

January 2023



**MHSC**

**Mine Health and Safety Council**

**STRATEGIC PLAN  
FOR THE PERIOD  
2023/24-2024/25**

## **A. EXECUTIVE AUTHORITY STATEMENT**

In 1994, the then State President Mandela appointed Judge Ramon Nigel Leon to investigate occupational health and safety in the SAMI in order to address the high levels of fatalities plaguing the industry. This was subsequently known as the Leon Commission.

Following the outcome and recommendations by the Leon Commission, the MHSC was formed in June 1997 in terms of the Mine Health and Safety Act No. 29 of 1996, as amended. MHSC remains proud and humbled, to have been mandated to look after the health and safety of South Africa's mineworkers. It is this responsibility that drives us every day to develop safer and healthier methods and technologies to eliminate fatalities to ensure that every mineworker returns home safely and healthy every day. MHSC values and appreciates the individual and collective contribution each mineworker makes to the SAMI to grow our economy and improve the lives of all South Africans.

On 22<sup>nd</sup> October 2022, the President of the Republic, his Excellency Cyril Ramaphosa, submitted to Parliament Cabinet's response to the recommendations of the Judicial Commission of Inquiry into allegations of State Capture, Corruption and Fraud in the Public Sector. He outlined critical actions that government is taking, and the work that has already been done, to give effect to the Commission's recommendations and forever bring an end state capture in our country.

At the MHSC, the Board has strengthened the functioning of the organisation through the appointment of independent governance structures that play an oversight role on Audit and Risk, Human Resources and Remuneration as well as Social and Ethics.

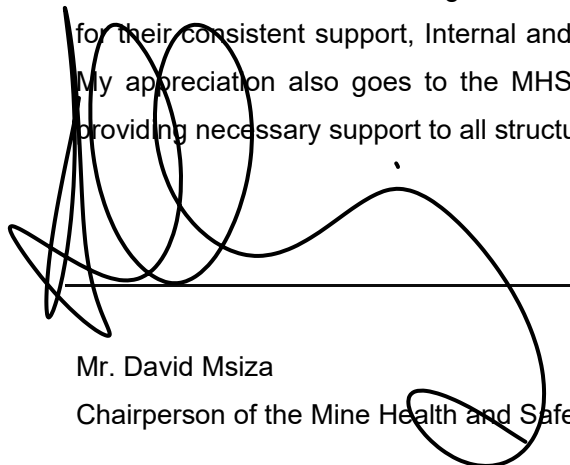
As we celebrate 25 years of health and safety service to the SAMI, we have made some far-reaching progress through continuous collaboration with our tripartite partners (state, employers and organised labour) and advisory committees. MHSC has recently organized a very successful biennial OHS Summit, which was well attended by all our tripartite representatives. We thank all our colleagues from the mining industry to grace this important occasion, and more importantly for their inputs in the quest for zero harm in the SAMI. The Summit created a platform for stakeholders to reflect on milestones set in the 2014 OHS Summit. Immense progress has been made on the health issues; however, significant amount of work is needed to reach the goal of zero harm in 2024. A step change in our thinking and practice is required to deal with issues of Culture Transformation Framework, fatalities from the general category and transportation accidents.

Some of our successes include the implementation of the Centre of Excellence, a game-changer in the quest to conduct Research and promote the culture of occupational health and safety through emphasising education and training of mineworkers in the SAMI. We have started to see improvements. In the 1990s, South Africa had close to 1 000 mineworker fatalities; 29 years later, in 2019 we recorded the lowest number ever of 51 fatalities, and 60 fatalities were recorded in 2020, and 74 in 2021.

The health, safety and security of women in the SAMI continues to be of outmost importance to the MHSC. Hence, the MHSC introduced two (2) new committees being Women in Mining Advisory Committee (WIMAC) and the Mining Occupational Safety Advisory Committee (MOSAC). These committees continue to make significant strides in the advancement of an inclusive SAMI, where all men and women enjoy equal rights in the workplace. A review of the PPE Guideline Code of Practice has been completed in 2022. A Gender Based Violence Framework (GBVF) is under review to deal with the elimination of gender-based violence against women in the SAMI.

To address challenges relating to the improvement of training for mineworkers in the SA mining industry, the MHSC has established the Centre for Education and Training of Mineworkers (CETM). The CETM is a committee made up of identified stakeholders in the SAMI including the Mining Qualifications Authority (MQA). One of the key objectives of the CETM is to assist with the packaging and development of training material emanating from MHSC research outcomes.

I wish to extend my gratitude to the Honourable Minister of Mineral Resources and Energy for the continued leadership, direction, and support. I also extend my gratitude to the Parliament Portfolio Committee on Mineral Resources and Energy for their continued support, commitment, oversight and guidance. I would also like to extend my sincere thanks to all the Council members for executing their fiduciary responsibilities, Council Advisory Committees for their consistent support, Internal and External Auditors for their independent assurance. My appreciation also goes to the MHSC Executives and Staff for their performance and providing necessary support to all structures of MHSC and stakeholders.



