME: MHSI	AUDITED OUTCOME			ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM-TERM EXPENDITURE ESTIMATE			
	2012/2013	2013/2014	2014/2015			2016/2017	2017/2018	2018/2019	
R 000									
Governance Policy and Oversight	39 081	38 994	43 437	52 861	52 861	52 641	52 847	54 371	
Mine Health and Safety Regions	97 103	109 191	118 858	131 570	131 570	132 293	132 071	137 395	
Mine Health and Safety Council	4 531	5 035	5 197	-	-	-	6 162	6 519	
Total	140 715	153 220	167 492	184 431	184 431	184 934	191 080	198 285	
Change to 2016/2017 budget estimate						(1 375)	(10 756)	(15 257)	

MHSI	AUDITED				ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM-TERM EXPENDITURE ESTIMATE	
	2012/2013	2013/2014	2014/2015	2015/2016			2016/2017	2017/2018
R 000								
ECONOMIC CLASSIFICATION	000							
Current payments	133 961	147 381	160 109	183 955	183 955	183 804	184 229	191 037
Compensation of employees	106 052	119 775	134 060	152 430	152 430	153 995	152 654	157 818
Goods and services	27 909	27 606	26 049	31 525	31 525	29 809	31 575	33 219
Transfers and subsidies	4 531	5 035	5 206	-	-	-	6 162	6 519
Departmental agencies and accounts	4 531	5 035	5 197	-	-	-	6 162	6 519
Households	-	-	9	-	-	-	-	-
Payments for capital assets	2 067	804	2 177	476	476	1 130	689	729
Machinery and equipment	2 067	804	2 177	476	476	1 130	689	729
Payments for financial assets	156	-	-	-	-	-	-	-
Total	140 715	153 220	167 492	184 431	184 431	184 934	191 080	198 285
Proportion of total programme expenditure to Vote expenditure	12.0%	11.0%	11.4%	11.3%	11.3%	11.1%	10.3%	10.9%

6. PROGRAMME 3: Mineral Regulation

6.1 Strategic objectives and annual targets for 2016/17–2018/19 (Mineral Regulation)

BRANCH: MINERAL REGULATION		AUDITED OUTCOME			ESTIMATE	MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019	
Equitable and sustainable benefit from mineral resources (customer/stakeholder)	Promote job creation	Number of Social and Labour Plans (SLP) development projects completed	n/a	133	120	120	120	120	<ul style="list-style-type: none"> Conduct compliance inspections. Compile inspection reports. Issue statutory notices in cases of non-compliance.
		Number of black industrialists created through procurement	n/a	5	5	5	10	10	<ul style="list-style-type: none"> Facilitate the participation of black industrialists
	Promote sustainable resource use and management	Number of jobs created through mining	n/a	5338	7000	7000	7000	7000	<ul style="list-style-type: none"> Conduct compliance inspections. Compile inspection reports
		% of compliant renewed prospecting rights	n/a	n/a	n/a	100%	100%	100%	<ul style="list-style-type: none"> Review adequacy of financial provision in relation to environmental liability. Issue statutory notices/directives for non-compliance.
Reduce state environmental liability and financial risk		% of statutory notices/orders issued to remedy inadequate financial provision	n/a	n/a	100%	100%	100%	100%	<ul style="list-style-type: none"> Review adequacy of financial provision in relation to environmental liability. Issue statutory notices/directives for non-compliance.

BRANCH: MINERAL REGULATION			AUDITED OUTCOME			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019				
	Reduce state environmental liability and financial risk	% closure certificates issued in line with the regulatory framework	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Assess closure applications in line with section 43 of the MPRDA. 			
Transformed minerals sector (customer/ stakeholder)	Implement transformation policies/ legislation	Number of rights and permits granted and/or issued to HDSA controlled entities	192	203	200	150	150	150	<ul style="list-style-type: none"> Facilitate entrance of HDSAs. Promote meaningful economic participation by HDSAs in the mining industry. 			
Transformed minerals sector (customer/ stakeholder)		Number of consultations/ engagements and conflict management with communities/ stakeholders and the mining industry	260	263	150	150	150	150	<ul style="list-style-type: none"> Participate in consultation/engagement sessions. 			
		Number of industry workshops conducted	12	16	9	9	9	9	<ul style="list-style-type: none"> Facilitate industry workshops. 			

BRANCH: MINERAL REGULATION			AUDITED OUTCOME		ESTIMATE	MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019	
Efficient and effective and development-oriented department (internal processes)	Monitor and enforce compliance	Number of SLP compliance inspections conducted	285	268	150	212	212	212	<ul style="list-style-type: none"> Conduct SLP compliance inspections. Issue statutory notices/orders for non-compliance. Compile inspection reports.
		Number of legal compliance inspections (Mineral Laws – MLA and SLP) conducted	276	253	250	150	150	150	<ul style="list-style-type: none"> Conduct legal compliance inspections. Issue statutory notices/orders in case of non-compliance.
		Number of Mine Economics verification inspections conducted	546	520	500	425	425	425	<ul style="list-style-type: none"> Conduct Mine Economics verification inspections. Compile inspection reports.
		% implementation of enforcement procedures to collect prospecting fees in arrears	84.06%	86.06%	95%	95%	100%	100%	<ul style="list-style-type: none"> Develop and implement revenue collection procedures.
		Number of environmental verification inspections conducted	1 868	1 856	1 700	1 275	1 275	1 275	<ul style="list-style-type: none"> Conduct environmental inspections. Issue statutory notices/orders in cases of non-compliance. Compile inspection reports.

BRANCH: MINERAL REGULATION			AUDITED OUTCOME			ESTIMATE			MTEF TARGETS			Initiatives
Outcomes	Strategic objectives	Measures	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019				
		% of statutory notices/orders issued to remedy environmental non-compliance	n/a	n/a	n/a	100%	100%	100%				<ul style="list-style-type: none"> Conduct compliance inspections. Compile inspection reports. Issue statutory notices for non-compliance.
		% of investigations finalised and cases handed over to the National Prosecuting Authority (NPA)	n/a	n/a	n/a	50%	60%	70%				<ul style="list-style-type: none"> Conduct investigations. Compile investigation reports. Open criminal cases.
		% of environmental complaints closed or referred to competent authorities	n/a	n/a	n/a	60%	60%	80%				<ul style="list-style-type: none"> Refer cases to the NPA for prosecution.

BRANCH: MINERAL REGULATION			ESTIMATE	MTEF TARGETS			Initiatives			
Outcomes	Strategic objectives	Measures		2013–2014	2014–2015	2015–2016		2016–2017	2017–2018	2018–2019
	Improve turnaround times	% adherence to prescribed time frames	74.59%	70.4%	70%	70%	70%	70%	70%	<ul style="list-style-type: none"> Adjudicate prospecting and mining applications in line with granting or refusal time frames.
Efficient, effective and development-oriented department (financial)	Promote corporate governance	% implementation of management action plan (Internal Audit)	33%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan.
		% implementation of management action plan (External Audit)	100%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan.
		% adherence to compliance framework	100%	100%	100%	100%	100%	100%	100%	100%
		% implementation of risk management plans	100%	94%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement risk management action plans.

6.2 Quarterly targets for 2016/2017

BRANCH: MINERAL REGULATION			2016/2017 TARGETS					
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
Equitable and sustainable benefit from mineral resources (customer/stakeholder)	Promote job creation	Number of SLP development projects completed (cumulative)	120	30	60	90	120	<ul style="list-style-type: none"> Conduct compliance inspections. Compile inspection reports. Issue statutory notices in cases of non-compliance.
		Number of black industrialists created through procurement (cumulative)	5	-	-	-	5	<ul style="list-style-type: none"> Facilitate the participation of black industrialists.
		Number of jobs created through mining (cumulative)	7000	1 750	3 000	5 250	7 000	<ul style="list-style-type: none"> Conduct compliance inspections. Compile inspection reports.
	Promote sustainable resource use and management	% of compliant renewed prospecting rights	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Conduct mine economics verification inspections. Compile inspection reports.
	Reduce state environmental liability and financial risk	% of statutory notices/orders issued to remedy inadequate financial provision	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Review adequacy of financial provision in relation to environmental liability. Issue statutory notices/directives for non-compliance.
		% closure certificates issued in line with the regulatory framework	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Assess closure applications in line with section 43 of the MPRDA.

BRANCH: MINERAL REGULATION			2016/2017 TARGETS					
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
Transformed minerals sector (customer/ stakeholder)	Implement transformation policies/ legislation	Number of rights and permits granted and/ or issued to HDSA controlled entities (cumulative)	150	37	74	111	150	<ul style="list-style-type: none"> Facilitate entrance of HDSAs. Promote meaningful economic participation by HDSAs in the mining industry.
		Number of consultations/ engagements and conflict management with communities/ stakeholders and the mining industry (cumulative)	150	37	74	111	150	<ul style="list-style-type: none"> Participate in consultation/engagement sessions.
Transformed minerals sector (customer/ stakeholder)		Number of industry workshops conducted (cumulative)	9	2	4	6	9	<ul style="list-style-type: none"> Facilitate industry workshops.
		Number of SLP compliance inspections conducted (cumulative)	212	62	124	186	212	<ul style="list-style-type: none"> Conduct SLP compliance inspections. Issue statutory notices/ orders for non-compliance. Compile inspection reports.
Efficient and effective and development-oriented department (internal processes)	Monitor and enforce compliance	Number of legal compliance inspections (Mineral Laws – MLA and SLP) conducted (cumulative)	150	38	76	114	150	<ul style="list-style-type: none"> Conduct legal compliance inspections. Issue statutory notices/ orders in cases of non-compliance.

BRANCH: MINERAL REGULATION		2016/2017 TARGETS						
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
		Number of Mine Economics verification inspections conducted (cumulative)	425	125	250	375	425	<ul style="list-style-type: none"> Conduct Mine Economics verification inspections. Compile inspection reports.
		% implementation of enforcement procedures to collect prospecting fees in arrears	95%	95%	95%	95%	95%	<ul style="list-style-type: none"> Develop and implement revenue collection procedures.
		Number of environmental verification inspections conducted (cumulative)	1 275	375	750	1 125	1 275	<ul style="list-style-type: none"> Conduct environmental inspections. Issue statutory notices/orders in cases of non-compliance. Compile inspection reports
		% of statutory notices/orders issued to remedy environmental non-compliance	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Conduct compliance inspections. Compile inspection reports. Issue statutory notices for non-compliance.
		% of investigations finalised and cases handed over to NPA	50%	50%	50%	50%	50%	<ul style="list-style-type: none"> Conduct investigations. Compile investigation reports. Open criminal cases.

BRANCH: MINERAL REGULATION			2016/2017 TARGETS					
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
		% of environmental complaints closed or referred to competent authorities	60%	60%	60%	60%	60%	<ul style="list-style-type: none"> Refer cases to the NPA for prosecution.
	Improve turnaround times	% adherence to prescribed time frames	70%	70%	70%	70%	70%	<ul style="list-style-type: none"> Adjudicate prospecting and mining applications in line with granting or refusal time frames.
Efficient, effective and development- oriented department (financial)	Promote corporate governance	% implementation of management action plan (Internal Audit)	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan.
		% implementation of management action plan (External Audit)	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan
		% adherence to compliance framework	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement departmental compliance checklist.
		% implementation of risk management plans	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement risk management action plans.

6.3 Reconciling performance targets with the budget and MTEF (Mineral Regulation)

Detail per subprogramme and economic classification

PROGRAMME: MINERAL REGULATION	AUDITED OUTCOME			ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM-TERM EXPENDITURE ESTIMATE			
	2012/2013	2013/2014	2014/2015			2016/2017	2017/2018	2018/2019	
R 000									
Mineral Regulation and Administration	140 517	145 610	169 169	174 851	174 851	190 369	195 854	206 064	
Management Mineral Regulation	9 277	15 087	20 680	38 337	38 337	27 212	27 731	28 863	
South African Diamond and Precious Metal Regulator	41 601	44 824	47 810	50 527	50 527	53 205	55 865	59 105	
Petroleum Agency South Africa	-	-	-	-	-	-	147 138	157 989	
Total	191 395	205 521	237 659	263 715	263 715	270 786	426 588	452 021	
Change to 2016/2017 budget estimate						(5 379)	132 631	141 015	

PROGRAMME MINERAL REGULATION	AUDITED OUTCOME			ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2012/2013	2013/2014	2014/2015			2016/2017	2017/2018	2018/2019
R 000				2015/2016				
ECONOMIC CLASSIFICATION	000							
Current payments	148 048	159 817	186 727	212 729	212 729	216 983	223 546	234 886
Compensation of employees	114 385	126 063	147 833	173 005	173 005	178 390	182 833	192 056
Goods and services	33 663	33 754	38 894	39 724	39 724	38 593	40 713	42 830
Transfers and subsidies	41 604	44 824	47 867	50 527	50 527	53 205	203 003	217 094
Departmental agencies and accounts	41 601	44 824	47 810	50 527	50 527	53 205	55 865	59 105
Public corporations and private enterprises	-	-	-	-	-	-	147 138	157 989
Households	3	-	57	-	-	-	-	-
Payments for capital assets	1 729	880	3 065	459	459	598	39	41
Machinery and equipment	1 729	880	2 080	459	459	598	39	41
Building and other Fixed structures	-	-	985	-	-	-	-	-
Payments for financial assets	14	-	-	-	-	-	-	-
Total	191 395	205 521	237 659	263 715	263 715	270 786	426 588	452 021
Proportion of total programme expenditure to Vote expenditure	16.3%	14.8%	16.1%	16.1%	16.1%	16.2%	23.1%	24.8%

7. PROGRAMME 4: Mineral Policy and Promotion

7.1 Strategic objectives and annual targets for 2016/2017–2018/2019 (Mineral Policy and Promotion)

BRANCH: MINERAL POLICY AND PROMOTION		Strategic objectives	Measures	AUDITED OUTCOME		ESTIMATE 2015–2016	MTEF TARGETS			Initiatives
Outcomes	2013–2014			2014–2015	2016–2017		2017–2018	2018–2019		
Increased investment in the mineral and mining and petroleum sectors (customer/ stakeholder)	Promote investment in the mining, minerals and upstream petroleum sector	Number of publications	13	15	13	17	18	19	<ul style="list-style-type: none"> Produce publications in consultation with various SOEs (13). 2 (Two) mine environmental management reports on mine water (acid mine drainage), ocean and coastal environmental aspects. 2 (Two) policy impact study reports. 	
		Number of investment promotion events/forums/workshops	n/a	n/a	n/a	55	55	46	<ul style="list-style-type: none"> 4 (Four) international investment promotional events- such as PDAC, Mining Indaba, Australia Down Under and China Mining Conference. Establish and implement 3 (three) strategic partnerships, including with other government departments and institutions. 15 (Fifteen) beneficiation stakeholder consultations. 8 (Eight) SSM workshops. 	

BRANCH: MINERAL POLICY AND PROMOTION		Strategic objectives	Measures	AUDITED OUTCOME		ESTIMATE	MTEF TARGETS			Initiatives
				2013–2014	2014–2015		2016–2017	2017–2018	2018–2019	
Outcomes				n/a	n/a	100%	100%	100%	100%	<ul style="list-style-type: none"> 8 (Eight) SSM stakeholder engagements. Participation in key international and regional structures and events such as BNCs/JECs, ADPA, OECD, PAMDC, KPCS, UN, AU, SADC, etc. 12 (Twelve) workshops on legislative system (including environmental) Conduct joint industry/government emergency response drills. Operationalise International Oil Pollution Compensation (IOPC) Funds. Exploit broader research opportunities presented by offshore oil and gas exploration. Build end-to-end institutional structure. Provide legislative clarity and stability.
		% implementation of Ocean Economy Operations Phakisa Plans	81	87	80	80	80	80	80	<ul style="list-style-type: none"> Provide non-financial support for SMMEs in mining (compliance, skills, access to finance facilitation).

