

# **MINE HEALTH AND SAFETY COUNCIL**

## **ANNUAL PERFORMANCE PLAN**

### **FOR**

### **2022/2023 FINANCIAL YEAR**



**MHSC**

**Mine Health and Safety Council**

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## **A. LIST OF ABBREVIATIONS**

<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>APP</b>	Annual Performance Plan
<b>ARC</b>	Audit and Risk Committee
<b>BBT</b>	Brief, Budget and Time
<b>BSC</b>	Balance Scorecard
<b>CEO</b>	Chief Executive Officer
<b>CETM</b>	Centre for Education and Training of Mineworkers
<b>CFO</b>	Chief Financial Officer
<b>CGO</b>	Corporate Governance Officer
<b>CHCO</b>	Chief Human Capital Officer
<b>CoE</b>	Centre of Excellence
<b>CROO</b>	Chief Research Operations Officer
<b>CTAC</b>	Culture Transformation Advisory Committee
<b>DMRE</b>	Department of Minerals Resources and Energy
<b>HIV</b>	Human Immunodeficiency Virus
<b>HR</b>	Human Resources
<b>HRCO</b>	Human Resource Capital Officer
<b>HRRAC</b>	Human Resources and Remuneration Committee
<b>ICT</b>	Information Communication Technology
<b>MHSC</b>	Mine Health and Safety Council
<b>MITHAC</b>	Mining Industry TB, HIV and AIDS Advisory Committee
<b>MINCOSA</b>	Minerals Council South Africa
<b>MOHAC</b>	Mining Occupational Health Advisory Committee
<b>MOSAC</b>	Mining Occupational Safety Advisory Committee
<b>MRAC</b>	Mining Regulations Advisory Committee
<b>MQA</b>	Mining Qualifications Authority
<b>NDP</b>	National Development Plan
<b>OHS</b>	Occupational Health and Safety
<b>RoI</b>	Return on Investment
<b>RTF</b>	Regional Tripartite Forums
<b>SAMI</b>	South African Mining Industry
<b>SCM</b>	Supply Chain Management
<b>SEC</b>	Social and Ethics Committee
<b>SIMRAC</b>	Safety in Mines Research Advisory Committee
<b>SMME</b>	Small Medium and Micro Enterprises
<b>SONA</b>	State of the Nation Address
<b>TB</b>	Tuberculosis

**B. ACCOUNTING AUTHORITY STATEMENT**

During March 2021 the President of the Republic, his Excellency Cyril Ramaphosa, in his address to the nation, announced the escalation of measures to combat COVID-19 epidemic. In support of the President's decisive action, the MHSC developed the Guiding Principles as well as a Guideline for Compilation of a Mandatory Code of Practice on the mitigation and management of the COVID-19 outbreak. The MHSC also facilitated virtual question and answer sessions on various technology platforms where clarity on COVID-19 guidelines were provided to the mining industry stakeholders. The MHSC also identified research initiatives to assist the mining industry to address COVID-19 related challenges such as testing capacity, physical distancing, and competencies to manage the pandemic. The MHSC continues to explore more ways to contribute to the global fight against the COVID-19 pandemic.

In 1994, President Mandela appointed Judge Ramon Nigel Leon to investigate occupational health and safety in the SAMI in order to address these issues, and find appropriate solutions. This was subsequently known as the Leon Commission.

Following the outcome and recommendations by the Leon Commission, the MHSC was formed in June 1997 according to the Mine Health and Safety Act No. 29 of 1996, as amended. We remain proud, but at the same time 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 find better, safer and healthier ways for our courageous mineworkers to carry out their daily responsibilities and who continue to be the backbone of the economy in South Africa

Along our almost 25-year journey, we have made some far-reaching progress through continuous collaboration with our tripartite partners (state, employers and organised labour) and advisory committees, we have been implementing action plans from our Occupational Health Summits, which are held every two years as mandated by the Act