Mr. David Msiza  
Chairperson of the Mine Health and Safety Council

## **B. CHIEF EXECUTIVE OFFICER'S STATEMENT**

The MHSC has aligned its Strategic Plan and Annual Performance Plan in line with the new methodology known as the Theory of Change. The implications of the above developments were that the MHSC had to revise the Strategic Plan and Annual Performance Plan (APP) terminology and outcomes for the financial year 2023-24. It is against this background that the Mine Health and Safety Council presents this draft Annual Performance Plan for the 2023/24 financial year which demonstrates the strategic focus areas and aspiration of MHSC to ensure that Zero Harm is achieved in our lifetime. Our overarching impact is zero fatality in the SAMI.

Given the current occupational health and safety challenges on the national agenda, MHSC had reflected on its achievements and challenges and is committed to improving its performance and impact by committing to fulfilling its mandate of facilitating performance improvements through living its principles and values of "CIRA" (Caring; Integrity; Respect; Accountability). MHSC will continue to contribute to the National Development Plan Vision 2030, especially with respect to improving Research and Innovation, Promoting Health & Safety and contributing to Building a Capable Developmental State. The MHSC further contributes to other government imperatives and programmes such as those articulated in the State of the Nation address on an annual basis.

Providing high quality research outcomes and advisory services to the Minister of Mineral Resources with the aim of improving the state of Occupational Health and Safety (OHS) in the South African Mining Industry (SAMI) is at the top of MHSC priorities and in doing so facilitates the ambition of the current administration to redress inequality, deepen democracy, accelerate economic prosperity and build an inclusive society.

There has never been a more critical period to review and ensure financial sustainability than in the current economic climate and landscape. MHSC understands and appreciates the responsibility placed on it to play a critical role in the country and as such is committed and continues to implement robust expenditure policies to ensure efficient and effective use of financial resources it has been provided. Therefore, MHSC plans to continue taking decisive action to maintain the integrity of expenditure and strives to ensure that the MHSC is financially sustainable.

Improved financial sustainability will be achieved through the effective and efficient collection of levies from the mines and collection from the State.

The MHSC Annual Performance Plan 2023/24 is compiled with the latest available information to the Council. The APP has been developed in line with the SMART principles.



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Mr. David Mamphitha

Chief Executive Officer of the Mine Health and Safety Council

### 3. OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Mine Health and Safety Council under the guidance of Council.
- Takes into account all relevant policies, legislation and other mandates for which the Mine Health and Safety Council is responsible
- Accurately reflects the outcomes and outputs which the Mine Health and Safety Council will endeavour to achieve over the 2023/24 financial year.

Signature:  \_\_\_\_\_

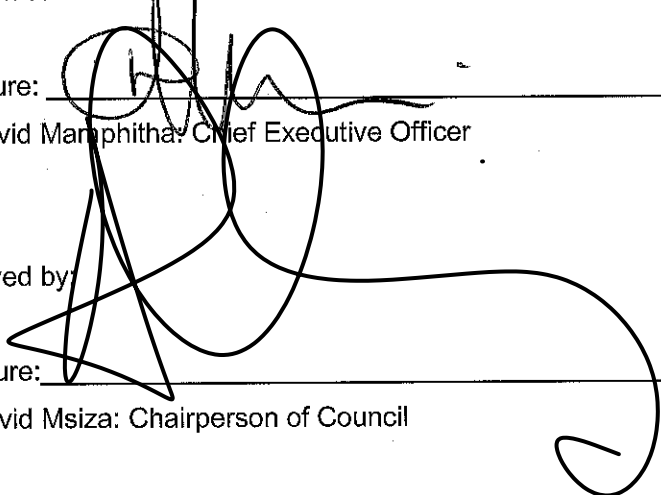
Mrs. Fatheela Brovko: Chief Research Operations Officer

Signature:  \_\_\_\_\_

Mr. Dumisani Dlamini: Chief Finance Officer

Signature:  \_\_\_\_\_

Mr. David Mamphitha: Chief Executive Officer

Approved by:  \_\_\_\_\_

Signature: \_\_\_\_\_

Mr. David Msiza: Chairperson of Council

## **PART A: OUR MANDATE**

### **1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES**

MHSC was established in terms of the Mine Health and Safety Act (29 of 1996) as amended. The MHSC is listed as a schedule 3A Public Entity in terms of the Public Finance Management Act (Act No. 1 of 1999) as amended.

The mandate of the Mine Health and Safety Council is derived from section 43 of the Mine Health and Safety Act No. 29 of 1996 as amended which states that the MHSC must:

- (a) Advise the Minister on health and safety at mines including, but not limited to, any legislation on mine rehabilitation in so far as it concerns health and safety.
- (b) Co-ordinate the activities of its committees, receive reports from the committees and liaise with the Mining Qualifications Authority on matters relating to health and safety.
- (c) Liaise with any other statutory bodies concerned with matters relating to health and safety.
- (d) Promote a culture of health and safety in the mining industry.
- (e) At least once every two years arrange and co-ordinate a tripartite summit to review the state of health and safety at mines and
- (f) Annually advise the Minister on relevant research relating to health and safety, at mines.