BRANCH: MINERAL POLICY AND PROMOTION		Strategic objectives	Measures	AUDITED OUTCOME		ESTIMATE	MTEF TARGETS			Initiatives
				2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019	
Outcomes			Number of social dialogues with stakeholders (including the President-led Framework and the Mining Industry Growth Development and Employment Task Team (MIG-DETT))	n/a	8	8	8	8	8	<ul style="list-style-type: none"> Stakeholder engagements with MIG-DETT plus the Department of Public Enterprises – (DPE), Department of Education (DOE), Department of Transport and other departments. Participate in activities that fall under the Framework Agreement for a Sustainable Mining Industry.
				n/a	n/a	100%	100%	100%	100%	<ul style="list-style-type: none"> Implementation of outcomes of the Mining Operation Phakisa initiatives
				n/a	n/a	n/a	100%	100%	100%	<ul style="list-style-type: none"> Lead the Inter-governmental Task Team. Undertake advocacy and promote shale gas exploration activities
		Manage and implement Mineral Resources Diplomacy with other countries and institutions	Number of international strategic partnerships, i.e. bi- and multilateral agreements signed	n/a	n/a	n/a	3	3	3	<ul style="list-style-type: none"> Establish and implement bi- and multilateral partnerships in respect of mining and upstream petroleum development.

BRANCH: MINERAL POLICY AND PROMOTION		Strategic objectives	Measures	AUDITED OUTCOME		ESTIMATE	MTEF TARGETS			Initiatives
				2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019	
Equitable and sustainable benefit from mineral resources	Promote sustainable resource use and management	Number of technical partnerships implemented with SOEs	n/a	3	5	5	5	5	5	<ul style="list-style-type: none"> Participate in the Intergovernmental Forum (IGF) on Mining, Minerals, Metals and Sustainable Development, Benguela Current Commission (BCC) and United Nations Programmes. Engage the CGS and MINTEK on rehabilitation programmes.
			n/a	n/a	n/a	1	1	1	1	<ul style="list-style-type: none"> Review Departmental Environmental Management Plan.
			n/a	n/a	n/a	4	4	3	<ul style="list-style-type: none"> Produce a report in collaboration with DMR Regional Offices and Enforcement Directorate on the status of mines towards mine closure. Updating and maintaining the Database of derelict and ownerless mines. Continuous update of the state contingent liability at every end of the financial year. Draft national closure strategies by 2016/2017 and approve national closure strategies by 2017/2018. 	

BRANCH: MINERAL POLICY AND PROMOTION		Strategic objectives	Measures	AUDITED OUTCOME		ESTIMATE		MTEF TARGETS			Initiatives
				2013–2014	2014–2015	2015–2016	2016–2017	2017–2018	2018–2019		
Outcomes			Number of derelict and ownerless mine sites rehabilitated	28	50	50	45	45	45	45	<ul style="list-style-type: none"> Rehabilitation of derelict and ownerless mine sites and holings.
Transformed minerals sector	Facilitate transformation in the mining and minerals sector through development and review of relevant legislation	Number of legislative instruments reviewed and amended	n/a	n/a	3	5	3	3	3	3	<ul style="list-style-type: none"> Process the MPRDA, AEMFC Bill and MHS Bill. Review of AEMFC Regulations. Mining charter Review. PASA Bill review. MPRDA Regulations. Review the MHSA Regulations. Finalise Guidelines on Handy Hints for inspectors. Review of the Diamond Act and Precious Metals Act.
Efficient, effective and development- oriented department (internal processes)	Develop and review internal processes	Number of internal business processes developed/ reviewed	2	2	1	1	1	1	1	1	<ul style="list-style-type: none"> Identify, develop/review and implement business processes.
	Improve turnaround times	% adherence to time frames	95%	95%	95%	95%	95%	95%	95%	95%	<ul style="list-style-type: none"> Adhere to prescribed time frames.

BRANCH: MINERAL POLICY AND PROMOTION		Strategic objectives	Measures	AUDITED OUTCOME		ESTIMATE	MTEF TARGETS			Initiatives	
				2013–2014	2014–2015		2016–2017	2017–2018	2018–2019		
Efficient, effective and development-oriented department (financial)	Promote corporate governance	% implementation of management action plan (Internal Audit)	50%	50%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan. 	
			100%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan. 	
			100%	100%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement departmental compliance checklist.
			94%		100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement risk management action plans.

7.2 Quarterly targets for 2016/2017

BRANCH: MINERAL POLICY AND PROMOTION			2016/2017 TARGETS					
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
Increased investment in the mineral and mining and petroleum sectors (customer/ stakeholder)	Promote investment in the mining, minerals and upstream petroleum sector	Number of publications (cumulative)	17	1	2	4	17	<ul style="list-style-type: none"> • Production of 13 (Thirteen) publications in consultation with various SOEs (13). • 2 (Two) mine environmental management reports on mine water (acid mine drainage); ocean and coastal environmental aspects. • 2 (Two) policy impact study reports
		Number of investment promotion events/forums/workshops (cumulative)	55	7	20	35	55	<ul style="list-style-type: none"> • 4 (Four) international investment promotion events- such as PDAC, Mining Indaba, Australia Down Under and China Mining Conference. • Establish and implement 3 (three) strategic partnerships, including with other government departments and institutions. • 15 (Fifteen) beneficiation stakeholder consultations. • 8 (Eight) SSM workshops. • 8 (Eight) SSM stakeholder engagements.

BRANCH: MINERAL POLICY AND PROMOTION			2016/2017 TARGETS					
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
								<ul style="list-style-type: none"> Participation in key international and regional structures and events such as BNCs, JECs, ADPA, OECD, PAMDC, KPCS, UN, AU, SADC, etc. 12 (Twelve) workshops on legislative system (including environmental).
		% implementation of Ocean Economy Operations Phakisa Plans	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Conduct joint industry/government emergency response drills. Operationalise IOPC Funds. Exploit broader research opportunities presented by offshore oil and gas exploration. Build end-to-end institutional structure. Provide legislative clarity and stability.
		Number of SMMEs supported (cumulative)	80	20	40	60	80	<ul style="list-style-type: none"> Provide non-financial support for SMMEs in mining (compliance, skills, access to finance facilitation).

BRANCH: MINERAL POLICY AND PROMOTION			2016/2017 TARGETS					
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
		Number of social dialogues with stakeholders (including the President-led Framework and MIG-DETT) (Cumulative)	8	2	4	6	8	<ul style="list-style-type: none"> Stakeholder engagements with MIG-DETT plus the DPE, DOE, Department of Transport and other departments. Participate in activities that fall under the Framework Agreement for a Sustainable Mining Industry.
		% implementation of Mining Operation Phakisa initiatives	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implementation of outcomes of Mining Operation Phakisa initiatives.
		% implementation of shale gas action plan instruments	100 %	100%	100%	100%	100%	<ul style="list-style-type: none"> Lead the Inter-governmental Task Team. Undertake advocacy and promote shale gas exploration activities.
	Manage and implement Mineral Resources Diplomacy with other countries and institutions	Number of international strategic partnerships, i.e. bi- and multilateral agreements signed (cumulative)	3	-	1	2	3	<ul style="list-style-type: none"> Establish and implement bi- and multilateral partnerships in respect of mining and upstream petroleum development

BRANCH: MINERAL POLICY AND PROMOTION			2016/2017 TARGETS					
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
Equitable and sustainable benefit from mineral resources	Promote sustainable resource use and management	Number of technical partnerships implemented with SOEs (Cumulative)	5	-	1	2	5	<ul style="list-style-type: none"> Participate in the IGF on Mining, Minerals, Metals and Sustainable Development, BCC and United Nations Programmes. Engage CGS and MINTEK on rehabilitation programmes.
		A review of Departmental Environmental Management Plan	1	-	-	-	1	<ul style="list-style-type: none"> Conduct a review of the Departmental Environmental Management Plan.
		Number of reports developed on mine closure and derelict and ownerless mines	4	-	-	1	3	<ul style="list-style-type: none"> Produce a report in collaboration with DMR Regional Offices and Enforcement Directorate on the status of mines towards mine closure. Updating and maintaining the database of derelict and ownerless mines. Continuous update of the state contingent liability at every end of the financial year. Draft national closure strategies reports by 2016/2017 and approve national closure strategies by 2017/2018.

BRANCH: MINERAL POLICY AND PROMOTION			2016/2017 TARGETS					
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
		Number of derelict and ownerless mine sites rehabilitated	45	12	12	10	11	Rehabilitation of derelict and ownerless mine sites and holdings
Transformed minerals sector	Facilitate transformation in the mining and minerals sector	Number of legislative instruments reviewed and amended (cumulative)	5	-	-	2	5	<ul style="list-style-type: none"> Process the AEMFC Bill and MHS Bill. Review AEMFC Regulations. Mining Charter review. MPRDA Regulations review. Review the MHSA Regulations. Finalise Guidelines on Handy Hints for inspectors. Review Diamond Act and Precious Metals Act.
Efficient, effective and development- oriented department (internal processes)	Develop and review internal processes	Number of internal business processes developed/ reviewed	1	-	-	1	-	<ul style="list-style-type: none"> Identify, develop/review and implement business processes.
	Improve turnaround times	% adherence to time frames	95%	95%	95%	95%	95%	<ul style="list-style-type: none"> Adhere to prescribed time frames.
Efficient, effective and development- oriented department (financial)	Promote corporate governance	% implementation of management action plan (Internal Audit)	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan.

BRANCH: MINERAL POLICY AND PROMOTION			2016/2017 TARGETS					
Outcomes	Strategic objectives	Measures	Annual Target 2016/2017	Q1	Q2	Q3	Q4	Initiatives
		% implementation of management action plan (External Audit)	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Develop an action plan and register of audit findings. Implement action plan.
		% adherence to compliance framework	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement departmental compliance checklist.
		% implementation of risk management plans	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Implement risk management action plans.

7.3 Reconciling performance targets with budget and MTEF (Mineral Policy and Promotion)

Detail per subprogramme and economic classification

PROGRAMME MINERAL POLICY AND PROMOTION	AUDITED OUTCOME			ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM-TERM EXPENDITURE ESTIMATE			
	2012/2013	2013/2014	2014/2015			2016/2017	2017/2018	2018/2019	
R 000									
Management	10 759	12 240	10 715	26 578	26 578	27 000	30 235	31 510	
Mineral Policy	14 061	23 964	32 186	19 448	19 448	18 507	18 758	19 385	
Mineral Promotion and Inter-national Coordination	34 267	37 159	37 086	64 809	64 809	76 450	78 159	82 261	
Assistance to Mines	-	-	-	-	-	5 275	5 555	5 877	
Council for Geoscience	223 006	271 232	292 839	342 914	342 914	378 598	365 988	302 862	
Council for Mineral Technology (MINTEK)	253 531	364 709	370 854	414 742	414 742	356 416	367 256	350 368	
Economic Advisory Services	4 073	3 329	2 753	3 565	3 565	4 862	4 825	4 952	
Mine Environmental Management	6 581	7 273	8 353	9 470	9 470	35 381	36 715	38 331	
Total	546 278	719 906	754 786	881 526	881 526	902 489	907 491	835 546	
Change to 2016/2017 budget estimate						(12 680)	(3 665)	9 083	

PROGRAMME MINERAL POLICY AND PROMOTION	AUDITED OUTCOME			ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2012/2013	2013/2014	2014/2015			2016/2017	2017/2018	2018/2019
R 000	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	
ECONOMIC CLASSIFICATION								
Current payments	66 738	82 757	88 811	107 530	133 829	139 733	145 800	
Compensation of employees	47 787	53 131	54 647	62 304	68 043	67 455	69 746	
Goods and services	18 951	29 626	34 164	45 226	65 786	72 278	76 054	
Transfers and subsidies	476 537	635 941	665 726	773 709	767 723	767 604	689 583	
Departmental agencies and accounts	223 006	271 232	292 839	342 914	378 598	365 988	302 862	
Public corporations and private enterprises	253 531	364 709	370 854	430 795	389 125	401 616	386 721	
Households	-	-	2 033	-	-	-	-	
Payments for capital assets	2 999	1 207	249	287	937	154	163	
Machinery and equipment	2 999	1 207	249	287	937	154	163	
Payments for financial assets	4	1	-	-	-	-	-	
Total	546 278	719 906	754 786	881 526	902 489	907 491	835 546	
Proportion of total programme expenditure to Vote expenditure	46.5%	51.9%	51.2%	53.8%	54.1%	49.1%	45.8%	



PART C: **LINKS TO OTHER PLANS**

PART C: LINKS TO OTHER PLANS

8. Links to the long-term infrastructure and other capital plans

The mandate of the DMR does not require it to have long-term infrastructure and capital plans.

9. Conditional grants

The DMR does not administer any conditional grants.

10. Public Entities

Purpose

The purpose of the public entities is to provide related services that support the Department's mandate through funded and non-funded statutory bodies and organisations.

Measurable objective

Enhance the Department's ability to achieve its objectives through policies that promote its legislative mandate and lead to the creation of an environment that is conducive to investment and the improvement of the quality of South African lives. The DMR has oversight responsibilities over five public entities listed in the table below which are listed in terms of the Public Finance Management Act (PFMA). This oversight includes subsidiaries of these entities, which, according to the PFMA, are taken as listed in their own right.

Compulsory strategy meetings and workshops are held annually and are chaired by the Minister of Mineral Resources. The attendees include the Board chairpersons and CEOs of all public entities, as well as selected DMR representatives. The meeting allows the shareholder to address the strategic direction of the Department and its entities, and provides absolute clarity about the roles of the shareholder and the boards, as well as delivery and performance expectations of the shareholder in relation to the public entities.

The public entity chairpersons are responsible for ensuring that each entity undertakes its strategic planning session within the prescribed time after the workshop and provides the Department with the required information. The Department's annual and quarterly performance reviews assess the operations of the public entities, which includes their financial, technical and research activities. Appropriate corrective action is recommended, where necessary.

Governance arrangements

The Minister of Mineral Resources is empowered by law to appoint the Board members for all state-owned entities that report to the DMR. The Department is represented on all these Boards. With the exception of the public entity CEOs, all Board members are non-executive members. Each public entity Board is ultimately accountable for the performance of the entity and provides the public entity with the strategic direction aligned with its mandate, which, in turn, is implemented by management.

Name of entity	Legislative mandate	Financial relationship	Outputs	Current annual budget (R'000)	Next evaluation date
<p>The Mine Health and Safety Council (MHSC)</p>	<p>The MHSC functions in terms of the MHSA to advise the Minister of Mineral Resources on OHS legislation and research outcomes focused on ameliorating and promoting OHS at South African mines.</p>	<p>Co-funding in terms of establishing act</p>	<p>The MHSC's strategic goals over the medium term are to:</p> <ul style="list-style-type: none"> • Advise the Minister; • Influence the health and safety legislative environment; • Promote an OHS culture; • Improve partnerships and cooperation within the tripartite partnership; • Drive the implementation of all summit commitments within the mining industry; • Conduct research and share best practices; and • Maintain effective financial management. 	<p>R nil (No allocation for 2016/2017 and 2018/2019)</p>	<p>Annual</p>
<p>The Council for Mineral Technology Research (MINTEK)</p>	<p>Established in terms of the Mineral Technology Act, Act No. 30 of 1989, to fulfil the following main functions:</p> <ul style="list-style-type: none"> • Undertake research, development and technology transfer to promote mineral technology; and • Foster the establishment and expansion of industries in the field of minerals and related products. 	<p>Co-funding in terms of establishing act</p>	<p>MINTEK's strategic goals over the medium term are to:</p> <ul style="list-style-type: none"> • Maximise the utilisation of finite ore resources; • Alleviate poverty and create employment; • Add value to mineral and metal products; • Promote the transition from a resource-dominated to a knowledge-based economy; • Focus on strategic areas of research and development to keep the council and South Africa at the forefront of technological innovation; 	<p>R 371 416</p>	<p>Annual</p>

Name of entity	Legislative mandate	Financial relationship	Outputs	Current annual budget (R'000)	Next evaluation date
			<ul style="list-style-type: none"> • Operate effectively in the global environment; • Satisfy the demands of a knowledgeable customer base; • Generate high economic returns for the national and regional economies through its technical programmes; • Focus on skills development and educational initiatives through its social programmes; • Nurture self-sustaining local economies in areas of South Africa where smaller mineral extraction and beneficiation enterprises have the capability to generate broad-based employment and wealth; and • Attract and retain crucial skills. 		