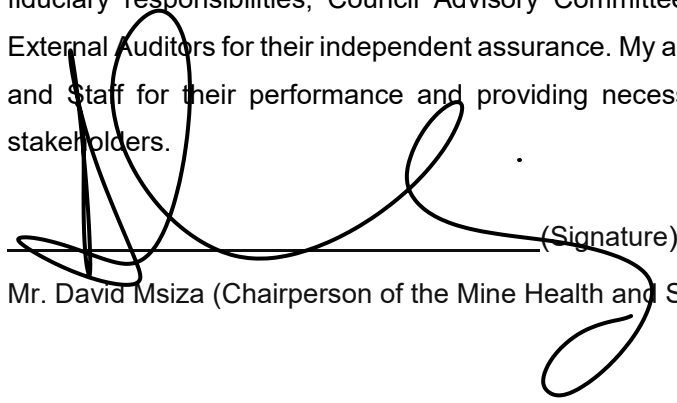
Some of our successes include the implementation of the Centre of Excellence, a game-changer in the quest to conduct Research and promote the culture of occupational health and safety through emphasising education and training of mineworkers in the SAMI. We have started to see improvements. In the 1990s, 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.

The health, safety and security of women in the SAMI continues to be of outmost importance to the MHSC. Hence, the MHSC successfully hosted the Women in Mining Indaba to engage on health and safety issues regarding women in South Africa. As part of the implementation of the Indaba outcomes,

the MHSC has introduced two (2) new committees being Women in Mining Advisory Committee (WIMAC) and the Mining Occupational Safety Advisory Committee (MOSAC). I wish to extend a warm welcome to the new committee members in their role.

In order 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, guidance 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.

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

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

The MHSC has navigated this challenge and has been able to remain in the trajectory that it had planned prior to the pandemic. The MHSC is embracing the opportunities the pandemic is presenting and has taken into considering both the risks and opportunities that have been presented by these uncertain times. The implications of the above developments were that the MHSC had to revise the Strategic Plan and Annual Performance Plan (APP) for the five (5)-year administration term starting from 2020/21 to ensure proper alignment. It is against this background that the Mine Health and Safety Council presents this draft Annual Performance Plan for the 2022/23 financial year which demonstrates the strategic focus areas and aspiration of MHSC in ensuring that every mine worker returns from work unharmed every day.

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 advice 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. MHSC will also be looking to secure other sources of revenue, which includes possible

loyalties from commercialisation of research outcomes; these will be carried out through licensing agreements with various commercialisation partners and stakeholders.

The MHSC Annual Performance Plan 2022/23 is compiled with the latest available information to the Council.

A handwritten signature in black ink, appearing to read 'Dlamini', with a large, stylized initial 'D'.

\_\_\_\_\_(Signature)

Mr. Dumisani Dlamini (Acting Chief Executive Officer)

Mine Health and Safety Council (MHSC)

## 1. PART A: MINE HEALTH AND SAFETY COUNCIL MANDATE

### 1.1 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.

### 1.2 UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

#### 1.2.1 STRATEGIC IMPERATIVES

**Number of Strategic Imperatives were identified. These are listed below:**

- **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.
- **Successful Dissemination** – the MHSC 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).
- **Focus and Reach** – 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.
- **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 prioritisation to enable the limited financial resources to be applied most effectively to research activities.

- **Interaction with Minister and Mining Industry Principals** – the MHSC must improve the way that it interacts with the Minister and Mining Industry Principals, in order to better leverage the potential influence of the organisation in achieving the expected outcomes.
- **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.
- **Collaboration with Stakeholders and Strategic Partners** – the MHSC is an important component of the mining OHS environment, but to be successful it needs to collaborate with its stakeholders and with strategic partners, and the organisation must improve the mechanisms through which it collaborates. This collaboration should include international or global organisations.
- **Visibility and Recognition** – the MHSC should implement strategies to improve the visibility and recognition of the organisation as a knowledge leader in Mining OHS matters
- **Continuous Organisational Performance Improvement** – the MHSC needs to improve how organisational performance is managed.
- **Governance and Compliance** – the MHSC must ensure that its governance practices are appropriate and that compliance is effective and consistent. Ensuring attainment of higher maturity levels of governance and compliance.
- **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.
- **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.
- **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.
- **Additional inputs from Tripartite Stakeholders** – Additional inputs were received from members of the MHSC Tripartite Stakeholders and there were considered and incorporated into the MHSC Strategy or Operational Plans.

These strategic imperatives have been used as input to the MHSC Strategic Plan and will be incorporated in the relevant Strategic Objectives and Strategic Initiatives that are outlined in subsequent sections.