**Other legislations, without limitation, that are applied by the MHSC in the day-to- day activities:**

- (a) The Public Finance Management Act 1999 (Act 1 of 1999)
- (b) The Constitution of the Republic of South Africa (1996)
- (c) The Intellectual Property Rights from Publicly Financed Research and Development Act (Act No. 51, 2008, IPR Act)
- (d) Employment Equity Act, No. 55 of 1998
- (e) Labour Relations Act, No. 66 of 1995
- (f) Basic Conditions of Employment Act, No. 75 of 1997
- (g) The Patents Act, No. 57 of 1978
- (h) Copyright Act no. 98 of 1978
- (i) Trademarks Act, No. 194 of 1993
- (j) Promotion of Access to Information Act, No 2 of 2000
- (k) Protection of Personal Information Act, No 4 of 2013
- (l) Relevant Treasury Regulations, Instruction Notes and Guidelines

### **2. EXTERNAL ENVIRONMENT ANALYSIS**

#### **2.1. STRATEGIC IMPERATIVES**

**The following Strategic Imperatives listed below were identified:**

- (a) **Leadership and Organisational Stability** – the MHSC is facing a number of issues that relating to leadership and organisational stability. If these issues are not urgently resolved, they would significantly hamper the effective execution of the MHSC strategy. Inputs received from members of the MHSC Tripartite Stakeholders were also considered and incorporated into the MHSC Strategy or Operational Plans. The MHSC needs to improve how organisational performance is managed. The MHSC must also ensure that its governance practices are appropriate, and that compliance is effective and consistent. Ensuring attainment of higher maturity levels of governance and compliance.
- (b) **Visibility, recognition and successful Dissemination** – the MHSC should implement strategies to improve the visibility and recognition of the organization as a knowledge leader in Mining OHS matters. The MHSC also needs to ensure that its dissemination programmes of MHSC work reach mining employees “at the coal face”. The MHSC must improve its dissemination practices to achieve this, by leveraging some of the successful mechanisms such as RTF’s, improving and simplifying how information is communicated (including the utilization of various official languages). Additionally, the MHSC needs to ensure that its focus and reach is broadened into areas of mining OHS impact that have not been traditionally covered by the MHSC. These include the broader mining communities, women in mining, the mining environmental impact on OHS, post-mining operations, to name a few.
- (c) **Appropriate Relevant Research** – the MHSC must ensure that its research programmes are appropriate and relevant to meet the evolving needs of the mining industry. This will require careful planning, consultation and prioritization to enable the limited financial resources to be applied most effectively to research activities.
- (d) **Interaction with Minister and Mining Industry Principals** – the MHSC must improve the way that it interacts with the Minister and Mining Industry Principals, to better leverage the potential influence of the organization in achieving the expected outcomes. Since the MHSC is an important component of the mining OHS environment, it needs to collaborate with its stakeholders and with strategic partners, and the organization must improve the mechanisms through which it collaborates. This collaboration should preferable also include international or global organizations.
- (e) **MQA and MHSC relationship** – the MHSC must strengthen its relationship with the MQA as a key strategic partner in achieving improved OHS performance, especially on matters of OHS training and development.
- (f) **Upskilling** – the MHSC needs to ensure that its people are adequately skilled for the Council work that they are expected to perform. This upskilling applies to both MHSC employees, Council and members of Advisory Committees.



- (g) **Procurement** – the MHSC needs to improve the way procurement is handled in order to achieve more efficient and cost-effective sourcing of goods and services, including value for money.
- (h) **The New Levy Model and Levy Collection** – the implementation of the new levy model and the associated levy collection are critical to underpin the financial stability of the MHSC, this includes diversification of revenue sources.

### 3. **UPDATES TO RELEVANT COURT RULINGS**

There were not court rulings that affect the operations and the business model of the MHSC.

### 4. **INTERNAL ENVIRONMENT**

#### 4.1. **CENTRE OF EXCELLENCE (COE)**

The launch of the Centre of Excellence (CoE) was intended to be a game changer on how MHSC conducts business and the scope of CoE has been extended taking into consideration the implementation of Phase two (2) of the CoE Implementation Plan. Phase two of the CoE deals with training and development of mineworkers on occupational health and safety aspects. The MHSC tripartite stakeholders' arrangement continues to offer support in the delivery of the MHSC mandate. The MHSC recognises the significant role played by its stakeholders in its success and has amended its strategic objective on capacity building to ensure its stakeholders are provided with sufficient support for the purposes of executing their support and oversight responsibilities.

The Centre of Excellence (CoE) was established to ensure that the MHSC conducts high quality research with outcomes that will be widely adopted by the South African Mining Industry (SAMI). This was because of MHSC Tripartite Stakeholders acknowledging that since the establishment of the MHSC in 1997, research was conducted but whether the outcomes were reaching the coalface remained unsatisfactory and unmeasured. In addressing dissemination challenges, the CoE was envisaged to be the game changer where the research conducted is streamlined to provide evidence into OHS training initiatives, creation of new knowledge and innovative technologies to improve OHS, generation of IP and possible commercialisation of research outcomes in the form of new technologies and knowledge made available to the mining industry.