Name of entity	Legislative mandate	Financial relationship	Outputs	Current annual budget (R'000)	Next evaluation date
<p>The Council for Geoscience (CGS)</p>	<p>Established in terms of the Geoscience Act (Act No. 100 of 1993) to develop and publish world-class geoscience knowledge products and render related services to industry and the South African public.</p>	<p>Co-funding in terms of establishing act</p>	<p>The strategic goals of the CGS over the medium term are to:</p> <ul style="list-style-type: none"> • Broaden the scientific expertise of the council; • Provide more direct top level management expertise and scientific leadership in the organisation; • Prioritise engineering, geoscience mapping and physical geohazards, environmental and chemical geohazards and water resource assessment protection; • Facilitate investment into the mining industry; • Focus on initiatives that contribute to rural development and poverty eradication; • Develop innovative products, system and services; • Build scientific, managerial and administrative skills and capacity; and • Contribute to socio-economic transformation. 	<p>R378 598</p>	<p>Annual</p>

Name of entity	Legislative mandate	Financial relationship	Outputs	Current annual budget (R'000)	Next evaluation date
<p>The South African Diamond and Precious Metals Regulator (SADPMR)</p>	<p>Established in terms of the Diamond Act of 1986 as amended and the Precious Metals Act (Act No.37 of 2005) to administer the following legislation:</p> <ul style="list-style-type: none"> • Diamond Act of 1986 (as amended); • Precious Metals Act of 2005; and • Diamond Export Levy Act of 2007, in collaboration with the South African Revenue Service (SARS). 	<p>Co-funding in terms of establishing act</p>	<p>The SADPMR's strategic goals over the medium term are to:</p> <ul style="list-style-type: none"> • Ensure competitiveness, sustainable development and job creation in the diamond and precious metals industry; • Oversee the effective transformation of the diamond and precious metals sectors; • Promote equitable access to resources for local beneficiation; • Enforce compliance with the legislative requirements within the diamond and precious metals industry; and • Improve organisational capacity to achieve optimal performance. 	<p>R53 205</p>	<p>Annual</p>
<p>The State Diamond Trader (SDT)</p>	<p>Established in terms of the Diamond Act (Act No. 56 of 1986) as amended, to promote equitable access to and beneficiation of diamond resources and grow South Africa's diamond cutting and polishing industry.</p>	<p>Co-funding in terms of establishing act</p>	<p>The SDT's strategic goals over the medium term are to:</p> <ul style="list-style-type: none"> • Support the growth of the industry through relevant interventions; • Establish, maintain and expand its client base of local diamond beneficiation companies; • Ensure the sustainability of the organisation through sound management and good governance; and • Ensure a constant and suitable supply of, and access to, rough diamonds. 	<p>Not funded by appropriation</p>	<p>Annual</p>

11. Public-private partnerships

The DMR does not have any public-private partnerships.





ANNEXURE D

ANNEXURE D

Vision

Vision 2019

A globally competitive, sustainable and meaningfully transformed mining and minerals sector.

Vision 2030

A leader in the transformation of South Africa through economic growth and sustainable development by 2030.

Mission

Promote and regulate the minerals and mining sector for transformation, growth and development, and ensure that all South Africans derive sustainable benefit from the country's mineral wealth.

Values

- Batho Pele (people first)
- Ethics
- Honesty
- Integrity
- Accountability
- Professionalism
- Ubuntu

Strategic outcome-oriented goals of the Department

DMR outcomes as linked to national outcomes

Table 3 - DMR outcomes alignment to national outcomes

Departmental outcomes	National outcomes
Increased investment in the minerals, mining and petroleum sectors	Linked to national outcomes: <ul style="list-style-type: none"> • 4: Decent employment through inclusive economic growth • 6: An efficient, competitive and responsive economic infrastructure network
Transformed minerals sector	Linked to national outcome: <ul style="list-style-type: none"> • 4: Decent employment through inclusive economic growth
Equitable and sustainable benefit from mineral resources	Linked to national outcomes: <ul style="list-style-type: none"> • 4: Decent employment through inclusive economic growth • 6: An efficient, competitive and responsive economic infrastructure network • 10: Environmental assets and natural resources that are well protected and continually enhanced
Efficient, effective and development-oriented department	Linked to national outcome: <ul style="list-style-type: none"> 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship

The only cross-cutting strategic objective that has been incorporated in the scorecard is the promotion of corporate governance. This includes the implementation of the risk management action plans, action plans for audit findings (internal and external) and the implementation of the compliance framework. The strategic goals and objectives are explained in the tables below that reflect the medium-term and annual performance plans for the respective programmes.

Strategic outcome oriented goals	
Strategic Goal 1	Increased investment in the minerals, mining and petroleum sectors
Goal statement	Promote and facilitate an increase in minerals, mining and petroleum activity, including value addition to mineral resources extracted in the Republic of South Africa.
Strategic Goal 2	Transformed minerals sector
Goal statement	<ul style="list-style-type: none"> • Implement transformation policies to redress past imbalances through broader participation in the mineral sector. • Provide a framework for managing health and safety risks, enforce compliance and promote best practice in the mineral sector.
Strategic Goal 3	Equitable and sustainable benefit from mineral resources
Goal statement	<ul style="list-style-type: none"> • Promote sustainable resource management; contribute to skills development and the creation of sustainable jobs. • Contribute to the reduction of adverse impacts of mining on the environment.
Strategic Goal 4	Efficient, effective and development-oriented department
Goal statement	<ul style="list-style-type: none"> • Optimise internal processes. • Attract, develop and retain appropriate skills and ensure optimal utilisation of resources. • Implement risk management strategies and promote corporate governance.

1. Programme 1: Administration

Purpose

The purpose of this programme is to enable the Department to deliver on its mandate by providing strategic management and administrative support to the Ministry and the Department.

1.1 Strategic objectives: Corporate Services

STRATEGIC OBJECTIVE 1	Contribute to skills development
Objective statement	<ul style="list-style-type: none"> • Create awareness among stakeholders about careers in the mining sector and the department.
Baseline	<ul style="list-style-type: none"> • <i>23 bursaries were offered to students and 19 career awareness initiatives were implemented in the 2014/2015 financial year.</i>
Five (5) Year Target	<ul style="list-style-type: none"> • <i>78 career awareness initiatives.</i> • <i>83 study bursaries to students.</i>

STRATEGIC OBJECTIVE 2	Sustainable development of vulnerable groups
Objective statement	<ul style="list-style-type: none"> • Facilitate projects for vulnerable groups (women, children and people with disabilities) within industry and communities.
Baseline	<ul style="list-style-type: none"> • <i>6 projects were facilitated by the Department targeting women, children and people living with disabilities.</i>
Five (5) Year Target	<ul style="list-style-type: none"> • <i>36 workshops for vulnerable groups.</i>

STRATEGIC OBJECTIVE 3	Communicate DMR policies and programmes to internal and external stakeholders
Objective statement	<ul style="list-style-type: none"> • Improved stakeholder perception and understanding of the DMR and its policies and programmes.
Baseline	<ul style="list-style-type: none"> • <i>33 Media and stakeholder engagements and 16 public participation programmes were implemented on behalf of the Department's line functions and the Executive Authority (both Minister and Deputy Minister).</i>
Five (5) Year Target	<ul style="list-style-type: none"> • 100% effective communication based on identified actions

STRATEGIC OBJECTIVE 4	Provide adequate facilities for effective service delivery
Objective statement	<ul style="list-style-type: none"> • Maintain the buildings and other facilities of the Department to enable service delivery.
Baseline	<ul style="list-style-type: none"> • <i>Office space acquired for the head office and regions, including for one of the regional offices that had a fire disaster and a 94% facilities alignment was achieved for the 2014/2015 financial year.</i>
Five (5) Year Target	<ul style="list-style-type: none"> • <i>94% responsive infrastructure (2016/2017).</i> • <i>100% responsive from 2017/2018 and beyond.</i>

STRATEGIC OBJECTIVE 5	Develop, review and improve internal processes/guidelines and procedures
Objective Statement	<ul style="list-style-type: none"> Reduce risk of weak internal controls and guidelines and procedure.
Baseline	<ul style="list-style-type: none"> <i>A total of ten (10) policies and guidelines were reviewed during the 2014/2015 financial year and 15 internal processes were reviewed.</i>
Five (5) Year Target	<ul style="list-style-type: none"> 28 Policy reviews. 75 Reviews of internal processes.

STRATEGIC OBJECTIVE 6	Provide professional and legal support and advisory services to the Ministry and the Department
Objective statement	<ul style="list-style-type: none"> Reduce the risk of legal liabilities of the Department by providing timely opinions and reaction to litigation.
Baseline	<ul style="list-style-type: none"> <i>The Department responded timeously to 84% of opinions, appeals, enquiries, agreements and litigations due to measures implemented to improve efficiency which yielded the desired results.</i>
Five (5) Year Target	<ul style="list-style-type: none"> 80% five year average.

STRATEGIC OBJECTIVE 7	Improve turnaround times
Objective statement	<ul style="list-style-type: none"> Ensure adherence to implemented SLAs, develop and review internal processes and improve turnaround times.
Baseline	<ul style="list-style-type: none"> <i>All SLAs and defined turnaround times were 100% adhered to as per the prescribed time frames.</i>
Five (5) Year Target	<ul style="list-style-type: none"> 100% average adherence.

STRATEGIC OBJECTIVE 8	Ensure implementation of national strategies
Objective statement	<ul style="list-style-type: none"> Reduce the risk to the Department of financial, information and reputation loss. Create a healthy and safe working environment.
Baseline	<ul style="list-style-type: none"> All 120 vetting files were completed and pre-employment screening requests for prospective employees and service providers were processed. 20 health and wellness programmes for the employees of the Department were implemented.
Five (5) Year Target	<ul style="list-style-type: none"> 540 files vetted. 100% pre-employment screening.

STRATEGIC OBJECTIVE 9	Ensure compliance with legislation (HR and OHS)
Objective statement	<ul style="list-style-type: none"> Compliance with HR legislation and OHS.
Baseline	<ul style="list-style-type: none"> 100% Compliance for 2014/2015. All HRD and WSP were submitted to DPISA and the MQA within the prescribed times.
Five (5) Year Target	<ul style="list-style-type: none"> 100% compliance with legislation.

STRATEGIC OBJECTIVE 10	Attract, develop and retain skills
Objective statement	<ul style="list-style-type: none"> Fill vacancies with due consideration to employment equity and promote management, as well as leadership capabilities.
Baseline	<ul style="list-style-type: none"> 14 HRD initiatives aligned to NSDS goals were implemented, a vacancy rate of 14% above recommended 10% was achieved, and 4 (four) affirmative action measures were implemented.
Five (5) Year Target	<ul style="list-style-type: none"> 93 HRD initiatives.

STRATEGIC OBJECTIVE 11	Promote corporate governance
Objective statement	<ul style="list-style-type: none"> Reduce internal and external audit findings, implement risk management strategies and promote compliance.
Baseline	<ul style="list-style-type: none"> 100% compliance with regard to the implementation of audit outcomes and implementation of risk management action plans.
Five (5) Year Target	<ul style="list-style-type: none"> 100% compliance with regulations.

1.2 Strategic objectives: Financial Administration

STRATEGIC OBJECTIVE 12	Promote corporate governance
Objective statement	<ul style="list-style-type: none"> Ensure systems' availability, meet customer needs and provide financial information within the required time frames.
Baseline	<ul style="list-style-type: none"> Systems available for 99.5% of the time and invoices paid timeously.
Five (5) Year Target	<ul style="list-style-type: none"> 95% average systems availability. 3.5 average customer satisfaction score (1-5 index).

STRATEGIC OBJECTIVE 13	Implement processes and systems
Objective statement	<ul style="list-style-type: none"> Improve financial management controls and implement the Corporate ICT Governance Framework.
Baseline	<ul style="list-style-type: none"> 100% Implementation of the MSP
Five (5) Year Target	<ul style="list-style-type: none"> 100% improvement in controls. 100% implementation of ICT Governance Framework.

STRATEGIC OBJECTIVE 14	Manage financial resources
Objective statement	<ul style="list-style-type: none"> Manage budget and assets effectively and reduce irregular expenditure.
Baseline	<ul style="list-style-type: none"> <i>Remained within the 2% variance and incidents of irregular expenditure kept at a minimum.</i>
Five (5) Year Target	<ul style="list-style-type: none"> <i>≤ 2% budget deviation.</i>

STRATEGIC OBJECTIVE 15	Promote corporate governance
Objective statement	<ul style="list-style-type: none"> Reduce internal and external audit findings, implement risk management strategies and promote compliance.
Baseline	<ul style="list-style-type: none"> <i>100% implementation of audit outcomes and implementation of risk management action plans for improvement.</i>
Five (5) Year Target	<ul style="list-style-type: none"> <i>100% compliance.</i>

1.3 Risk management

Risk	Capacity limitations.
Mitigation	<ol style="list-style-type: none"> 1.1 Implementation of the Recruitment and Retention Strategy. 1.2 Monitoring of the Recruitment and Retention Strategy. 1.3 Review of the HR Development Plan. 1.4 Monitoring of the implementation of the HR Development Plan. 1.5 Implementation of the wellness programmes (which also includes continuous education and awareness campaigns).
Risk	Increase in legal costs.
Mitigation	Provide inputs for the revision of the regulatory and administrative processes (MPRDA and MHSA) to reduce litigation by participating in drafting committees for the review of the regulations.
Risk	Inability to react to changing needs or client requirements on a timely basis resulting in inefficient and inadequate operations of the Department which in turn results in compliance issues and financial losses.
Mitigation	<ol style="list-style-type: none"> 1. Work out a long term plan for an integrated ICT system by defining the ICT architecture of the Department. 2. Request funding from National Treasury. 3. Monitor investment in ICT.
Risk	Inability of resources to meet the demands of internal and external customers, resulting in an unacceptable level of performance and unmet expectations.
Mitigation	<ol style="list-style-type: none"> 1. Coordinate strong motivation for funding during the MTEF and reprioritise where funding is not obtained. 2. Sign SLAs with programme managers and monitor service standards.
Risk	Inability of departmental processes and systems to ensure effective governance and accountability.

Mitigation	<ol style="list-style-type: none"> 1. Continuous enforcement of policies and procedures and further guidelines on internal control. 2. Report transgression of policies and procedures on a quarterly basis. 3. Train Staff.
Risk	Obsolete infrastructure resulting in inability to provide efficient services to internal and external customers.
Mitigation	<ol style="list-style-type: none"> 1. Request for additional funding.
Risk	Allocation and the use of financial resources not utilised effectively to achieve the departmental strategic objectives.
Mitigation	<ol style="list-style-type: none"> 1. Establish appropriate arrangements to ensure that public funds and resources are properly safeguarded and are used economically, efficiently and effectively and in accordance with the governance standard and regulatory framework.

2. Programme 2: Mine Health and Safety

Purpose

The purpose of this programme is to execute the Department's mandate to safeguard the health and safety of mine employees and people affected by mining activities.