### **1.3 UPDATES TO RELEVANT COURT RULINGS**

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

## 2. PART B: MINE HEALTH AND SAFETY COUNCIL STRATEGIC FOCUS

### 2.1 SITUATIONAL ANALYSIS

In developing the five (5) year MHSC Strategic Plan for 2022/23 to 2024/25, Both detailed PESTEL analysis was performed, analyzing the Political, Economic, Sociological, Technological, Environmental and Legal environment in which the MHSC operates and formulating responses to the potential issues that the organisation may face and SWOT analysis, defining the Strengths, Weaknesses, Opportunities and Threats of the organisation and developing responses to these.

#### 2.1.1 PESTEL ANALYSIS

FACTORS	DESCRIPTION	RESPONSE
<b>Political Factors</b>	<ul style="list-style-type: none"> <li>Local government elections – establishment of new working relationships with new municipal officials and political heads.</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>Involve new municipal officials and political heads in regional tripartite forum (RTF) discussions</li> <li>Consider statutory and regulatory amendments when reviewing or developing legislation</li> </ul>
<b>Economic Factors</b>	<ul style="list-style-type: none"> <li>Changes to levy model and the mining industry's ability to pay levies.</li> <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>Research and development</li> </ul>	<ul style="list-style-type: none"> <li>Consider advising other industries in matters of health and safety. Industries such as oil and gas, and fast moving consumer goods.</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> </ul>

	becoming extremely expensive.	
<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>• Changing role of Women (Childcare facilities)</li> <li>• Social inequality</li> <li>• Social Responsibility initiatives</li> <li>• The impact of COVID19 on social interactions both internally and SAMI</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>• New MHSC building to include childcare facilities</li> <li>• Include social responsibility initiatives within stakeholder management functions</li> <li>• Conduct research study on COVID19 on COVID19 social interactions both internally and SAMI</li> </ul>
<b>Technological Factors</b>	<ul style="list-style-type: none"> <li>• Without proper change management rapid technological advancement can be disruptive. 4th Industrial Revolution – potential for sustainable industry growth</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct change management workshop on the 4<sup>th</sup> industrial revolution for staff and external stakeholders</li> </ul>
<b>Environmental Factors</b>	<ul style="list-style-type: none"> <li>• MHSC lagging behind sustainability initiatives.</li> <li>• Lack of adherence to the Green initiative by SAMI and within MHSC</li> </ul>	<ul style="list-style-type: none"> <li>• Include environmental, social and governance initiatives as part of organisational objectives</li> </ul>
<b>Legal Factors</b>	<ul style="list-style-type: none"> <li>• Class action suits (cases) e.g. Silicosis.</li> <li>• Risk of mirrored MHSC with possible implication on MHSC relevance and legal standing</li> <li>• Challenges to regulations on administrative fines</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>

## 2.1.2 SWOT ANALYSIS

Table 2 below, detailed a (SWOT) analysis Strengths, Weaknesses, Opportunities and Threats which was performed to identify appropriate responses to the issues:

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>Previous Research work effectively implemented</li> <li>A young and willing workforce</li> <li>Establishment of the Social Ethics Committee. Regular engagements with Organised Labour to ensure workplace harmony and interventions</li> <li>MHSC Experience in research for mine and health and safety</li> <li>MHSA Legislation/ existence of MHSC and collection of levies regulations</li> </ul>	<ul style="list-style-type: none"> <li>Invest in research and intellectual property</li> <li>Continue advising the Minister on matters of Health and Safety</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>Research organization with insufficient research capacity in terms of personnel with required skill-set</li> <li>Lack of strategic direction (Leadership).</li> <li>Lack of Technological/ Technical Skills set</li> <li>Poor organizational culture</li> <li>Misalignment of objectives (support functions supporting core)</li> <li>No internal legal department which lead to high legal cost.</li> <li>Lack of document control (storage, records management)</li> <li>Inconsistent application of policies and procedures</li> <li>Inadequate implementation of good corporate governance principles.</li> </ul>	<ul style="list-style-type: none"> <li>Employ competent and skilled personnel at all levels of the organization</li> <li>Conduct organisational culture and MHSC strategy workshops for staff and stakeholders</li> <li>Complete the organisational efficiency study</li> <li>Complete the 4<sup>th</sup> industrial revolution strategy for the office and mining industry</li> <li>Improvement on governance and ethical matters</li> <li>Recruit employees with legal</li> </ul>