Therefore, it became necessary for the MHSC to review its strategy and plan to align with this new development, which contributes to the National Development Plan (NDP) and will indirectly create job opportunities and improve OHS research through collaboration with existing national research institutions. This collaboration has enabled the MHSC to reach agreements with various research institutions and provided seed

funding for upgrading of their laboratories for them to be research ready to service the South African Mining Industry thus have Return on Investment (ROI) in the long term, in terms of various benefits to be accrued to the mining industry.

#### **4.2. ORGANISATIONAL ENVIRONMENT**

The MHSC faced major challenges due to capacity constraints at the organisation. Key vacancies such as the CoE Manager, CTAC Programme Manager, Technology Transfer and Commercialisation Specialist, ICT Infrastructure and Support, ICT Manager, Strategy and Organisational Performance Manager, Legal, Risk and Compliance Manager and the Chief Human Capital Officer.

The MHSC is planning to conduct an Organisational Efficiency Study (OES) process which will assist in the determination of the Fit-For-Purpose organisational structure to enable the MHSC to achieve its mandate. The OES will also enable the MHSC to develop and implement the succession planning which will ensure business continuity.

#### **4.3. INFORMATION ABOUT THE INSTITUTION'S CAPACITY TO DELIVER ON ITS MANDATE**

The MHSC's core mandate is to advise the Minister of Mineral Resources and Energy on matters of health and safety affecting the South African mining industry. This mandate is achieved by conducting cutting edge research; reviewing and developing legislation; and promoting a culture of health and safety in the South African mining industry.

The MHSC employs over 60 permanent employees that are well trained and qualified to support the council in delivering on its mandate. The MHSC office also works in close collaboration with over 150 members of advisory committees and subcommittees from tripartite stakeholders including the State, Employers and Organised Labour. Expertise to advise Council is derived from the following specialist committees:

- (a) Audit and Risk Committee (ARC)
- (b) Human Resources and Remuneration Advisory Committee (HRRAC)
- (c) Social and Ethics Committee (SEC)
- (d) Safety in Mines Research Advisory Committee (SIMRAC)
- (e) Mining Regulations Advisory Committee (MRAC)
- (f) Culture Transformation Advisory Committee (CTAC)
- (g) Mining Occupational Health Advisory Committee (MOHAC)
- (h) Mining industry TB HIV/Aids Advisory Committee (MITHAC)
- (i) Mining Occupational Safety Advisory Committee (MOHAC)
- (j) Women in Mining Advisory Committee (WIMAC)

The Centre of Excellence (CoE) was established to ensure that the MHSC conducts high quality research with outcomes that will be widely adopted by the South African Mining Industry (SAMI). This was because of MHSC Tripartite Stakeholders acknowledging that since the establishment of the MHSC in 1997, research was conducted but whether the outcomes were reaching the coalface remained unsatisfactory and unmeasured. In addressing dissemination challenges, the CoE was envisaged to be the game changer where the research conducted is streamlined to provide evidence into OHS training initiatives, creation of new knowledge and innovative technologies to improve OHS, generation of IP and possible commercialization of research outcomes in the form of new technologies and knowledge made available to the mining industry

## **PART B: OUR STRATEGIC FOCUS**

### **5.1. VISION STATEMENT**

Zero Harm to mine employees and communities affected by mining activities.

### **5.2. MISSION**

To promote a culture of OHS in the mining industry and to make a meaningful contribution to improved OHS through a tripartite relationship between Mine Employers, Mine Employees and the State.

### **5.3. VALUES**

The MHSC prides itself on a set of shared values that inform and guide the interaction between employees, stakeholders and the mining industry at large. The acronym “**CIRA**” represents MHSC core values.

**Caring** - displaying kindness and concern to others.

**Integrity** - Integrity, honesty and ethical approach in everything we do.

**Respect** - Respect each other and value diversity in ideas, work style, background and skills.

**Accountability** – Fully commits to improving health and safety culture in the SAMI.

### **5.4. GOALS**

MHSC is pursuing the following goals and all the strategic objectives will be linked to achievement of these goals:

- (a) To facilitate **Zero Harm** to communities and mine workers because of mining activities.
- (b) To provide knowledge leadership in Occupational Health and Safety in the South African Mining Industry.

### **5.5. SLOGAN**

Every mine worker returning from work unharmed every day. Striving for Zero Harm.

### **5.6. UPDATED SITUATIONAL ANALYSIS**

In updating the strategic plan, a scan of the external environment using PESTEL analysis was performed, analyzing the Political, Economic, Sociological, Technological, Environmental and Legal environment in which the MHSC operates. The SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was used to formulate responses to potential issues the organization may face.