2.1 Strategic objectives

STRATEGIC OBJECTIVE 1	Promote health and safety
Objective statement	<ul style="list-style-type: none"> • Enforce legislation to manage health and safety risks and promote best practice in the mining sector.
Baseline	<ul style="list-style-type: none"> • <i>26% reduction in occupational fatalities, 14% reduction in occupational injuries and 3% in occupational diseases at the mines as measured annually.</i>
Five (5) Year Target	<ul style="list-style-type: none"> • <i>20% reduction in occupational fatalities per annum.</i> • <i>20% reduction in occupational injuries per annum.</i> • <i>10% reduction in occupational diseases per annum.</i>

STRATEGIC OBJECTIVE 2	Contribute to skills development
Objective statement	<ul style="list-style-type: none"> • Ensure that accredited and relevant certificates of competency are available.
Baseline	<ul style="list-style-type: none"> • <i>100% review of the certificate of competency model, implementation and monitoring to improve the pass rate.</i>
Five (5) Year Target	<ul style="list-style-type: none"> • <i>100% completion.</i>

STRATEGIC OBJECTIVE 3	Implement SLA's
Objective statement	<ul style="list-style-type: none"> • Ensure adherence to implemented SLAs.
Baseline	<ul style="list-style-type: none"> • <i>100% adherence to SLAs for improved efficiency.</i>
Five (5) Year Target	<ul style="list-style-type: none"> • <i>100% implementation.</i>

STRATEGIC OBJECTIVE 4	Develop and review internal processes
Objective statement	<ul style="list-style-type: none"> • Ensure that internal controls are reviewed and developed to improve processes for efficiency.
Baseline	<ul style="list-style-type: none"> • <i>100% implementation of recommendations for improved efficiency.</i>
Five (5) Year Target	<ul style="list-style-type: none"> • <i>100% responsive.</i>

STRATEGIC OBJECTIVE 5	Improve turnaround
Objective statement	<ul style="list-style-type: none"> • Ensure adherence to implemented SLAs, develop and review internal processes and improve turnaround times.
Baseline	<ul style="list-style-type: none"> • <i>100% adherence.</i> • <i>All SLAs adhered to and some internal processes reviewed for improved efficiency.</i>
Five (5) Year Target	<ul style="list-style-type: none"> • <i>80% medical appeals per annum.</i> • <i>100% CIOM appeals per annum.</i> • <i>100% MPRDA applications per annum.</i> • <i>80% administrative tasks per annum.</i>

STRATEGIC OBJECTIVE 6	Promote corporate governance
Objective statement	<ul style="list-style-type: none"> • Reduce internal and external audit findings, implement risk management strategies and promote compliance.
Baseline	<ul style="list-style-type: none"> • <i>100% adherence.</i> • <i>Improved audit outcomes and implementation of risk management action plans.</i>
Five (5) Year Target	<ul style="list-style-type: none"> • <i>100% compliance.</i>

2.2 Risk management

Risk	Exposure to occupational health hazards.
Mitigation	<ol style="list-style-type: none"> 1. Input into the review of the regulatory framework. 2. Continually conduct inspections and audits to enforce compliance.
Risk	Skills shortage and failure to retain mine health and safety (MHS) inspectors and personnel.
Mitigation	<ol style="list-style-type: none"> 1. Implement the Learner Inspector Programme (in conjunction with HRD). 2. Motivate for the review of remuneration packages for inspectors.
Risk	Exposure to dangerous working conditions.
Mitigation	<ol style="list-style-type: none"> 1. Input into the review of the regulatory framework. 2. Continually conduct inspections and audits to enforce compliance. 3. Continually conduct investigations and enquiries.

3. Programme 3: Mineral Regulation

Purpose

The purpose of this programme is to regulate the minerals and mining sectors to achieve transformation and sustainable development.

3.1 Strategic objectives

STRATEGIC OBJECTIVE 1	Promote job creation
Objective statement	Adjudicate SLPs for local economic development and jobs created through mining.
Baseline	<i>5 338 jobs created through the implementation of SLP development projects. 133 SLP development projects implemented.</i>
Five (5) Year Target	<ul style="list-style-type: none"> • 33 338 jobs created through mining. • 613 completed SLP projects. • 35 black industrialists created.

STRATEGIC OBJECTIVE 2	Promote sustainable resource use and management
Objective statement	Rigorously adjudicate prospecting, mining works and environmental management programmes and SLPs.
Baseline	<ul style="list-style-type: none"> • 100% compliance to regulations. • Rights granted assessed to include an EMP, SLP and MWP for sustainable development.
Five (5) Year Target	<ul style="list-style-type: none"> • 100% compliance to regulations.

STRATEGIC OBJECTIVE 3	Reduce state environmental liability and financial risk
Objective statement	Ensure that mine closures are finalised in line with legislative procedures.
Baseline	<ul style="list-style-type: none"> • 100% adherence with all closures in line with regulatory framework. • Closure applications assessed in line with Section 43 of the MPRDA.
Five (5) Year Target	<ul style="list-style-type: none"> • 100% liability reduction.

STRATEGIC OBJECTIVE 4	Implement transformation policies and legislation
Objective statement	<ul style="list-style-type: none"> • Monitor transformation in line with the provisions of the Mining Charter. • Manage conflicts with communities, stakeholders and the mining industry.
Baseline	<ul style="list-style-type: none"> • 1 003 HDSA entrants supplied to the mining industry, • 263 consultations with communities and stakeholders held. • 16 industry workshops held. • Industry workshops facilitated and rights and permits granted and/or issued to HDSA-controlled entities.
Five (5) Year Target	<ul style="list-style-type: none"> • 853 permits to HDSA. • 863 community consultations. • 52 industry workshops.

STRATEGIC OBJECTIVE 5	Monitor and enforce compliance
Objective statement	Ensure compliance with the provisions of the MPRDA.
Baseline	<ul style="list-style-type: none"> • Revenue collection procedures developed and implemented. • Compliance inspections conducted.
Five (5) Year Target	<ul style="list-style-type: none"> • 1 084 SLP compliance inspections. • 953 Mineral Law compliance inspections. • 2 345 Mine economics verification inspections. • 7 381 environmental inspections.

STRATEGIC OBJECTIVE 6	Improve turnaround times
Objective statement	Ensure adherence to MPRDA turnaround times for compliant new prospecting and mining applications.
Baseline	<ul style="list-style-type: none"> • Prospecting and mining rights applications adjudicated in line with granting or refusal timeframes, 70.4% adherence was achieved for 2014/2015.
Five (5) Year Target	<ul style="list-style-type: none"> • 70% adherence.

STRATEGIC OBJECTIVE 7	Promote corporate governance
Objective statement	Reduce internal and external adverse audit findings, implement risk management strategies and promote compliance.
Baseline	<ul style="list-style-type: none"> • 100% adherence. • Improved audit outcomes and implementation of risk management action plans.
Five (5) Year Target	<ul style="list-style-type: none"> • 100% compliance to regulations.

3.2 Risk management

Risk	Licensing of unsustainable operations.
Mitigation	<ol style="list-style-type: none"> 1. Review the qualifying criteria. 2. Strengthen the architecture of the regulatory framework by reviewing the MPRDA.
Risk	Companies renege on their stated objectives/plans and the terms and conditions of issued rights.
Mitigation	<ol style="list-style-type: none"> 1. Arrange funding for the unfunded, but approved compliance and enforcement organisational structure. 2. The recruitment process should be finalised
Risk	Increased state exposure to environmental liability.
Mitigation	<ol style="list-style-type: none"> 1. Review one-third of outdated environmental programmes annually (environmental management plans of old order rights).
Risk	Increased demand on mineralised land use for environmental and water conservation and industrial development.
Mitigation	<ol style="list-style-type: none"> 1. Negotiate integrated licensing procedures and time frames. 2. Roll out the implementation plan to achieve a state of readiness.
Risk	Disparities between community expectations and social labour plan commitments.
Mitigation	<ol style="list-style-type: none"> 1. Incorporation of the SLP guideline into the regulations after promulgation of the Act. 2. Implementation of the amendment once the Act is passed by Parliament.

4. Programme 4: Mineral Policy and Promotion

The purpose of this programme is to formulate policies and to promote the mining and minerals industry of South Africa to make it attractive to investors.

4.1 Strategic objectives

STRATEGIC OBJECTIVE 1	Promote investment in the mining sector and upstream petroleum sectors
Objective statement	Facilitate fixed capital investment in the mining sector.
Baseline	<p><i>Beneficiation promotional activities implemented.</i> <i>Engagements with key stakeholders undertaken.</i> <i>Strategic partnerships established.</i></p> <ul style="list-style-type: none"> • 30 beneficiation promotional activities. • 11 shale gas and 6 coal consultations and promotions. • 15 publications. • 87 SMMEs supported.
Five (5) Year Target	<ul style="list-style-type: none"> • 36 social dialogues. • 401 SMMEs supported. • 80 publications. • 156 promotions, events, workshops and forums.
STRATEGIC OBJECTIVE 2	Manage and implement Mineral Resources diplomacy with other countries and institutions
Objective statement	Ensure working international relations with other countries.
Baseline	<i>New measure (no baseline), 2016/2017 focus will be on establishing and implementing multi-lateral partnerships in respect of mining.</i>
Five (5) Year Target	<ul style="list-style-type: none"> • 9 international strategic partnerships.
STRATEGIC OBJECTIVE 3	Promote sustainable resource use and management
Objective statement	Ensure improvement in mine environmental management practices and rehabilitate ownerless and derelict mines.
Baseline	<p><i>Derelict and ownerless mines rehabilitated through technical partnerships with our SOEs.</i></p> <ul style="list-style-type: none"> • 50 derelict and ownerless mines rehabilitated. • 3 technical partnerships with SOEs and 7 strategic partnerships.
Five (5) Year Target	<ul style="list-style-type: none"> • 213 derelict and ownerless mines rehabilitated. • 11 reports on mine closures and derelict and ownerless mines. • 22 SOE technical partnerships.

STRATEGIC OBJECTIVE 4	Facilitate transformation in the mining and mineral sector
Objective statement	Review the transformation regulatory framework.
Baseline	Policies and legislation reviewed and impact study reports on investment produced.
Five (5) Year Target	<ul style="list-style-type: none"> • 13 reviews of legislative instruments.

STRATEGIC OBJECTIVE 5	Develop and review internal processes
Objective statement	Develop and review internal processes
Baseline	<ul style="list-style-type: none"> • 2 processes reviewed for improved efficiency and requests addressed within the prescribed timeframes.
Five (5) Year Target	<ul style="list-style-type: none"> • 6 processes reviewed.

STRATEGIC OBJECTIVE 6	Improve turnaround times
Objective statement	Improve turnaround times for increased efficiency.
Baseline	100% of requests addressed within the prescribed timeframes.
Five (5) Year Target	<ul style="list-style-type: none"> • 95% turnaround.

STRATEGIC OBJECTIVE 7	Promote corporate governance
Objective statement	Reduce internal and external audit findings, implement risk management strategies and promote compliance.
Baseline	<ul style="list-style-type: none"> • Improved audit outcomes and implementation of risk management action plans. • 88% implementation of risk management plans. • 100% implementation of internal and external audit management action plans.
Five (5) Year Target	<ul style="list-style-type: none"> • 100% compliance with regulations (implementation of risk management plans, internal and external audit management action plans).

4.2 Risk management

Risk	Non-integration among the departmental line function branches on mining rights and codes used to capture data resulting in inconsistent databases/information.
Mitigation	<ol style="list-style-type: none">1. Reinstate the task team and incorporate MHS and CIO to ensure proactive, systems integration and forward-looking solutions are developed and implemented.2. Ensure participation of Heads of affected Branches in the task team to identify bottlenecks, including possibilities of legislative constraints
Risk	Lack of investment in the mining and upstream petroleum development.
Mitigation	<ol style="list-style-type: none">1. Increase intensity of engagements with the investment community and opinion formers such as local editors' forums and mining analysts.2. Increase departmental publications in the media.



ANNEXURE E

ANNEXURE E

Refer to the Department website at www.dmr.gov.za for detailed descriptions of all programme measures contained in the Annual Performance Plan relating expenditure trends to strategic outcome oriented goals

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ANNEXURE E - Technical Measure Descriptions

Name of Programme: Corporate Services

Programme Manager: Ms P Gamede

BRANCH – CORPORATE SERVICES

Outcome	Equitable and sustainable benefit from mineral resources (Customer/stakeholder)
Strategic objective	Contribute to skills development
Measure title	Number of mining career awareness initiatives
Measure definition	Initiatives implemented to create awareness in education institutions and communities about career options available in the mining industry. Career guidance and information sessions
Purpose/ importance	To promote awareness on the development of scarce skills for the mining sector
Means of verification	Attendance registers or reports
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	Director: HRD and Director: Special Projects
Recipient(s)	Chief Director; DDG-Corporate Services; Internal Audit, Compliance Office;

Outcome	Equitable and sustainable benefit from mineral resources
Strategic objective	Contribute to skills development
Measure title	Number of bursaries acquired and recipients identified to study towards mining related qualifications
Measure definition	Measure the provision of bursaries by mining companies to previously disadvantaged individuals to study towards mining related qualifications
Purpose/ importance	To promote skills development in the mining sector
Means of verification	MoU (between mining companies and DMR), reports or list of students who are granted bursaries
Method of analysis	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Annually
Person responsible	Chief Director: Special Projects
Recipient(s)	Minister; DG; Internal Audit; Compliance Office; NYDA, DWCD; The Presidency; AG; SOEs; MQA; Mining Industry; Stakeholder's Forum

Outcome	Equitable and sustainable benefit from mineral resources (Customer/stakeholder)
Strategic objective	Sustainably develop vulnerable groups
Measure title	Number of identified projects facilitated for vulnerable groups
Measure definition	Initiate and facilitate the implementation of projects in mining areas targeting women, people with disabilities and youth. 1 youth project, 1 project for persons with disabilities, 5 projects for Women
Purpose/ importance	Reduce inequality and poverty through skills development
Means of verification	Project reports or attendance register or minutes
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Director: Special Projects
Recipient(s)	Minister; DG; Internal Audit; Compliance Office; NYDA, DWCD; The Presidency; AG; SOEs; MQA; Mining Industry; Stakeholder's Forum

Outcome	Equitable and sustainable benefit from mineral resources (Customer/stakeholder)
Strategic objective	Communicate DMR policies and programmes with internal and external stakeholders
Measure title	Implement DMR Communication Strategy
Measure definition	To disseminate relevant information pertaining to departmental programmes and latest organisational developments to all DMR employees. To initiate and facilitate media, stakeholder engagements, public participation initiatives and maintain the department's website and intranet
Purpose/ importance	To communicate programmes of the department with internal and external clients by disseminating accurate information through communication platforms
Means of verification	Implementation of progress report
Method of calculation	Implemented initiatives/overall initiatives x 100
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	Chief Director: Communication
Recipient(s)	Ministry; DG; Compliance Office; Internal Audit; DDGs; Public

Outcome	Equitable and sustainable benefit from mineral resources (Customer/stakeholder)
Strategic objective	Provide adequate facilities for effective service delivery
Measure title	% of facilities aligned with business needs
Measure definition	To measure the adequacy of office accommodation against the space needs of the Department.
Purpose/ importance	To provide adequate office accommodation facilities in line with National Department of Public Works' Norms and Standards (GIAMA Act)

Means of verification	Facilities report showing required space vs allocated space
Method of calculation	Total space provided/ total space required in square meters x100
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Director: Auxiliary Support Services
Recipient(s)	Ministry; DG; Compliance Office; Internal Audit

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Develop, review and improve internal processes/guidelines/ procedures
Measure title	Number of policies/guidelines developed and/or reviewed
Measure definition	To monitor the development and/ or improvement of policies, guidelines and procedures for effective management of the Department.
Purpose/ importance	To enhance the governance environment of the Department
Means of verification	DBC Minutes or signed policy or guideline
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Director: HR, Communications/Legal Services and Director: Auxiliary Support
Recipient(s)	All employees, Unions; DPSA; Public Service Commission; Internal Audit; Compliance Office; AG; GPSSBC