		<ul style="list-style-type: none"> <li>• Lack of contract management and enforcement</li> <li>• Lack of collaboration with local and global stakeholders</li> <li>• Lack of retention strategy to prevent staff from leaving.</li> <li>• Lack of consequence management</li> <li>• Working in silos</li> <li>• Lack of implementation of succession planning</li> <li>• Inadequate organisational structure</li> </ul>	<p>expertise</p> <ul style="list-style-type: none"> <li>• Revise human capital strategy</li> </ul>
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OPPORTUNITIES	HOW MHSC WILL CAPITALISE	THREATS	HOW MHSC WILL MITIGATE
<ul style="list-style-type: none"> <li>• Use of academic institutes and research students to undertake cost-effective research on behalf of MHSC</li> <li>• Current vacancies provide opportunities for MHSC to reshape and reconfigure certain positions in order to achieve it's mandate.</li> <li>• There is an opportunity to improve it's internal communication through more</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of research output and achievement of mandate</li> <li>• Internal communication will improve employee morale</li> <li>• Enhanced stakeholder engagement will lead to improved OHS performance</li> </ul>	<ul style="list-style-type: none"> <li>• There is disparity between Research capacity versus Research Initiatives.</li> <li>• High employee turnover</li> <li>• Competition, mining companies, consulting companies</li> <li>• Lock down regulations impact on performance</li> <li>• Lack of stable leadership (CEO, CROO) and Mission critical positions (e.g. Specialists)</li> </ul>	<ul style="list-style-type: none"> <li>• Improved organisational culture will lead to better employee retention</li> <li>• Recruitment of permanent CEO, CROO and CHCO will assist with providing stable leadership</li> <li>• Enhanced stakeholder engagement will lead to improved</li> </ul>

<p>engagement with staff via different platform.</p> <ul style="list-style-type: none"> <li>• Some visibility of MHSC</li> <li>• Stakeholder engagements with Ministry/Principal stakeholders &amp; strategic partners can be enhanced</li> <li>• Industry interest in mining still exist</li> <li>• Commercialisation of Research outcomes</li> <li>• Being the World renowned hub for Mine Health and safety research.</li> </ul>		<ul style="list-style-type: none"> <li>• Vacancy rate (timeous filling of the vacancies) which leads to loss of institutional memory.</li> <li>• Lock down regulations impact on Stakeholder engagements</li> <li>• External organisations offer competitive salaries above what the MHSC pays</li> <li>• Labour market uncertainty (due to economic conditions), demand on certain skills in the mining industry or skills required by MHSC;</li> <li>• Trust deficiency in the organisation and a climate that fosters negativity</li> <li>• Relevance of MHSC if Stakeholder engagements are not impactful</li> <li>• Inadequate records management system and processes.</li> <li>• Impact of COVID19 both mentally and psychological on society within MHSC.</li> <li>• Insufficient service</li> </ul>	<p>OHS performance</p>
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		<p>providers in the research environment (Diversity).</p> <ul style="list-style-type: none"> <li>• Insufficient levy collection due to operational inefficiencies (e.g. delays in receiving billing information)</li> </ul>	
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## **2.1.3 INTERNAL ENVIRONMENT**

### **2.1.3.1 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.

### **2.1.3.2 ORGANISATIONAL ENVIRONMENT**

The MHSC faced major challenges due to capacity constraints at the organisation with a vacancy of the Chief Financial Officer and the Chief Human Capital Officer.

## **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 office 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)

### **3.1 EXTERNAL ENVIRONMENT**

#### **3.1.1 RECENT STATISTICS RELEVANT TO THE INSTITUTION AND SECTOR**

On the 11<sup>th</sup> March 2020, the World Health Organization (WHO) declared the coronavirus COVID-19 outbreak as a pandemic. To mitigate the spread of COVID-19 government declared a national state of disaster and subsequent thereto also declared a national lockdown which was eased to level 4 lockdown Stage on the 01<sup>st</sup> May 2020.

On the 23rd of April 2020, the President announced that a risk adjusted strategy will be implemented through which government will take a deliberate and cautious approach to the easing of the current lockdown restrictions and reiterated that the action we take now must be measured and incremental.

As of the 17th of January 2022, according to information compiled by the Minerals Council South Africa. A total number of 430 473 employees have been screened out of a total number of 450 000 employees from member mines of the Minerals Council South Africa. The total number of tests conducted is 312 904, and a total of 60 644 positive cases have been reported. As of the 17th of January 2022, 467 cases were active, 740 deaths have been reported in SA mines and 59 437 employees have recovered from COVID19.