## PESTEL ANALYSIS

FACTORS	DESCRIPTION	RESPONSE
<b>Political Factors</b>	<ul style="list-style-type: none"> <li>• Change in political regime.</li> <li>• Implications of new statutory and regulatory frameworks as a result of any changes in the political landscape.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider statutory and regulatory amendments when reviewing or developing legislation</li> <li>• Align to applicable and incumbent government vision.</li> </ul>
<b>Economic Factors</b>	<ul style="list-style-type: none"> <li>• Negative impact of industry growth rate to MHSC</li> <li>• Inflation rates, exchange rates, commodity prices impact on the levy collection</li> <li>• Due to COVID19 the value chain might be negatively affected (shortages of suppliers to deliver goods and services)</li> <li>• Social unrest impacting on suppliers to deliver</li> <li>• Skills Shortage and the big resignation</li> <li>• Non-renewability nature of mining</li> </ul>	<ul style="list-style-type: none"> <li>• Expand mandate to other industries i.e., energy, oil &amp; gas in matters of health and safety</li> <li>• Negotiate favourable terms when negotiating contracts with service providers, include hedging provisions</li> <li>• Use open tender system instead of closed tender approach</li> <li>• Regular review of talent management strategy</li> </ul>
<b>Social Factors</b>	<ul style="list-style-type: none"> <li>• Alignment of organizational culture with predominant representation of cultures</li> <li>• Changes to demographics in SAMI populations, age, gender, attitudes and practices</li> <li>• Work-life balance</li> <li>• Social inequality and unrest</li> <li>• Social licence to operate</li> <li>• The impact of communicable diseases and outbreaks</li> <li>• Mafias/gangs/syndicates</li> <li>• Illegal mining</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct workshops on organizational culture</li> <li>• Conduct diversity workshops and develop diversity policy</li> <li>• Encourage social responsibility initiatives within stakeholder management functions</li> <li>• Develop framework to respond to outbreaks</li> </ul>
<b>Technological Factors</b>	<ul style="list-style-type: none"> <li>• Disruptive technologies</li> <li>• Agility and adaptation to technological advancements</li> </ul>	<ul style="list-style-type: none"> <li>• Develop programmes on the 4th industrial revolution</li> <li>• Flexibility in project expenditure</li> </ul>
<b>Environmental Factors</b>	<ul style="list-style-type: none"> <li>• MHSC lagging on Environmental, Social &amp; Governance initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Include environmental, social and governance initiatives as part of organisational objectives</li> </ul>

FACTORS	DESCRIPTION	RESPONSE
	<ul style="list-style-type: none"> <li>Just transition to green and renewables</li> <li>Lack of adherence to the green initiatives by SAMI and within MHSC</li> </ul>	<ul style="list-style-type: none"> <li>Develop Framework on renewable just transition for the SAMI</li> <li>Always cover impact and risks of technologies on Health and Safety</li> </ul>
<b>Legal Factors</b>	<ul style="list-style-type: none"> <li>Class action suits (cases) e.g., Silicosis</li> <li>Competition of provision of Health and Safety services from independent companies</li> <li>Challenges to regulations on administrative fines</li> <li>Culture of non-compliance to safety regulations</li> </ul>	<ul style="list-style-type: none"> <li>Implement OHS milestone initiatives</li> <li>Collaborate with stakeholders that have similar OHS objectives</li> <li>Make inputs to Mine Health and Safety Act to allow for better enforcement of administrative fines provisions</li> </ul>

## SWOT ANALYSIS

STRENGTHS	HOW MHSC WILL LEVERAGE	WEAKNESSES	HOW MHSC WILL ADDRESS
<ul style="list-style-type: none"> <li>Secured financial resources (regulated collection of levies)</li> <li>Legal status (MHSA) (Research mandate; Tripartism).</li> <li>Support from industry stakeholders</li> <li>Good reputation on fatalities reducing research and legislation</li> <li>Independent Governance Structures</li> </ul>	<ul style="list-style-type: none"> <li>Invest in research and intellectual property</li> <li>Continue to implement the MHSC Mandate</li> <li>Leverage on buy in from tripartite stakeholders</li> <li>Improvement on governance and ethical matters</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient technical resources to conduct impactful research</li> <li>Poor organizational culture</li> <li>No internal legal department which leads to high legal cost.</li> <li>Lack of document control (storage, records management)</li> <li>Lack of contract management and enforcement</li> <li>Unlimited collaboration with</li> </ul>	<ul style="list-style-type: none"> <li>Employ competent and skilled personnel at all levels of the organization</li> <li>Conduct OES</li> <li>Strategy alignment across all levels</li> <li>Transform Organisational Culture</li> <li>Leverage on the 4th industrial revolution strategy for the office and mining industry</li> </ul>

STRENGTHS	HOW MHSC WILL LEVERAGE	WEAKNESSES	HOW MHSC WILL ADDRESS
<ul style="list-style-type: none"> <li>Regular engagements with Organized Labour to ensure workplace harmony and interventions</li> <li>MHSC Experience in research for mine and health and safety</li> <li>Competent technical committees</li> </ul>		<p>local and global stakeholders</p> <ul style="list-style-type: none"> <li>Inadequate skills retention strategy</li> <li>Working in silos</li> <li>Inadequate organisational structure that will allow the MHSC to deliver on its mine occupational health and safety mandate</li> </ul>	