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Develop, review and improve internal processes/guidelines/ procedures
Measure title	Number of improved/re-engineered processes
Measure definition	Number of business processes analysed and redesigned to be aligned with strategic objectives for improvement in turnaround times, productivity and equality within the Department.
Purpose/ importance	To eliminate delays, unwanted processes by improving the current processes taking into consideration technology, office automation and identification of new processes
Means of verification	Business process re-engineering signed off report (DMR 153)
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Director: Organisational Development
Recipient(s)	All employees, Internal Audit; Compliance Office; AG; DPSA; Public Service Commission

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Provide professional legal support and advisory service to Ministry and the Department
Measure title	% timeous response to opinions, appeals, inquiries, agreements and litigations
Measure definition	Monitoring the extent to which opinions, appeals, inquiries, agreements and litigations are addressed within the prescribed timeframes
Purpose/ importance	Failure to comply with statutory timeframes may expose the DMR to unnecessary and costly litigation
Means of verification	Legal Services Register and Summary of Legal Services Report
Method of calculation	Actions or activities achieved in time/actions required x100
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Director: Legal Services
Recipient(s)	Compliance Office; DG, Ministry

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Improve turnaround times
Measure title	% adherence to defined turnaround times
Measure definition	Delivery of transport, records and facilities management services within the set timeframes.
Purpose/ importance	To ensure that the Department is provided with an efficient service for improved service delivery
Means of verification	Auxiliary Support Services report
Method of calculation	Response time/defined turnaround time x100
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	Director: Auxiliary Support Services
Recipient(s)	Ministry; DG; Compliance Office; Internal Audit

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Improve turnaround times
Measure title	% adherence to SLA
Measure definition	Measure the implementation of agreed upon deliverables within the set timeframes and quality standards
Purpose/ importance	To promote accountability and management of contractors as per terms of reference in line with PFMA and SCM guidelines (Scope of work)
Means of verification	SLA adherence report

Method of calculation	Number of achieved deliverables/Number of total deliverables x100
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-Cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	Director: Auxiliary Support Services
Recipient(s)	Ministry, DG, DMR Officials

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Ensure implementation of national strategies
Measure title	Number of vetting files completed
Measure definition	Number of vetting files completed by vetting investigators and submitted to SSA: Domestic Branch for evaluation and further processing
Purpose/ importance	To protect the integrity of the civil service
Means of verification	Proof of receipt of a completed file from SSA Domestic Branch
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	Director: Security Risk Management
Recipient(s)	HR; DG; SSA Domestic Branch; AG; Compliance Office; Internal Audit

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Ensure implementation of National Strategies
Measure title	% of pre-employment screening requests processed.
Measure definition	Background checks conducted for shortlisted candidates/ potential employees.
Purpose/ importance	To ensure that people employed pose no potential risk to the Department and its reputation.
Means of verification	Proof of receipt of screening request by SSA Domestic branch.
Method of calculation	(Total number of new employees screened / Total number of new screening requests received x100
Data limitations	None
Type of indicator	Output
Calculation type	Non- Cumulative
Measure status	Existing Measure
Reporting cycle	Monthly
Person responsible	Director: Security Risk Management
Recipient(s)	HR; DG; SSA domestic branch; AG; Compliance Office

Outcome	Efficient, effective and development-oriented department
Strategic objective	Ensure implementation of national strategies
Measure title	% of screening requests of service providers and contractors processed
Measure definition	Background checks conducted for potential service providers and contractors
Purpose/ importance	To ensure that service providers and contractors employed pose no potential risk to the Department and its reputation
Means of verification	Proof of receipt of screening request by SSA Domestic Branch
Method of calculation	Total number of contractors and service providers screened/total number of new screening requests received/ x100
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	Director: Security Risk Management
Recipient(s)	HR; DG; SSA domestic branch; AG; Compliance Office

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Ensure implementation of national strategies
Measure title	Number of gender equality strategic plans implemented
Measure definition	Initiatives implemented to achieve women's empowerment and gender equality
Purpose/ importance	To ensure that gender equality and women's empowerment are achieved in order to create an all-inclusive environment
Means of verification	Approved DPSA plans and progress reports, which includes attendance registers for events held
Method of calculation	Number of action plans implemented
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Gender Programmes Manager
Recipient(s)	Minister, DG, DMR Officials, DPSA and DOW

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Ensure implementation of national strategies
Measure title	Number of health, safety and wellness programmes implemented
Measure definition	Health, safety and wellness programmes implemented for the wellbeing of DMR employees.
Purpose/ importance	To maintain a healthy workforce and safe environment
Means of verification	Any of the following documents as evidence: attendance registers, signed MoU's, SLAs, letters of agreement, minutes, programme, reports or articles
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output

Calculation type	Cumulative
Measure status	Revised measure
Reporting cycle	Monthly
Person responsible	Director: ERM
Recipient(s)	DMR officials

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Ensure compliance with legislation (HR and OHS)
Measure title	Number of actions implemented to ensure submission of financial disclosures
Measure definition	Number of actions implemented by corporate services to ensure organisation-wide compliance by senior members of staff
Purpose/ importance	<input type="checkbox"/> Internal memo circulated to SMS members reminding them of the submission of Financial Disclosure Forms <input type="checkbox"/> Printout from E-Disclosure system showing that new SMS members were registered <input type="checkbox"/> MANCO minutes <input type="checkbox"/> Signed submission by delegated authority <input type="checkbox"/> Proof of disciplinary action taken for non- submission
Means of verification	Number of actions instituted to ensure compliance by senior managers of the Department
Method of calculation	None
Data limitations	Output
Type of indicator	Simple count
Calculation type	Existing measure
Measure status	Internal memo circulated to SMS members reminding them of the submission of Financial Disclosure Forms <input type="checkbox"/> Printout from E-Disclosure system showing that new SMS members were registered <input type="checkbox"/> MANCO minutes <input type="checkbox"/> Signed submission by delegated authority <input type="checkbox"/> Proof of disciplinary action taken for non-submission
Reporting cycle	Annual
Person responsible	Chief Director: HR
Recipient(s)	PSC, Compliance office, DPSA, DG and Minister

Outcome	Efficient, effective and development-oriented department
Strategic objective	Ensure compliance with legislation (HR and OHS)
Measure title	% HRD Plan/WSP submitted to DPSA, PSETA and MQA within the prescribed time frames (30 April annually)
Measure definition	Tracking the submission of the HRD and WSP within the prescribed timeframes
Purpose/ importance	To facilitate the implementation of the HRD strategy and the NSDS
Means of verification	WSP/Annual Training Report (Acknowledgement screen from PSETA and confirmation communiqué from MQA)/Annual adjusted HRD Plan (Acknowledgement letter from DPSA)
Method of calculation	Formula driven (Number of HRD/WSPs approved timeously) ÷ total number of WSP/HRD plans submitted (DPSA, PSETA, MQA) x 100.
Data limitations	None
Type of indicator	Output

Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Annual
Person responsible	Director: HRD
Recipient(s)	Chief Director; DDG-Corporate Services; Internal Audit, Compliance Office; Institutions of Higher Learning; Department of Higher Education

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Ensure compliance with legislation (HR and OHS)
Measure title	Number of actions implemented to ensure submission of performance agreements.
Measure definition	The number of performance agreements signed and submitted by all SMS members during the reporting period annually at 31 May
Purpose/ importance	To ensure compliance with the Public Service Act.
Means of verification	Acknowledgement letter from DPSA
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Revised measure
Reporting cycle	Annually
Person responsible	Chief Director: HR
Recipient(s)	Compliance Office; PSC, DPSA

Outcome	Efficient, effective and development-oriented department (Learning and growth)
Strategic objective	Attract, develop and retain skills
Measure title	Number of HRD initiatives aligned to NSDS goals implemented
Measure definition	Facilitate the implementation of HRD Strategy and NSDS III
Purpose/ importance	To ensure an equitable workforce as required by the Employment Equity Act
Means of verification	Documentation relevant to each action: <ul style="list-style-type: none"> <input type="checkbox"/> Signed-off Employment Equity Plan <input type="checkbox"/> Appointment letters of Committee members <input type="checkbox"/> Copies of advertisements <input type="checkbox"/> List of names of candidates provided by recruitment agency <input type="checkbox"/> Attendance registers <input type="checkbox"/> Copies of newspaper advertisement
Method of calculation	Simple count of the number of affirmative action measures implemented
Data limitations	None
Type of indicator	Output
Calculation type	Simple count
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Director: HRD
Recipient(s)	Chief Director; DDG-Corporate Services; Internal Audit, Compliance Office; Institutions of Higher Learning; Department of Higher Education

Outcome	Efficient, effective and development-oriented department (Learning and growth)
Strategic objective	Attract, develop and retain skills
Measure title	Maintain the vacancy rate at an acceptable level
Measure definition	Number of vacant posts in relation to total funded posts
Purpose/ importance	It is a legislative requirement that the vacancy rate should be kept at 10% or less to ensure the Department has the required capacity to achieve its objectives
Means of verification	PERSAL reports and calculations
Method of calculation	Number of vacant posts ÷ number of approved and funded posts x 100
Data limitations	PERSAL establishment must be updated
Type of indicator	Output
Calculation type	Non-cumulative
Measure status	Existing Measure
Reporting cycle	Monthly
Person responsible	Chief Director: HR
Recipient(s)	Programme Heads, Compliance, DPSSA, DG, Minister

Outcome	Efficient, effective and development-oriented department (Learning and growth)
Strategic objective	Attract, develop and retain skills
Measure title	Number of affirmative action measures implemented
Measure definition	These are measures to be implemented to ensure that certain race groups are represented at all levels
Purpose/ importance	To ensure an equitable workforce as required by the Employment Equity Act
Means of verification	Documentation relevant to each action: <input type="checkbox"/> Copies of advertisements <input type="checkbox"/> List of names of candidates from designated groups <input type="checkbox"/> Minutes of discussions during short listing and interviews <input type="checkbox"/> Copies of newspaper advertisements
Method of calculation	Simple count of the number of affirmative action measures implemented
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Director: Human Resource Administration and Practices
Recipient(s)	Department of Labour, Compliance Office, Heads of Branches, DG, Minister

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage of fully implemented agreed upon management action plans (Internal Audit)
Measure definition	Measurement of implemented action plans arising out of internal audit findings
Purpose/ importance	To improve the internal control environment of the Department
Means of verification	Original audit report; follow-up audit report; summary of audit findings

Method of calculation	Number of satisfactorily implemented agreed upon management action plans/ Total number of agreed upon management action plans) x 100
Data limitations	Unavailability of resources to implement
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing Measure
Reporting cycle	Monthly
Person responsible	DDGs, Chief Directors and Executive Assistants
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG; EXCO and MANCO members

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage of fully implemented agreed upon management action plans (External Audit)
Measure definition	Measurement of implemented action plans arising out of the Auditor General's findings
Purpose/ importance	To improve the internal control environment of the Department
Means of verification	AG management report action plan; follow-up audit report; summary of audit findings
Method of calculation	Number of satisfactorily implemented agreed upon management action plans/Total number of agreed upon management action plans) x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	DDGs and Chief Directors
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage adherence to compliance framework
Measure definition	Measurement of implemented actions from compliance framework. The checklist requires the following: <ul style="list-style-type: none"> <input type="checkbox"/> Declaration form stating that the performance agreements of SMS members are linked to the APP <input type="checkbox"/> Minutes of the meeting/s highlighting the presentation and discussion of the plan <input type="checkbox"/> All measures (achieved, partially achieved) due for reporting are reported before the system is closed <input type="checkbox"/> All the required verification sources are loaded before the system is closed/ by due date and are as per Annexure E <input type="checkbox"/> Signed declaration form (original) submitted to Compliance on the same day the quarterly report is due <input type="checkbox"/> Minutes of the meetings highlighting the discussion of the implementation of the strategy
Purpose/ importance	Ensures compliance to performance prescripts and policies of government

Means of verification	Completed checklist and minutes showing discussion of APP and quarterly performance reports
Method of calculation	Number of what was achieved/by total number of requirements X 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	DDGs and Chief Directors
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG

Outcome	Efficient, effective and development-oriented department (Learning and growth)
Strategic objective	Promote corporate governance
Measure title	Percentage implementation of risk management plans
Measure definition	Measurement of risk management action plans implemented
Purpose/ importance	Necessary to ensure that risk identified is managed by implementing action plans that reduce it or completely eliminate it
Means of verification	Monitoring report
Method of calculation	Total number of risk treatment action plans implemented/Total number of risk treatment action plans to be implemented per quarter x100
Data limitations	Delay in implementing the action plans
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	DDG
Recipient(s)	Internal Audit; DG; Ministry; Compliance Office; National Treasury; Audit Committee

ANNEXURE E - Technical Measure Descriptions

Name of Programme: Financial Administration

Programme Manager: Ms R I Singo

FINANCIAL ADMINISTRATION

Outcome	Efficient, effective and development-oriented department (Customer/ stakeholder perspective)
Strategic objective	Provide efficient services to our internal and external customers
Measure title	Percentage system availability
Measure definition	Management of quality IT services to internal clients
Purpose definition	Provision of IT Systems to ensure efficient and effective service delivery
Means of verification	Microsoft monitoring report
Method of calculation	Average system availability
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-Cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	CIO
Recipient(s)	All system users

Outcome	Efficient, effective and development-oriented department (Customer/ stakeholder perspective)
Strategic objective	Provide efficient services to our internal and external customers
Measure title	Percentage achievement of SLA
Measure definition	The SLAs signed with Branches stipulates the turn-around times for delivery of services. The indicator measures percentage adherence of the units to the stipulated times in the SLAs.
Purpose/definition	To ensure that agreed upon services are rendered within the agreed timeframes and standards
Means of verification	Monitoring report
Method of calculation	Number of achieved deliverables/Number of total deliverables x100
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	CIO and CD: Financial Management and Supply Chain
Recipient(s)	Office of the DG, COO and All Branch heads

Outcome	Efficient, effective and development-oriented department (Customer/ stakeholder perspective)
Strategic objective	Provide efficient services to our internal and external customers
Measure title	Customer satisfaction index (1-5 index)
Measure definition	Customer perceptions on the level of services provided
Purpose / importance	To ensure continuous improvement through feedback that is obtained from customers regarding current services
Means of verification	Customer satisfaction survey report
Method of calculation	Average rating
Data limitations	Non response from clients
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Bi-Annually
Person responsible	All Chief Directors
Recipient(s)	DG; Ministry; Compliance Office

Outcome	Efficient, effective and development-oriented department (Customer/stakeholder perspective)
Strategic objective	Provide efficient services to our internal and external customers
Measure title	Percentage of financial reports delivered on schedule
Measure definition	There are financial reports that are expected to be submitted to external stakeholders on stipulated dates in terms of PFMA, Treasury Regulations and other relevant prescripts. The indicator measures the percentage of regulated reports submitted on time
Purpose / importance	To provide timely information and to comply with laws and regulations
Means of verification	Proof of timely submission of reports
Method of calculation	Number of reports submitted in time over the number of reports required X 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	All Chief Directors
Recipient(s)	Internal and external clients as per report calendar

Outcome	Efficient, effective and development-oriented department (Customer/ stakeholder perspective)
Strategic objective	Provide efficient services to our internal and external customers
Measure title	Percentage of suppliers paid within 30 days
Measure definition	Departments are expected to pay their suppliers within 30 days in terms of the Treasury Regulations and PFMA. The indicator measures the percentage adherence to the 30 days turn-around time set for payment of suppliers
Purpose / importance	To ensure sustainability of small businesses as prescribed by the PFMA
Means of verification	Monthly invoice report signed by the CFO sent to Treasury by the 7 th of each month
Method of calculation	Total invoices paid within 30 days/Total invoices received X 100

Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	Chief Director: Finance and SCM
Recipient(s)	National Treasury, MANCO Members