The MHSC and its stakeholders have expressed great concern with the regression of fatality statistics in the South African mining industry. In 2019, the sector recorded 51 fatalities for the year, which was the lowest ever recorded, however 60 fatalities were recorded in 2020, and regrettably 74 fatalities have been provisionally recorded for the calendar year 2021 as of the 17<sup>th</sup> of December 2021.

There is a continued gradual reduction on the pulmonary tuberculosis (PTB) cases reported from 2015 to 2019 in the South African Mining Industry. Medical Inspectors ensure that mines adhere to the TB Guidance note which is based on the Department of Health, National Guidelines, Masoyise iTB Programme campaigns by the Minerals Council South Africa and MITHAC, the implementation of tuberculosis (TB) programs where extensive contact tracing is done at primary health centre (PHC), occupational health centre (OHC), mine accommodation and in the peri-mining communities.

During 2014, the industry reported the highest number of noise-induced hearing loss (NIHL) cases, followed by a downward trend in 2015 and 2016. An increase was noted on the number of cases reported in 2017, followed by a decrease in 2018. During 2019, the NIHL cases reported by mines increased slightly when compared to the previous year.

Counselling for HIV has steadily shown an upward trend, although the industry has not reached the milestone requirement of 100% as envisaged from the summit milestone on HIV, Counselling and Testing (HCT).

The summit commitments on TB set in 2014 require that the TB incident rate SHOULD BE at or below the national TB incident rate. The WHO estimated a rate of 520 per 100 000 in 2018 and the industry was below that at 435 per 100 000, however the incidence rate has increased to 578 per 100 000. National TB incidence Rate for 2019 is not available for comparison with the industry.

Approximately 70% of employees were counselled for HIV, however only 67% agreed to be tested for HIV and of those tested, only 6,2% were found to be positive.; while 4.2% were positive when considering those counselled and 2.9% were positive considering the total population.

TB screening has remained above 90% for the past four years as seen with the TB screening trend above, and that is encouraging as it implies that more than 90% of employees will be investigated for TB and treated accordingly as soon as they have been diagnosed. Employees diagnosed with TB have decreased from 0.4% in 2018 to 0.3% in 2019. The TB strategies put in place are working as less people are diagnosed with TB.

#### **4 INFORMATION ABOUT STAKEHOLDERS WHICH CONTRIBUTES TO THE INSTITUTION'S ACHIEVEMENT OF ITS PLANNED OUTCOMES.**

The Mine Health and Safety Council (MHSC) hosted the Mine Occupational Health and Safety (OHS) Principals Meeting on the 26<sup>th</sup> of November 2020. The Principals Meeting was hosted in line with the MHSC mandate provided for in Section 43 (e) of the Mine Health and Safety Act (MHSA), which states that the MHSC must at least every two years, arrange and coordinate a tripartite Summit to review the state of OHS at mines. The summit could not be held in 2020 due to travel restrictions and limitations in gatherings as part of control measures to manage the COVID19 Pandemic.

Principals from the State, Organised Labour and Employers provided their perspectives regarding the current challenges and measures that should be implemented to ensure sustainable OHS improvement.

At the MHSC Mine Occupational Health and Safety Summit held in 2014, Mining Stakeholder

Principals and Industry representatives agreed on the following milestones to be achieved by 2024:

- Elimination of Fatalities and Injuries
- Rehabilitation of mine workers injured in the line of duty.
- Elimination of occupational diseases
- Elimination of Noise Induced Hearing Loss
- Integration and simplification of compensating systems
- Reduction and prevention of TB, HIV and Aids
- Implementation of the Culture Transformation Framework
- Establishing of the Centre of Excellence for Research, Research Implementation, and Capacity Building

Mining industry stakeholder Principals deliberated on a number of key issues. Principals agreed that the mining sector needs to prioritise matters relating to Women in Mining (WIM) and Gender Based Violence (GBV). Furthermore, the mining industry needs to work together, in consultation with other Departments and entities including the Department of Health and the Department of Employment and Labour, to find solutions to the COVID19 Pandemic.

Principals also asserted that the revision of the Mine Health and Safety Act, 1996 (Act No. 29 of 1996) as amended, needs to be prioritised, to accommodate small scale mining operations, the right to refuse dangerous work and accountability measures for gross negligence or misconduct.