OPPORTUNITIES	HOW MHSC WILL CAPITALISE	THREATS	HOW MHSC WILL MITIGATE
<ul style="list-style-type: none"> <li>Widen the net of researchers to conduct H&amp;S research i.e., use of academic institutions and research students</li> <li>Leverage advancement in technology to disseminate research outcomes</li> <li>Acquisition of other research institutions</li> </ul>	<ul style="list-style-type: none"> <li>Improvement of research output and achievement of mandate</li> <li>Enhanced stakeholder engagement will lead to improved OHS performance</li> </ul>	<ul style="list-style-type: none"> <li>Competition with mining companies and consulting companies on skills, projects and funding</li> <li>Outbreak of diseases – Covid-19, Monkey pox</li> <li>Culture of non-compliance with legislation and revenue collection</li> <li>MHSC Brand under attack – trust deficit/reputation</li> </ul>	<ul style="list-style-type: none"> <li>Implement OES recommendations</li> <li>Develop Framework to deal with future disease outbreaks</li> <li>Develop a brand loyalty strategy - VFL</li> <li>Agility in responding to industry needs</li> <li>Develop other sustainable sources of revenue</li> </ul>

OPPORTUNITIES	HOW MHSC WILL CAPITALISE	THREATS	HOW MHSC WILL MITIGATE
		<ul style="list-style-type: none"> <li>• Relevance of MHSC if research outcomes are not impactful or if zero harm is achieved</li> <li>• Collusion by research partners</li> <li>• Lack of agility to respond to current needs of SAMI</li> </ul>	



## PART C: MEASURING OUR PERFORMANCE

### 6.1. IMPACT STATEMENT

<b>IMPACT STATEMENT</b>	Zero fatality
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### 6.2. MEASURING OUR OUTCOMES

<b>6.2.1</b>	<b>PROGRAMME:</b>	Provide advice to the Minister on health and safety matters in the South African Mining Industry and communities affected by mining.
<b>6.2.1.1</b>	<b>PURPOSE:</b>	Develop interventions that will address current and emerging OHS risks and advice the Minister through advisory notes and engagements.

MTSF PRIORITY	A Capable, Ethical and Developmental State		
OUTCOMES	OUTCOMES INDICATOR	BASELINE	2023/24 - 2024/25 TARGET
Informed Decision Support	A survey on the adoption of research and legislative outcomes.	New indicator	<ul style="list-style-type: none"> <li>10% reduction in occupational fatalities compared to 2023/24 baseline</li> <li>5% reduction in occupational injuries compared to 2023/24 baseline</li> <li>% reduction in occupational diseases (Including TB) compared to 2023/24 baseline</li> <li></li> </ul>

<b>6.2.2</b>	<b>PROGRAMME:</b>	Promote a culture of health and safety in the SAMI through engagement, communication, participation and dissemination of health and safety matters.
<b>6.2.2.1</b>	<b>PURPOSE:</b>	Share and facilitate implementation of OHS best practices in the SAMI through technology innovations, knowledge transfer and training initiatives on OHS.

MTSF PRIORITY	A Capable, Ethical and Developmental State		
OUTCOMES	OUTCOMES INDICATOR	BASELINE	2023/24 - 2024/25 TARGET

OHS-driven culture	Improved occupational health and safety statistics.	New indicator	5% improvement on fatalities, injuries and diseases.
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<b>6.2.3</b>	<b>PROGRAMME:</b>	Liaise with statutory bodies, strategic partners and stakeholders on matters relating to OHS.
<b>6.2.3.1</b>	<b>PURPOSE:</b>	Collaboration with statutory bodies, strategic partners and stakeholders on OHS matters.

<b>MTSF PRIORITY</b>	A Capable, Ethical and Developmental State		
<b>OUTCOMES</b>	<b>OUTCOMES INDICATOR</b>	<b>BASELINE</b>	<b>2023/24 - 2024/25 TARGET</b>
Collaboratively solving OHS matters.	Survey on the effectiveness of our collaborations.	New Indicator	10% increase from baseline from 2022/23.

<b>6.2.5</b>	<b>PROGRAMME:</b>	Ensure best Human Capital management practices that will support the achievement of a highly skilled, motivated and capable MHSC employees, Council Advisory Committees and Council.
<b>6.2.5.1</b>	<b>PURPOSE:</b>	Implementation of best Human Capital practices utilizing the Human Capital Strategy.

<b>MTSF PRIORITY</b>	Education Skills and Health		
<b>OUTCOMES</b>	<b>OUTCOMES INDICATOR</b>	<b>BASELINE</b>	<b>2023/24 - 2024/25 TARGET</b>
Empowered and Capable MHSC	Improve staff compliment	New indicator	95%

<b>6.2.6</b>	<b>PROGRAMME:</b>	Ensure financial sustainability of MHSC.
<b>6.2.6.1</b>	<b>PURPOSE:</b>	Diversify revenue sources to ensure financial sustainability of MHSC.

<b>MTSF PRIORITY</b>			
<b>OUTCOMES</b>	<b>OUTCOMES INDICATOR</b>	<b>BASELINE</b>	<b>2023/24 - 2024/25 TARGET</b>
Financial Stable MHSC	Accumulated financial reserves	New indicator	R5m

<b>6.2.7</b>	<b>PROGRAMME:</b>	Ensure efficient and effective financial management.
<b>6.2.7.1</b>	<b>PURPOSE:</b>	Ensuring value for money through zero budgeting, strategic sourcing, expenditure and contract management.