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Implement processes and systems
Measure title	Percentage implementation of the MSP
Measure definition	Management of holistic improvement of IT environment and alignment to business objectives
Purpose/ importance	To ensure that the ICT strategy is aligned to strategic objectives of the Department.
Means of verification	MSP implementation progress report
Method of calculation	Implemented initiatives/total planned initiatives X 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	CIO
Recipient(s)	DPSA (ICT reports required, CT Committee, EXCO Members

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Manage financial resources
Measure title	Percentage variance on allocated budget
Measure definition	It is a tolerable % or amount that the Department deems to be the acceptable surplus that can be recorded at the end of the financial year
Purpose / importance	To ensure that the financial resources of the Department are used in an effective, efficient, economical and transparent manner
Means of verification	Expenditure control report
Method of calculation	Comparative analysis (actual expenditure vs. projected expenditure)
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	All programme managers.
Recipient(s)	Programme Managers, Minister , EXCO and MANCO members, National Treasury

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Manage financial resources
Measure title	Number of incidents of irregular expenditure
Measure definition	Incidents of expenditure incurred without the necessary approval
Purpose / importance	To curb expenditure incurred that is classified as irregular expenditure in terms of PFMA and other applicable acts.
Means of verification	Irregular expenditure reports
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	All DDGs
Recipient(s)	DDGs, Audit Committee through interim financial report, National Treasury, MANCO and EXCO members, Minister

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Manage financial resources
Measure title	% implementation of asset management plan
Measure definition	The Department aims to minimise the assets disposed before the end of the asset lifespan. The indicator measures the extent of implementation of the asset management plan.
Purpose/ importance	To ensure safeguarding, maintenance and utilisation of assets
Means of verification	Assets disposal report and asset verification register
Method of calculation	Implemented activities/total planned activities for the quarter under review X 100
Data limitations	Unavailability of resources to implement
Type of indicator	Outcome
Calculation type	None-Cumulative
Measure status	New measure
Reporting cycle	Quarterly
Person responsible	All DDGs
Recipient(s)	Branch heads; Compliance office; AG; National Treasury

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage of fully implemented agreed upon management action plans (Internal Audit)
Measure definition	Measurement of implemented action plans arising out of internal audit findings
Purpose/ importance	To improve the internal control environment of the Department
Means of verification	Original audit report; follow-up audit report; summary of audit findings
Method of calculation	Number of satisfactorily implemented agreed upon management action plans/Total number of agreed upon management action plans x 100

Data limitations	Unavailability of resources to implement
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	DDGs, Chief Directors and Executive Assistants
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG; EXCO and MANCO members

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage of fully implemented agreed upon management action plans (External Audit)
Measure definition	Measurement of implemented action plans arising out of the Auditor General's findings
Purpose/ importance	To improve the internal control environment of the Department
Means of verification	AG management report action plan; follow-up audit report; summary of audit findings
Method of calculation	Number of satisfactorily implemented agreed upon management action plans/Total number of agreed upon management action plans x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure Status	Existing measure
Reporting cycle	Monthly
Person responsible	DDGs and Chief Directors
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage adherence to compliance framework
Measure definition	Measurement of implemented actions as per the Monitoring and Evaluation Compliance Framework- The checklist requires the following: <ul style="list-style-type: none"> <input type="checkbox"/> Declaration form stating that the performance agreements of SMS members are linked to the APP <input type="checkbox"/> Minutes of the meeting/s highlighting the presentation and discussion of the plan <input type="checkbox"/> All measures (achieved, partially achieved) due for reporting are reported before the system is closed <input type="checkbox"/> All the required verification sources are loaded before the system is closed/ by due date and are as per Annexure E <input type="checkbox"/> Signed declaration form (original) submitted to Compliance on the same day the quarterly report is due <input type="checkbox"/> Minutes of the meeting/s highlighting the discussion of the implementation of the strategy
Purpose/ importance	Ensures compliance to performance prescripts and policies of government
Means of verification	Completed checklist, minutes showing discussion of APP and quarterly performance reports

Method of calculation	Number of what was achieved/total number of requirements x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	DDGs and Chief Directors
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG

Outcome	Efficient, effective and development-oriented department (Learning and growth)
Strategic objective	Promote corporate governance
Measure title	Percentage implementation of risk management plans
Measure definition	Measurement of risk management action plans implemented
Purpose/ importance	Necessary to ensure that risk identified is managed by implementing action plans that reduce it or completely eliminate it
Means of verification	Monitoring report
Method of calculation	Total number of risk treatment action plans implemented/Total number of risk treatment action plans to be implemented per quarter x 100
Data limitations	Delay in implementing the action plans
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	DDG
Recipient(s)	Internal Audit; DG; Ministry; Compliance Office; National Treasury; Audit Committee

Outcome	Efficient, effective and development-oriented department (Learning and growth)
Strategic objective	Promote corporate governance
Measure title	Percentage implementation of ICT governance initiatives
Measure definition	Measurement of ICT governance initiatives implemented
Purpose/ importance	Necessary to ensure that ICT governance initiatives are in place to minimise risk of non-compliance with regulations
Means of verification	Quarterly report
Method of calculation	Total number of ICT governance initiatives implemented/Total number of ICT governance initiatives to be implemented per quarter x 100
Data limitations	Delay in implementing the action plans
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	New measure
Reporting cycle	Quarterly
Person responsible	DDG
Recipient(s)	Internal Audit; DG; Ministry; Compliance Office; National Treasury; Audit Committee

ANNEXURE E - Technical Measure Descriptions

Name of Programme: Mine Health and Safety Inspectorate

Programme Manager: Mr D Msiza

MINE HEALTH AND SAFETY INSPECTORATE

Outcome	Transformed minerals sector (Stakeholder)
Strategic objective	Promote health and safety
Measure title	Percentage reduction in occupational fatalities
Measure definition	Monitor the number of people that die due to accidents in the mines
Purpose/ importance	Reduce the impact such fatalities have on the families, the sector and the economy
Means of verification	SAMRASS report
Method of calculation	Comparative analysis of actual figures for a specific period with the same period in the previous year Calc: [(Current quarter – Same Quarter Previous year) / Same Quarter Previous year] x100
Data limitations	System downtime, crashing and shortage of staff to capture information into the system
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	The Head: Support Services
Recipient(s)	Ministry, DG, Compliance Office, Internal Audit

Outcome	Transformed minerals sector (Stakeholder)
Strategic objective	Promote health and safety
Measure title	Percentage reduction in occupational injuries
Measure definition	Monitor the number of people that get injured whilst on duty in the mines
Purpose/ importance	Reduce the impact such injuries have on the families, the sector and the economy
Means of verification	SAMRASS report
Method of calculation	Comparative analysis of actual figures for a specific period with the same period in the previous year Calc: [(Current quarter – Same Quarter Previous year) / Same Quarter Previous year] x100
Data limitations	System downtime, crashing and shortage of staff to capture information onto the system
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	The Head: Support Services
Recipient(s)	Ministry, DG, Compliance Office, Internal Audit

Outcome	Transformed minerals sector (Stakeholder)
Strategic objective	Promote health and safety
Measure title	Percentage reduction in occupational diseases (Including TB)
Measure definition	Monitor the number of people that contract occupational diseases in the mines
Purpose/ importance	Reduce the impact such occupational diseases have on the families, the sector and the economy
Means of verification	Summary of health incidents submitted by mines to MHSI in the regional offices
Method of analysis	Comparative analysis of actual figures for a specific period with the same period in the previous year Calc: [(Current quarter – Same Quarter Previous year)/ Same Quarter Previous year] x 100
Data limitations	System downtime and crashing
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	The Head: Support Services
Recipient(s)	Ministry, DG, Compliance Office, Internal Audit

Outcome	Transformed minerals sector (Stakeholder)
Strategic objective	Promote health and safety
Measure title	Percentage of investigations completed (initiated vs completed)
Measure definition	Timely completion of accident investigations in order to determine the causes of fatalities or injuries that occurred in the mines
Purpose/ importance	Prompt implementation of recommendations from investigations to assist with improving health and safety in the mines
Means of verification	List of investigations initiated and completed per region and investigation reports
Method of calculation	(Number of Investigations completed per quarter divide by number of investigations initiated per quarter) X 100
Data limitations	Availability of witnesses, representatives and inspectors
Type of indicator	Output
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Principal inspectors
Recipient(s)	Ministry, DG, Compliance Office, Internal Audit

Outcome	Transformed minerals sector (Stakeholder)
Strategic objective	Promote health and safety
Measure title	Percentage of inquiries completed
Measure definition	Timely completion of accident inquiries in order to determine the causes of fatalities or injuries that occurred in the mines
Purpose/ importance	Prompt implementation of recommendations to assist with improving health and safety in the mines
Means of verification	Inquiry reports or summary of inquiry reports
Method of calculation	Comparative analysis of actual figures for a specific period with planned figures for the specific period. Calculation:(inquiries completed divided by inquiries initiated) x 100

Data limitations	Availability of witnesses and representatives and shortage of inspectors
Type of indicator	Output
Calculation type	Non-Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Principal inspectors
Recipient(s)	Ministry, DG, Compliance Office, Internal Audit

Outcome	Transformed minerals sector (Stakeholder)
Strategic objective	Promote health and safety
Measure title	Number of inspections conducted
Measure definition	Counting the number of site visits to mines in order to assess whether there is compliance with the MHSA provisions
Purpose/ importance	To monitor compliance with the Mine Health and Safety Acts and assist with improving health and safety conditions in the mines
Means of verification	List of number of inspections conducted per region or inspection reports
Method of calculation	Simple count
Data limitations	Non-recording/omissions, to record the inspections
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Capture cycle	Monthly
Reporting cycle	Quarterly
Person responsible	Principal inspectors
Recipient(s)	Ministry, DG, Compliance Office, Internal Audit

Outcome	Transformed minerals sector (Stakeholder)
Strategic objective	Promote health and safety
Measure title	Number of audits conducted (cumulative), individual audits included
Measure definition	Counting the number of audits conducted in accordance with audit procedures
Purpose/ importance	To monitor compliance with the MHSA and assist with improving health and safety conditions in the mines
Means of verification	List of number of audits conducted per region or audit reports
Method of analysis	Simple count
Data limitations	Non-recording/omissions, to record the audits
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Principal inspectors
Recipient(s)	Ministry, DG, Compliance Office, Internal Audit

Outcome	Transformed minerals sector (Stakeholder)
Strategic objective	Promote health and safety
Measure title	Percentage adherence to the enforcement guideline
Measure definition	Comparison of enforcement measures that are properly implemented as per the guideline versus those that are not. Instructions issued by inspectors in terms of the MHSAs sections 54 or 55 or 55B (admin. fines) must be done in accordance with the enforcement guideline
Purpose/ importance	Monitor deviations from the implementation of the enforcement guideline and identify areas for further training
Means of verification	List of the number of statutory instructions issued per region (Section 54 or 55 or Admin Fines) or statutory instruction reports
Method of Calculation	$(\text{Number statutory instructions not issued as per the enforcement guideline} / \text{total number of statutory instructions issued}) \times 100$
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Principal Inspectors
Recipient(s)	Ministry; DG; Compliance Office, Internal Audit

Outcome	Transformed minerals sector (Stakeholder)
Strategic objective	Promote health and safety
Measure title	MHSI annual report submitted
Measure definition	Detailed annual report on the performance of the mining industry on health and safety matters and activities of the Inspectorate
Purpose/ importance	Fulfil the statutory requirement as per the MHSAs of submitting annual mine health and safety report to Minister
Means of verification	MHSI annual report
Method of calculation	Simple count
Data limitations	Delays in the provision of information or inputs for the report
Type of indicator	Output
Calculation type	Non-Cumulative
Measure status	Existing measure
Reporting cycle	Annually
Person responsible	Director: Support Services
Recipient(s)	Ministry, DG, Compliance Office, Internal Audit

Outcome	Transformed minerals sector (Stakeholder)
Strategic objective	Promote health and safety
Measure title	Legislative framework reviewed
Measure definition	Inputs provided to the MHSC or Mineral Policy and Promotion branch for the review of the legislative framework
Purpose/ importance	To address implementation gaps in the legislative framework
Means of verification	Report on inputs for the legislative framework review
Method of analysis	Simple count

Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Annually
Person responsible	Chief Inspector of Mines
Recipient(s)	Ministry; DG, Compliance Office, Internal Audit

Outcome	Transformed minerals sector (Stakeholder)
Strategic objective	Promote health and safety
Measure title	Number of tripartite workshops conducted
Measure definition	Health and safety workshops conducted between the unions, employers and State
Purpose/ importance	Awareness of technological developments on mine health and safety matters. Discussing of health and safety challenges at mines and design of solutions
Means of verification	List of tripartite workshops conducted per region and attendance register or minutes and agendas
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Principal Inspectors
Recipient(s)	Ministry, DG, Compliance Office, Internal Audit

Outcome	Sufficient and relevant skills in the mining sector
Strategic objective	Contribute to skills development
Measure title	Percentage implementation of Certificate of Competency Model to improve pass rate
Measure definition	Administration of the Mine Government Certificate of Competency Examination and issuing of the relevant certificates in areas of mining, engineering and, surveying
Purpose/ importance	Contribute to skills development at mines
Means of verification	Report on Examinations for Certificate of Competency
Method of calculation	$(\text{Number of procedures in the model not properly implemented} / \text{total number of procedures in the model for Certificate of Competency}) \times 100$
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	All Chief Directors
Recipient(s)	Ministry; DG; Compliance Office, Internal Audit

Outcome	Efficient, effective and development-oriented department (Internal Processes)
Strategic objective	Implement SLAs
Measure title	Percentage adherence to existing SLAs
Measure definition	Monitoring of the implementation of SLAs entered into with different stakeholders, including the MQA and Mine Rescue Services
Purpose/ importance	To monitor and ensure that SLAs are properly implemented
Means of verification	Training progress reports and/or proof of payment within 30 days for emergency rescue services rendered on behalf of the Department
Method of analysis	Number of agreements not properly implemented divided by the total number agreements entered into) x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Director: Support Services
Recipient(s)	Ministry, DG, Compliance Office, Internal Audit

Outcome	Efficient, effective and development-oriented Department (Internal Processes)
Strategic objective	Develop and review internal processes
Measure title	Percentage of identified internal processes developed, reviewed and implemented
Measure definition	Measurement of number of documents developed or reviewed. On a quarterly basis the Inspectorate identify internal processes that may require development or review to improve our efficiency in line with outcomes of internal audits and operational risks assessments. On a quarterly basis, those that were identified as a priority in that quarter are either developed or reviewed for implementation
Purpose/ importance	As part of knowledge management within the DMR, business processes are developed to ensure that new employees or interested parties will read the document to understand how the branch runs its business
Means of verification	Policies, procedures, instructions or guidelines developed, reviewed and implemented
Method of analysis	Number of internal processes developed, reviewed and implemented versus the total number of internal processes identified) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Director: Technical Support Unit
Recipient(s)	Ministry, DG, Compliance Office

Outcome	Efficient, effective and development-oriented department (Internal Processes)
Strategic objective	Improve turnaround times
Measure title	Percentage adherence to prescribed time frames for medical appeals
Measure definition	Measurement of response time to medical appeals. The prescribed response time to medical appeals is 30 days
Purpose/ importance	Ensuring that response to medical appeals is done within prescribed timeframes
Means of verification	Report of medical appeals
Method of calculation	$100\% - (\text{Number of medical appeals not processed within prescribed timeframe versus the total number medical appeals processed}) \times 100$
Data limitations	Late submission of records by mines, availability of specialists and affected employees' failure to attend doctors' appointments
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Medical Inspector and Occupational Health Chief Directorate.
Recipient(s)	Ministry, DG, Compliance Office, Internal Audit

Outcome	Efficient, effective and development-oriented department (Internal Processes)
Strategic objective	Improve turnaround times
Measure title	Percentage adherence to prescribed time frames for CIOM appeals
Measure definition	Measurement of response time to CIOM appeals The prescribed response time on CIOM appeals is 30 days
Purpose/ importance	Ensuring that response to CIOM appeals is done within prescribed timeframes. It is important to finalise CIOM appeals timeously within prescribed turnaround time for client satisfaction and improved service delivery
Means of verification	Report of the CIOM appeals
Method of analysis	$100\% - (\text{Number of CIOM Appeals not processed within prescribed timeframe versus the total number CIOM appeals processed}) \times 100$
Data limitations	Late submission of records by mines and availability of specialists where applicable
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Director Legal, Chief Directors and CIOM.
Recipient(s)	Ministry, DG, Compliance Office, Internal Audit

Outcome	Efficient, effective and development-oriented department (Internal Processes)
Strategic objective	Improve turnaround times
Measure title	Percentage adherence to prescribed time frames for MPRDA applications
Measure definition	Measurement of response time to MPRDA applications. The prescribed response time on MPRDA is 30 days. Measurement of response time by the Inspectorate during MPRDA processes
Purpose/ importance	Ensuring that responses to MPRDA applications are done within prescribed timeframes. It is important to comment on health and safety matters and respond timeously on applications so that we do not delay the processes within the Department to be followed before applicants are issued with mining rights, prospecting rights or mining permits
Means of verification	Admin register or summary of admin register
Method of analysis	100% - (Number of MPRDA applications not processed within prescribed timeframe versus the total number MPRDA applications processed) x 100
Data limitations	Non-recording of/omissions, to record adherence to the MPRDA application time frames
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting Cycle	Quarterly
Person Responsible	Principal Inspectors
Recipient(s)	Ministry, DG, Compliance Office; Internal Audit

Outcome	Efficient, effective and development-oriented department (Internal Processes)
Strategic objective	Improve turnaround times.
Measure title	Percentage adherence to prescribed time frames for administrative tasks
Measure definition	Measurement of response time to Administrative tasks. The prescribed response time on Admin. Tasks is 30 days
Purpose/ importance	Ensuring that response to Administrative tasks are done within prescribed timeframes; it is important to finalize admin tasks within prescribed timeframes so that we can meet with our strategic objective of ensuring that we adhere to turnaround time of any administrative tasks for client satisfaction and improved service delivery.
Means of verification	Admin Registers or Summary of Admin Registers
Method of analysis	100% - (Number Administrative tasks not processed within prescribed timeframe versus the total number Administrative tasks processed) X100.
Data limitations	Non recording of /omissions to record adherence with the administrative task
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing
Reporting cycle	Quarterly
Person responsible	All Managers
Recipient(s)	Ministry, DG, Compliance Office, Internal Audit

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage of fully implemented agreed upon management action plans (Internal Audit)
Measure definition	Measurement of implemented action plans arising out of Internal Audit findings
Purpose/ importance	To improve the internal control environment of the Department
Means of verification	Original audit report; follow-up audit report; summary of audit findings
Method of calculation	(Number of implemented management action plans per quarter/ total number of agreed upon management action plans) x 100
Data limitations	Unavailability of resources to implement
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	DDGs, Chief Directors and Executive Assistants
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG; EXCO and MANCO members

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage of fully implemented agreed upon management action plans (External Audit)
Measure definition	Measurement of implemented action plans arising out of the Auditor General's findings
Purpose/ importance	To improve the internal control environment of the Department
Means of verification	AG management report action plan; follow-up audit report; summary of audit findings
Method of calculation	(Number of implemented management action plans/ total number of agreed upon management action plans) x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	DDGs and Chief Directors
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage adherence to compliance framework
Measure definition	Measurement of implemented actions from compliance framework. The checklist requires the following: <ul style="list-style-type: none"> <input type="checkbox"/> Declaration form stating that the performance agreements of SMS members are linked to the APP <input type="checkbox"/> Minutes of the meeting/s highlighting the presentation and discussion of the plan <input type="checkbox"/> All measures (achieved, partially achieved) due for reporting are reported before the system is closed <input type="checkbox"/> All the required verification sources are loaded before the system is closed/ by due date and are as per Annexure E <input type="checkbox"/> Signed declaration form (original) submitted to Compliance on the same day the quarterly report is due <input type="checkbox"/> Minutes of the meeting/s highlighting the discussion of the implementation of the strategy
Purpose/ importance	Ensures compliance to performance prescripts and policies of government
Means of verification	Completed checklist and minutes showing discussion of the APP and quarterly performance reports
Method of calculation	Number of what was achieved/total number of requirements x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	DDGs and Chief Directors
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG

Outcome	Efficient, effective and development-oriented department (Learning and growth)
Strategic objective	Promote corporate governance
Measure title	Percentage implementation of risk management plans
Measure definition	Measurement of risk management action plans implemented
Purpose/ importance	Necessary to ensure that risks identified are managed by implementing action plans that reduce it or completely eliminate it
Means of verification	Monitoring report or risk register
Method of calculation	Total number of risk treatment action plans implemented/total number of risk treatment action plans to be implemented per quarter x 100
Data limitations	Delays in implementing the action plans
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	DDG, Chief Directors
Recipient(s)	Internal Audit; DG; Ministry; Compliance Office; National Treasury; Audit Committee

ANNEXURE E - Technical Measure Descriptions

Name of Programme: Mineral Regulation

Programme Manager: Mr J Raphela

MINERAL REGULATION

Outcome	Equitable and sustainable benefit from mineral resources (Customer/ stakeholder)
Strategic objective	Promote job creation
Measure title	Number of SLP development projects completed
Measure definition	List of projects completed that contribute towards HRD, Mine Community Development, Housing and Living Conditions, address Employment Equity issues, and processes to save jobs and manage downscaling and/or closure of mines
Purpose/ importance	To promote employment and advancement of the social and economic welfare of mining communities
Means of verification	Inspection reports, SLP annual progress reports
Method of calculation	Simple count
Data limitations	Inspection reports not recorded correctly
Type of indicator	Output
Calculation type	Cumulative
Measure status	Revised measure
Reporting cycle	Quarterly
Person responsible	Chief Directors
Recipient(s)	Minister; DG; Compliance office; Internal Audit; Parliament; AG

Outcome	Equitable and sustainable benefit from mineral resources (Customer/ stakeholder)
Strategic objective	Promote job creation
Measure title	Number of black industrialists created through procurement
Measure definition	List of black industrialists that are supplying to the mining Industry
Purpose/ importance	To create employment and black industrialists who supply to the mining industry
Means of verification	List of HDSA companies, showing names and identity documents per region
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Director: Empowerment and Transaction Assessment
Recipient(s)	Minister, DG, Compliance office, Internal Audit, Parliament; AG

Outcome	Equitable and sustainable benefit from mineral resources (Customer/stakeholder)
Strategic objective	Promote job creation
Measure title	Number of jobs created through mining
Measure definition	Number of jobs created through the implementation of the Social and Labour Plan. Number of jobs created through issuing of mining rights.

Purpose/ importance	Provide stakeholders with an indication of mining impact with regard to jobs created
Means of verification	Inspection reports, SLP annual progress reports
Method of calculation	Statistical input from a third party
Data limitations	Third party data
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Director
Recipient(s)	Minister, DG, Compliance office, Internal Audit, Parliament, AG

Outcome	Equitable and sustainable benefit from mineral resources (Customer/ stakeholder)
Strategic objective	Promote sustainable resources use and management
Measure title	Percentage of compliant renewed prospecting rights
Measure definition	Each right issued must comply with the provisions of the regulatory framework (renewed prospecting rights must comply with terms, obligations and conditions of the principal right)
Purpose/ importance	Verification of prospecting activities conducted to determine whether there is no hoarding of minerals.
Means of verification	Inspection reports, mine economics annual progress reports (Prospecting right renewed)
Method of calculation	Simple count (finalised PR renewals/ lodged renewals X 100)
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	New Measure
Reporting cycle	Quarterly
Person responsible	Chief Director
Recipient(s)	Minister, DG, Compliance office, Internal Audit, Parliament, AG

Outcome	Equitable and sustainable benefit from mineral resources (Customer/ stakeholder)
Strategic objective	Reduce state environmental liability and financial risk
Measure title	Percentage of statutory notices/orders issued to remedy inadequate financial provision
Measure definition	Number of inspections conducted to ascertain the adequacy of the financial provision. (All rights should have adequate financial provision for rehabilitation)
Purpose/ importance	To reduce environmental liability and financial risk.
Means of verification	Inspection reports, environmental audit reports.
Method of calculation	Number of statutory orders or notices to remedy inadequate financial provision / total number of statutory orders or notices x 100 (Number of remedial orders issued/number of cases of inadequate financial provision identified by inspection of records or site X 100)
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative

Measure status	Revised measure
Reporting cycle	Quarterly
Person responsible	Chief Directors
Recipient(s)	Minister, DG, Compliance office, Internal Audit, Parliament, AG

Outcome	Equitable and sustainable benefit from mineral resources (Customer/ stakeholder)
Strategic objective	Reduce state environmental liability and financial risk
Measure title	Percentage of closure certificates issued in line with the regulatory framework
Measure definition	Each closure certificate issued must comply with the provisions of the regulatory framework
Purpose/ importance	To reduce state liability for rehabilitation
Means of verification	Closure certificates issued per region
Method of calculation	Number of closure certificates issued in line with the regulatory framework/total number of closure certificates x 100
Data limitations	Misleading information by applicants
Type of indicator	Outcome
Calculation type	Non-Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Directors
Recipient(s)	Minister; DG; Compliance office; Internal Audit; Parliament; AG

Outcome	Transformed minerals sector
Strategic objective	Implement transformation policies/legislation
Measure title	Number of rights and permits granted and/or issued to HDSA controlled entities
Measure definition	Number of rights and permits granted/issued to HDSA controlled entities
Purpose/ importance	To ensure implementation of transformation policies
Means of verification	Issued and/ or granted rights and permits, shareholders or Joint Venture agreements or members interest (CCs) and identity documents
Method of calculation	Simple count of either granted or issued rights to HDSA controlled entities
Data limitations	Fronting, misleading information, transfer and cession of rights
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Directors
Recipient(s)	Minister; DG; Compliance office; Internal Audit; Parliament; AG

Outcome	Transformed minerals sector
Strategic objective	Implement transformation policies/legislation
Measure title	Number of consultations/engagements for conflict management with communities/ stakeholders and the mining industry
Measure definition	Engagements/consultations with communities, stakeholders and the mining industry
Purpose/ importance	To facilitate HDSA entrants to the mining industry and/or to address/manage community concerns

Means of verification	Agenda, attendance register and/or minutes
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Directors
Recipient(s)	Minister; DG; Compliance office; Internal Audit; Parliament; AG

Outcome	Transformed minerals sector
Strategic objective	Implement transformation policies/legislation
Measure title	Number of industry workshops conducted
Measure definition	Continuous engagements with the mining industry (Mining rights holders, communities, consultants and/or affected authorities)
Purpose/ importance	To promote compliance with regulatory framework
Means of verification	Agenda, attendance register and/or minutes
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative per annum
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Directors
Recipient(s)	Minister; DG; Compliance office; Internal Audit; Parliament; AG

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Monitor and enforce compliance
Measure title	Number of SLP inspections conducted
Measure definition	Number of inspections conducted to monitor compliance with SLPs
Purpose/ importance	To monitor and enforce compliance with the regulatory framework
Means of verification	Inspection reports, SLP annual progress reports
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Directors
Recipient(s)	Minister; DG; Compliance office; Internal Audit; Parliament; AG

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Monitor and enforce compliance
Measure title	Number of legal compliance inspections conducted (Mineral Laws- MLA and SLPs)
Measure definition	Number of inspections conducted to monitor legal compliance.
Purpose/ importance	To monitor and enforce compliance with the regulatory framework
Means of verification	Inspection reports, annual reports
Method of calculation	Simple count

Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Directors
Recipient(s)	Minister; DG; Compliance office; Internal Audit; Parliament; AG

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Monitor and enforce compliance
Measure title	Number of Mine Economics inspection audits conducted
Measure definition	Number of inspections conducted to monitor legal compliance.
Purpose/ importance	To monitor and enforce compliance with the regulatory framework
Means of verification	Inspection reports, Mine economics annual progress reports
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Directors
Recipient(s)	Minister; DG; Compliance office; Internal Audit; Parliament; AG

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Monitor and enforce compliance
Measure title	Percentage implementation of enforcement procedures to collect prospecting fees that are in arrears
Measure definition	Collection of revenue relating to prospecting and mining rights and permits
Purpose/ importance	To comply with obligations of MPRDA and provisions of PFMA
Means of verification	Instructions/orders and/or reminders on file, vs list of cases of arrear payments identified
Method of calculation	$(\text{Total revenue collected} / \text{total revenue due}) \times 100$ $(\text{Instructions / orders and/ reminders on file} / \text{list cases of arrear payments identified}) \times 100$
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	Chief Directors
Recipient(s)	Minister; DG; Compliance office; Internal Audit; Parliament; AG

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Monitor and enforce compliance
Measure title	Number of environmental verification inspections conducted
Measure definition	Number of inspections conducted to determine whether environmental authorisations were granted for mining to take place
Purpose/ importance	To monitor and enforce compliance with the regulatory framework
Means of verification	Inspection reports, performance assessments reports
Method of calculation	Number of statutory orders or directives issued to remedy non-compliance/ total number of notices or directives x 100 (Simple count)
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Directors
Recipient(s)	Minister; DG; Compliance office; Internal Audit; Parliament; AG

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Monitor and enforce compliance
Measure title	% of statutory notices /orders issued to remedy environmental non-compliance
Measure definition	Number of statutory notices and directives issued to remedy non-compliance
Purpose/ importance	To enforce compliance with the regulatory framework
Means of verification	Notices and directives
Method of calculation	Number of statutory notices and directives issued to remedy non-compliance/ total number of notices and directives x 100
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	New measure
Reporting cycle	Quarterly
Person responsible	Chief Director
Recipient(s)	DG, Compliance office, Internal Audit, Minister, Parliament, AG

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Monitor and enforce compliance
Measure title	% of investigations finalised and cases handed over to NPA
Measure definition	Number of cases referred to NPA and successful prosecution thereof
Purpose/ importance	To ensure successful prosecution of transgressors of mining environmental crimes
Means of verification	Cases finalised
Method of calculation	(Number of complaints/cases referred to NPA for prosecution divided by number of investigations warranting prosecution) x 100
Data limitations	Insufficient evidence
Type of indicator	Output
Calculation type	Cumulative
Measure status	New measure
Reporting cycle	Quarterly
Person responsible	Chief Director
Recipient(s)	DG, Compliance Office, Internal Audit, Minister, Parliament, AG

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Monitor and enforce compliance
Measure title	% of environmental complaints closed or referred to competent authorities
Measure definition	Number of complaints received
Purpose/ importance	To ensure that all reported cases are documented for effective compliance and enforcement with the regulatory framework
Means of verification	Updated register of all the cases
Method of calculation	(Number of complaints received divided by total number of complaints attended to) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	New measure
Reporting cycle	Quarterly
Person responsible	Chief Director
Recipient(s)	DG, Compliance Office, Internal Audit, Minister, Parliament, AG

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	% of Environmental Authorisation granted within the prescribed timeframe
Measure title	Processing of Environmental Authorisation applications within the prescribed timeframe
Measure definition	To comply with the legislated timeframes
Purpose/ importance	Report of new prospecting and mining right Environmental Authorisation finalised (granted/issued).
Means of verification	Step 1: Number of EA adjudicated / number of EA lodged X 100%
Method of calculation	Cases where extensions were requested by applicants in relation to EA applications
Data limitations	% of Environmental Authorisation granted within the prescribed timeframe
Type of indicator	Output
Calculation type	Non-Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Directors
Recipient(s)	Minister; DG; Compliance office; Internal Audit; Parliament; AG