<b>MTSF PRIORITY</b>			
<b>OUTCOMES</b>	<b>OUTCOMES INDICATOR</b>	<b>BASELINE</b>	<b>2023/24 - 2024/25 TARGET</b>
Sound financial control within MHSC	Minimize budget overruns	New indicator	+/- 5%

## 7. KEY RISKS WHICH MAY AFFECT ACHIEVEMENT OF THE OUTCOMES

OUTCOMES	KEY RISK	RISK MITIGATIONS
Informed Decision Support	Low impact OHS advise (research, legislative etc.)	<ul style="list-style-type: none"> <li>• Address emerging risks and current industry challenges.</li> <li>• Vigorous review of research needs analysis.</li> <li>• Solicit research topics from a wide range of stakeholders.</li> <li>• Conference participation to keep abreast of latest developments in the sector.</li> <li>• Review the current state of health and safety through statistics and research outcomes.</li> </ul>
	Diminished SET/ technical capability	<ul style="list-style-type: none"> <li>• Tap into a pool of experts to assist with technical delivery whilst building in-house capability.</li> <li>• Tap into technical experts from other committees to assist.</li> <li>• Re-evaluate the research organisational structure, especially in CoE.</li> <li>• Identify key thrust areas and hire SET staff with sufficient operational knowledge in the mining value chain to manage these thrust areas.</li> <li>• Succession planning, bringing in PhD and MSc students.</li> </ul>
OHS driven culture	Poor dissemination of outputs	<ul style="list-style-type: none"> <li>• Dissemination at RTF's – longer slot for MHSC at these platforms.</li> <li>• Roadshows and campaigns.</li> <li>• Publication of research in journals and conference proceedings.</li> </ul>

OUTCOMES	KEY RISK	RISK MITIGATIONS
		<ul style="list-style-type: none"> <li>• Presentations at various platforms – e.g., MCSA committees.</li> </ul>
Collaboratively solving OHS matters.	Poor credibility of MHSC	<ul style="list-style-type: none"> <li>• High impact outputs.</li> <li>• Good quality outputs.</li> <li>• Fast turnaround time.</li> <li>• Maintain good relationships with stakeholders and statutory bodies.</li> </ul>
Empowered and Capable MHSC	High vacancy rate	<ul style="list-style-type: none"> <li>• Expedite the recruitment of key vacancies.</li> <li>• Develop an employee value proposition.</li> </ul>
Financial Stable MHSC	Inability to collect funds	<ul style="list-style-type: none"> <li>• Implement the revenue collection strategy</li> </ul>
Sound Financial Controls	Budget overruns	<ul style="list-style-type: none"> <li>• Implement the austerity measures</li> </ul>

## PART D: TECHNICAL INDICATOR DESCRIPTION

<b>Indicator title</b>	<ul style="list-style-type: none"> <li>A survey on the adoption of research and legislative outcomes.</li> </ul>
<b>Definition</b>	<ul style="list-style-type: none"> <li>A survey that will be sent out to industry that probes mining companies on the adoption of MHSC research and legislative outcomes.</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Stakeholders</li> </ul>
<b>Method of calculation or assessment</b>	<ul style="list-style-type: none"> <li>% Adoption based on survey responses</li> </ul>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>Survey responses</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>We receive credible and representative sample.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Calculation type</b>	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
<b>Reporting cycle</b>	<ul style="list-style-type: none"> <li>Annual</li> </ul>
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>Impactful research and legislation</li> </ul>
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>Chief Research Operations Officer</li> </ul>

<b>Indicator title</b>	<ul style="list-style-type: none"> <li>Improved Occupational Health and safety statistics.</li> </ul>
<b>Definition</b>	<ul style="list-style-type: none"> <li>A decrease in occupational health and safety related incidents, injuries, diseases and fatalities.</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Industry statistics</li> </ul>
<b>Method of calculation or assessment</b>	<ul style="list-style-type: none"> <li>Simple count</li> </ul>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>Industry stats</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>The industry stats are correct and an accurate representation of the state of Health and Safety.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Calculation type</b>	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
<b>Reporting cycle</b>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>A decrease in fatalities, injuries and diseases.</li> </ul>

<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>Chief Research Operations Officer</li> </ul>
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<b>Indicator title</b>	<ul style="list-style-type: none"> <li>A survey on the effectiveness of our collaborations.</li> </ul>
<b>Definition</b>	<ul style="list-style-type: none"> <li>A survey that will be sent out to our statutory and strategic stakeholders and partners to assess how well we are collaborating with them on matters of health and safety.</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Stakeholders</li> </ul>
<b>Method of calculation or assessment</b>	<ul style="list-style-type: none"> <li>% Effectiveness based on survey responses</li> </ul>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>Survey responses</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>We receive credible and representative sample.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Calculation type</b>	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
<b>Reporting cycle</b>	<ul style="list-style-type: none"> <li>Annual</li> </ul>
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>Effective collaboration</li> </ul>
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>Chief Research Operations Officer</li> </ul>