Outcome	Efficient, effective and development oriented department (Internal processes)
Strategic Objective	Improve turnaround times
Measure title	Percentage adherence to timeframe committed to DPME
Measure definition	Processing of applications within the timeframe committed to DPME
Purpose/ importance	To comply with the legislated timeframes
Means of verification	Report of new prospecting and mining right applications served before National Licensing together with applicable report dates.
Method of calculation	Step 1: Calculate number of days taken from latest EA/REMDEC report to National licensing (less than 90 days = in timeframe) Step 2: Cases processed within timeframes / total cases considered at national licensing
Data Limitations	Cases where no EMP is required or where legal process such as appeal force delay, to be excluded from calculation (Cases where appeals were lodged in relation to decision on Environmental Authorisation)
Type of indicator	Output

Calculation Type	Non-Cumulative
Measure status	Revised Measure
Reporting cycle	Quarterly
Person Responsible	Chief Directors
Recipient(s)	Minister; DG; Compliance office; Internal Audit; Parliament; AG

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage of fully implemented agreed upon management action plans (Internal Audit)
Measure definition	Measurement of implemented action plans arising out of internal audit findings
Purpose/ importance	To improve the internal control environment of the Department
Means of verification	Original audit report; follow-up audit report; summary of audit findings
Method of calculation	Number of satisfactorily implemented agreed upon management action plans/total number of agreed upon management action plans x 100
Data limitations	Unavailability of resources to implement
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	DDGs, Chief Directors and Executive Assistants
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG; EXCO and MANCO members

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage of fully implemented agreed upon management action plans (External Audit)
Measure definition	Measurement of implemented action plans arising out of the AG's findings
Purpose/ importance	To improve the internal control environment of the Department
Means of verification	AG management report action plan; follow-up audit report; summary of audit findings
Method of calculation	Number of satisfactorily implemented agreed upon management action plans/ total number of agreed upon management action plans x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	DDGs and Chief Directors
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage adherence to compliance framework
Measure definition	Measurement of implemented actions from compliance framework. The checklist requires the following: <ul style="list-style-type: none"> <input type="checkbox"/> Declaration form stating that the performance agreements of SMS members are linked to the APP <input type="checkbox"/> Minutes of the meeting/s highlighting the presentation and discussion of the plan <input type="checkbox"/> All measures (achieved, partially achieved) due for reporting are reported before the system is closed <input type="checkbox"/> All the required verification sources are loaded before the system is closed/ by due date and are as per Annexure E <input type="checkbox"/> Signed declaration form (original) submitted to Compliance on the same day the quarterly report is due <input type="checkbox"/> Minutes of the meeting/s highlighting the discussion of the implementation of the strategy
Purpose/ importance	Ensures compliance to performance prescripts and policies of government
Means of verification	Completed checklist and minutes of meetings where the APP and quarterly performance report is discussed
Method of calculation	Number of what was /by total number of requirements x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	DDGs and Chief Directors
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG

Outcome	Efficient, effective and development-oriented department (Learning and growth)
Strategic objective	Promote corporate governance
Measure title	Percentage implementation of risk management plans
Measure definition	Measurement of risk management action plans implemented
Purpose/ importance	Necessary to ensure that risk identified is managed by implementing action plans that reduce it or completely eliminate it
Means of verification	Monitoring report
Method of calculation	Total number of risk treatment action plans implemented/total number of risk treatment action plans to be implemented per quarter x 100
Data limitations	Delay in implementing the action plans
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	DDG
Recipient(s)	Internal Audit; DG; Ministry; Compliance Office; National Treasury; Audit Committee

ANNEXURE E - Technical Measure Descriptions

Name of Programme: Mineral Policy and Promotion

Programme Manager: Mr M Mabuza

MINERAL POLICY AND PROMOTION

Outcome	Increased investment in the Mining, Minerals and Upstream petroleum sectors
Strategic objective	Promote investment in the mining and petroleum sectors
Measure title	Number of publications
Measure definition	Total number of external publications published in a year such as MB Bulletin, SAMI, Directories and Reports
Purpose/ importance	These publications are targeted at investors and the public, provide knowledge about the sector and carry strategic information on mining investment opportunities in South Africa to promote mining in the country
Means of verification	Completed and approved publications (MB Bulletin, SAMI, Directories and Reports)
Method of calculation	Simple count
Data limitations	Unavailability of references
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Director: Mineral Promotion & International Coordination, EAS
Recipient(s)	DG; Ministry; Compliance; Internal Audit, Mining and Minerals Industry; International Community; other Government Departments; Academic Institutions; the Public

Outcome	Increased investment in the mining, minerals and upstream petroleum sectors
Strategic objective	Promote investment in the mining and petroleum sectors
Measure title	Number of investment promotions events/forums/workshops
Measure definition	Number of investment promotions events/forums held by the branch
Purpose/ importance	Provide stakeholders with number of investment boosting initiatives
Means of verification	Reports
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	New measure
Reporting cycle	Quarterly
Person responsible	Chief Director: Mineral Promotion & International Coordination
Recipient(s)	DG; Ministry; Compliance office; Internal Audit

Outcome	Increased investment in the mining, minerals and upstream petroleum sectors
Strategic objective	Promote investment in the mining and petroleum sectors
Measure title	Percentage implementation of Ocean Economy Operation Mining Phakisa plans
Measure definition	Measurement of Operation Mining Phakisa plans implemented

Purpose/ importance	Linked to MTSF outcome 6 and NDP Chapter 4, Sub-outcome 2, that is focused on ensuring local energy security supplies by expanding sources of energy for the country
Means of verification	Reports
Method of calculation	Number of satisfactorily implemented agreed upon action plans/ total number of agreed upon action plans x 100
Data limitations	Failure or delay by responsible structure to implement
Type of indicator	Output
Calculation type	Cumulative
Measure status	New
Reporting cycle	Quarterly
Person responsible	Chief Director: Mineral Promotion & International Coordination
Recipient(s)	DG; Ministry; Compliance; Internal Audit, other Government Departments

Outcome	Increased investment in the mining, minerals and upstream petroleum sectors
Strategic objective	Promote investment in the mining and petroleum sectors
Measure title	Number of SMMEs supported
Measure definition	Number of small scale mines provided with financial and non-financial support
Purpose/ importance	To promote investment by the HDSA in the mining sector as part of transforming the sector
Means of verification	Small scale mining reports and/ or other relevant reports
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting Cycle	Quarterly
Person Responsible	Chief Director: Mineral Promotion & International Coordination
Recipient(s)	DG; Ministry; Compliance office; Internal Audit

Outcome	Increased investment in the Mining, Minerals and upstream petroleum sectors
Strategic objective	Promote investment in the mining and petroleum sectors
Measure title	Number of social dialogues with stakeholders
Measure definition	Interaction with different stakeholders under MIG-DETT
Purpose/ importance	To ensure implementation of mining sector strategies and all factors affecting the industry
Means of verification	Reports or minutes
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	New measure
Reporting cycle	Quarterly
Person responsible	Chief Director: Mineral Promotion & International Coordination
Recipient(s)	DG; Ministry; Compliance office; Internal Audit

Outcome	Increased investment in the Mining, minerals and upstream petroleum sectors
Strategic objective	Promote investment in the mining and petroleum sectors
Measure title	Percentage implementation of Operation Mining Phakisa initiatives
Measure definition	Percentage of implementation of Operation Mining Phakisa initiatives
Purpose/ importance	Provide stakeholders with progress towards successful implementation of Operation Mining Phakisa initiatives
Means of verification	Reports or minutes
Method of calculation	Percentage of implementation of Operation Mining Phakisa initiatives, (Number of Operation Mining Phakisa initiatives fully implemented ÷ total number of Operation Mining Phakisa Initiatives) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	New measure
Reporting cycle	Quarterly
Person responsible	Chief Director: Mineral Promotion & International Coordination
Recipient(s)	DG; Ministry; Compliance office; Internal Audit

Outcome	Increased investment in the mining, minerals and upstream petroleum sectors
Strategic objective	Promote investment in the mining and petroleum sectors
Measure title	Percentage implementation of shale gas action plan instruments
Measure definition	Percentage of implementation of shale gas investment promotion activities
Purpose/ importance	Provide stakeholders with details of progress towards successful implementation of shale gas instruments
Means of verification	Reports or minutes
Method of calculation	Percentage of implementation of shale gas instruments (initiatives fully implemented ÷ total number of initiatives) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	New measure
Reporting cycle	Quarterly
Person responsible	Chief Director: Mineral Promotion & International Coordination
Recipient(s)	DG; Ministry; Compliance office; Internal Audit

Outcome	Increased investment in the mining, minerals and upstream petroleum sector
Strategic objective	Manage and implement Mineral Resources Diplomacy with other countries and institutions
Measure title	Number of international strategic partnerships, i.e. bi- and multilateral agreements signed
Measure definition	Number of international strategic partnerships entered into between the Department and international partners
Purpose/ importance	To provide the stakeholders with details of the number of international strategic partnerships entered into and those implemented
Means of verification	Reports or minutes
Method of calculation	Simple count of bilaterals and agreements signed
Data limitations	None

Type of indicator	Output
Calculation type	Cumulative
Measure status	New measure
Reporting cycle	Quarterly
Person responsible	Chief Director: Mineral Promotion & International Coordination
Recipient(s)	DG; Ministry; Compliance office; Internal Audit

Outcome	Equitable and sustainable benefit from mineral resources (Customer/stakeholder)
Strategic objective	Promote sustainable resource use and management
Measure title	Number of technical partnerships implemented with SOEs
Measure definition	Partnerships entered into with SOEs that assist with implementation of DMR's deliverables
Purpose/ importance	DMR is unable to carry out technical research-based projects and contracts its own SOEs to implement it
Means of verification	MOUs/contracts/ or project reports
Method of calculation	Simple Count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Revised measure
Reporting cycle	Quarterly
Person responsible	Chief Director: Mine Environmental Management
Recipient(s)	DG, Ministry, Compliance office, industry stakeholders

Outcome	Equitable and sustainable benefit from mineral resources (Customer/stakeholder)
Strategic objective	Promote sustainable resource use and management
Measure title	A reviewed Departmental Environmental Management Plan
Measure definition	Environmental management guidelines for the mining industry
Purpose/ importance	To guide stakeholders on how to implement environmental acts and related policies to ensure improved protection of the environment
Means of verification	Framework documents
Method of calculation	Simple count
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Measure status	New measure
Reporting cycle	Annually
Person responsible	Chief Director: Mine Environmental Management
Recipient(s)	DG; Ministry; Compliance Office; Internal Audit; Public

Outcome	Equitable and sustainable benefit from mineral resources (Customer/stakeholder)
Strategic objective	Promote sustainable resource use and management
Measure title	Number of reports developed on mine closures and derelict and ownerless mines
Measure definition	The number of reports developed by the branch on mine closures and derelict and ownerless mines
Purpose/ importance	To inform stakeholders of progress towards rehabilitation of ownerless and derelict mines
Means of verification	Closure reports
Method of calculation	Simple count
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Measure status	New measure
Reporting cycle	Quarterly
Person responsible	Chief Director: Mine Environmental Management
Recipient(s)	DG; Ministry; Compliance Office; Internal Audit; Public

Outcome	Equitable and sustainable benefit from mineral resources (Customer/stakeholder)
Strategic objective	Promote sustainable resource use and management
Measure title	Number of derelict and ownerless mine sites rehabilitated
Measure definition	Measurement of derelict and ownerless mine sites and holings completely rehabilitated per annum
Purpose/ importance	To ensure the closure of dangerous and hazardous holings and mine sites whose owners are untraceable to effect implementation of Section 24 of the Constitution
Means of verification	Progress reports and site close-out certifications
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	Chief Director: Mine Environmental Management
Recipient(s)	DG; Ministry; Compliance Office; Internal Audit; Public

Outcome	Transformed minerals sector
Strategic objective	Facilitate transformation in the mining and minerals sector through development and review of relevant legislation
Measure title	Number of legislative instruments reviewed and amended
Measure definition	Measurement of amended policy and regulations completed for the year
Purpose/ importance	These are policies and regulations that regulate the mining and minerals sector
Means of verification	Amended policy/regulations document
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output

Calculation type	Cumulative
Measure status	New measure
Reporting cycle	Quarterly
Person responsible	Chief Director: Mining and Mineral Policy
Recipient(s)	DMR, mining stakeholders, public, government

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Develop and review internal processes
Measure title	Number of internal business processes developed/reviewed
Measure definition	Measurement of number of documents developed or reviewed per annum as part of improving business processes
Purpose/ importance	As part of knowledge management within the DMR, business processes are developed to ensure that new employees or any interested party can read the document to understand how the branch runs its daily business
Means of verification	Internal business processes manual
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	All 4 Chief Directors in the branch
Recipient(s)	DG; Ministry; Compliance; Internal Audit

Outcome	Efficient, effective and development-oriented department (Internal processes)
Strategic objective	Improve turnaround times
Measure title	Percentage adherence to time frames
Measure definition	Measurement of response time to any correspondence from Ministry and DG's office
Purpose/ importance	Ensuring that response to enquiries and queries is completed within the prescribed timeframes
Means of verification	Turnaround times register
Method of calculation	Correspondence responded to within timeframes/all correspondence received within specific period x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	DDG; Chief Directors
Recipient(s)	DG; Ministry; Compliance office; Internal Audit; AG; Parliament

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure Title	Percentage of fully implemented agreed-upon management action plans (Internal Audit)
Measure definition	Measurement of implemented action plans arising out of internal audit findings
Purpose/ importance	To improve the internal control environment of the Department
Means of verification	Original audit report; follow-up audit report; summary of audit findings
Method of calculation	Number of satisfactorily implemented agreed upon management action plans/ total number of agreed upon management action plans x 100
Data limitations	Unavailability of resources to implement
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	DDGs, Chief Directors and Executive Assistants
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG; EXCO and MANCO members

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage of fully implemented agreed upon management action plans (External Audit)
Measure definition	Measurement of implemented action plans arising out of the AG's findings
Purpose/ importance	To improve the internal control environment of the Department
Means of verification	AG management report action plan; follow-up audit report; summary of audit findings
Method of calculation	Number of satisfactorily implemented agreed upon management action plans/Total number of agreed upon management action plans x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Monthly
Person responsible	DDGs and Chief Directors
Recipient(s)	Internal Audit; Compliance office; Audit Committee; DG; Ministry; AG

Outcome	Efficient, effective and development-oriented department (Financial)
Strategic objective	Promote corporate governance
Measure title	Percentage adherence to compliance framework
Measure definition	Measurement of implemented actions from compliance framework. The checklist requires the following: <ul style="list-style-type: none"> - Declaration form stating that the performance agreements of SMS members are linked to the APP - Minutes of the meeting/s highlighting the presentation and discussion of the plan - All measures (achieved, partially achieved) due for reporting are reported before the system is closed - All the required verification sources are loaded before the system is closed/ by due date and are as per Annexure E - Signed declaration form (original) submitted to Compliance on the same day the quarterly report is due - Minutes of the meeting/s highlighting the discussion of the implementation of the strategy
Purpose/ importance	Ensures compliance to performance prescripts and policies of government
Means of verification	Completed checklist, minutes showing discussion of plans and performance reports
Method of calculation	Number of what was achieved/by total number of requirements x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	DDGs and Chief Directors
Recipient(s)	Internal Audit; Compliance; Audit Committee; DG; Ministry; AG

Outcome	Efficient, effective and development-oriented department (Learning and growth)
Strategic objective	Promote corporate governance
Measure title	Percentage implementation of risk management plans
Measure definition	Measurement of risk management action plans implemented
Purpose/ importance	Necessary to ensure that risk identified is managed by implementing action plans that reduce it or completely eliminate it
Means of verification	Monitoring report
Method of calculation	Total number of risk treatment action plans implemented/total number of risk treatment action plans to be implemented per quarter x 100
Data limitations	Delay in implementing the action plans
Type of indicator	Outcome
Calculation type	Non-cumulative
Measure status	Existing measure
Reporting cycle	Quarterly
Person responsible	DDG
Recipient(s)	Internal Audit; DG; Ministry; Compliance office; National Treasury; Audit Committee

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