<b>Indicator title</b>	<ul style="list-style-type: none"> <li>Improve staff compliment</li> </ul>
<b>Definition</b>	<ul style="list-style-type: none"> <li>Number of approved organisational positions that have been filled</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Approved organisational structure</li> </ul>
<b>Method of calculation or assessment</b>	<ul style="list-style-type: none"> <li>Number of positions filled against the approved organisational structure.</li> </ul>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>Employee Appointment letter</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Signed Contract of Employment</li> <li>Letter of Employment</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>As per EE plan</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Calculation type</b>	<ul style="list-style-type: none"> <li>Cumulative (year-end)</li> </ul>
<b>Reporting cycle</b>	<ul style="list-style-type: none"> <li>Annual</li> </ul>



<b>Desired performance</b>	<ul style="list-style-type: none"> <li>Improve staff compliment</li> </ul>
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>Chief Human Capital Officer (CHCO)</li> </ul>

<b>Indicator title</b>	<ul style="list-style-type: none"> <li>Accumulated financial reserves</li> </ul>
<b>Definition</b>	<ul style="list-style-type: none"> <li>The amount accumulated over a period of time (Unutilized surpluses)</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Finance Reports</li> </ul>
<b>Method of calculation or assessment</b>	<ul style="list-style-type: none"> <li>Assets less Liabilities</li> </ul>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>Annual Financial Statement</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>MHSC implements the cost cutting measures</li> <li>Project prioritization</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Calculation type</b>	<ul style="list-style-type: none"> <li>Cumulative (year-end)</li> </ul>
<b>Reporting cycle</b>	<ul style="list-style-type: none"> <li>Annual</li> </ul>
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>R5.5 million</li> </ul>
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>Chief Financial Officer</li> </ul>

<b>Indicator title</b>	<ul style="list-style-type: none"> <li>Minimize budget overruns</li> </ul>
<b>Definition</b>	<ul style="list-style-type: none"> <li>Minimize the budget variances between budget and actuals</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Management Accounts</li> </ul>
<b>Method of calculation or assessment</b>	<ul style="list-style-type: none"> <li>Budget vs Actual</li> </ul>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>Management Accounts</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Budget Variances are followed up timeously</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Spatial transformation</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>

<b>(where applicable)</b>	
<b>Calculation type</b>	<ul style="list-style-type: none"> <li>Cumulative (year-end)</li> </ul>
<b>Reporting cycle</b>	<ul style="list-style-type: none"> <li>Annual</li> </ul>
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>+/- 5% variance</li> </ul>
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>Chief Financial Officer</li> </ul>

## PART E: BUDGET

<b>MINE HEALTH AND SAFETY COUNCIL</b>					
<b>STATEMENT OF FINANCIAL PERFORMANCE</b>					
<b>FOR THE YEAR ENDING</b>					
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>
<b>Income</b>	<b>90 585 050</b>	<b>100 754 924</b>	<b>120 579 897</b>	<b>124 365 535</b>	<b>130 157 656</b>
<b>Revenue from non-exchange transactions</b>					
Levies	85 989 626	92 230 241	112 944 618	118 591 849	124 521 441
State Funding	344 000	4 581 000	4 717 000	4 736 000	4 972 800
<b>Revenue from exchange transactions</b>					
Klopperbos	-	-	1 190 613,00	-	-
Finance income	3 777 285	942 177	1 307 666	587 686	213 415
Other income	474 139	3 001 506	420 000	450 000	450 000
<b>Expenditure</b>	<b>102 113 139</b>	<b>105 836 537</b>	<b>120 579 897</b>	<b>124 365 535</b>	<b>130 157 656</b>
Research and Development	12 615 436	7 513 286	24 249 421	28 222 387	32 576 485
Dissemination and RTF Costs	4 540 938	3 239 711	2 656 138	2 788 945	2 928 392
Klopperbos	-	-	1 063 430	-	-
Administrative expenses	8 006 199	6 626 851	3 491 243	3 316 681	3 150 847
Corporate Governance - Council	1 441 462	709 154	978 035	1 010 259	959 746
Debt Impairment	5 427 645	2 876 932	850 000	722 000	685 900
Depreciation and amortisation	4 112 183	2 137 693	7 693 645	9 104 678	9 537 823
Employee costs	52 608 774	50 352 081	65 175 605	68 155 324	71 297 980
External audit Fees	1 825 847	2 369 462	2 505 300	2 380 035	2 261 033
Internal audit Fees	891 335	834 724	1 476 799	1 402 959	1 332 811
International Travel	-	-	1 000 000	1 050 000	1 102 500
Profit & Loss on Assets Disposal	591 274	5 441	-	-	-
COVID-19 Costs	414 322	463 353	760 000	-	-
Legal Fees	6 460 919	25 662 625	5 630 281	5 348 767	4 279 014
Offices Rental	3 132 873	3 012 065	3 000 000	816 000	-
Finance costs	43 932	44 041	50 000	47 500	45 125
<b>Surplus / (Deficit) for the year</b>	<b>-11 528 089</b>	<b>-5 081 613</b>	<b>-</b>	<b>-</b>	<b>-</b>