The MHSC needs to fast-track research and legislative initiatives dealing with matters of Falls of Ground, Seismicity, Collision Avoidance and Traffic Management Systems in the SA mining industry.

The MHSC and its stakeholders need to increase resources and capabilities to deal with matters of health such as TB, HIV/Aids and COVID19 in addition to focusing on matters of safety in the SA mining industry. The use of cannabis at the workplace is of a high concern. Guidance on this is required from a legislative and research perspective. In addition, stakeholders need to continue with research and legislative efforts focusing on silicosis, Noise Induced Hearing Loss and coal miners' pneumoconiosis.

The MHSC needs to continue benchmarking with international mining counterparts such as Australia that are performing relatively well in terms of Occupational Health and Safety. Mining Principals need to consider re-establishing the Mining Industry Growth, Development and Employment Task Team MIGDETT given the current challenges the sector is facing. Illegal mining remains a challenge we need to address, a multi-stakeholder approach and a renewed focus will assist the mining sector in reaching greater heights.

The MHSC needs to ensure that compensation and rehabilitation systems are in place for mineworkers affected by mining activities resulting in diseases or impairments such as Silicosis and Noise Induced Hearing loss. Also, the Culture Transformation Pillars need to be reprioritised and the implementation of the pillars needs to be expedited.

The Honourable Minister Gwede Mantashe delivered the keynote address and emphasised the need for all stakeholders to work together in managing the COVID19 pandemic. The Minister further urged delegates to not be negative towards technology. Mining leaders must equip employees on technology for the benefit of all stakeholders. In addition, the Minister advised that safety for Women must be improved. Mining leadership needs to look into safety equipment and allocation of jobs for women. The Minister went further to add that small scale mining is an important and growing sector of the economy. The Department has developed a programme for the training of artisanal mining in the Northern Cape. Lastly, the Minister implored the delegates to consider and focus on clean coal technologies to ensure a sustainable future for South African mining.

## **4.1 PART C: MEASURING MINE HEALTH AND SAFETY COUNCIL PERFORMANCE**

### **4.1.1 INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION**

#### **4.1.1.1 STRATEGY MAP**

In terms of guidance provided by the principal, which is the Department of Mineral Resources and Energy, MHSC is required to develop an Annual Performance Plan (“Plan”) on the annual basis. The Annual Performance Plan addresses focus areas that management deems necessary for the achievement of the MHSC mandate.

The MHSC Strategic Objectives formulated for the 2022/23 - 2024/25 financial years have been transposed onto a strategy map that provides a high-level illustration of the strategy showing where each objective is depicted in the balanced scorecard perspectives and the causal relationships between each objective.

In order for the stakeholder/customer objectives to be achieved, MHSC needs to deliver effective and efficient services through its internal processes. These processes are efficient and effective if they are supported by the appropriate organisational learning and human

resources growth. All of the objectives require the financial resources to be achieved.

The Annual Performance Plan was assessed for alignment to the current National Development Plan (NDP) goals and objectives. Chapter 9, 10 and 13 of the NDP were found to be the most relevant chapters for the Mine Health and Safety Council in terms of its contribution to the national initiatives, as outlined by the National Development Plan including the Nine-Point Plan as delivered in the State of the Nation Address was considered.

MHSC follows the balance scorecard approach to measure performance against strategic objectives. The balance scorecard comprises of a set of perspectives namely, *the customer perspective, Internal perspective, learning & growth perspective and financial perspective*

Each balance scorecard perspective reflects the strategic objective, the method of measuring the achievement of that objective, related to the target that MHSC is aiming for in each reporting period. Tracking performance indicators are also provided for, to meet a wide variety of reporting requirements and more importantly so that interim performance can be managed by the business.

Finally, a set of Strategic Initiatives or actions are outlined towards the achievement of the Strategic Objective. Each component of the Strategy is assigned to a responsible employee and dates upon which results should be delivered and performance measured

**Customer Perspective (CP):** There is increasing realisation of the importance of customer focus and customer satisfaction in any organisation. These are leading indicators: MHSC will endeavour to ensure to monitor on a continuous basis through customer (stakeholder) feedback on services and products provided by the organisation to the mining industry

**Internal process perspective (IP):** This perspective focuses on the internal business processes that are core to the organisation and

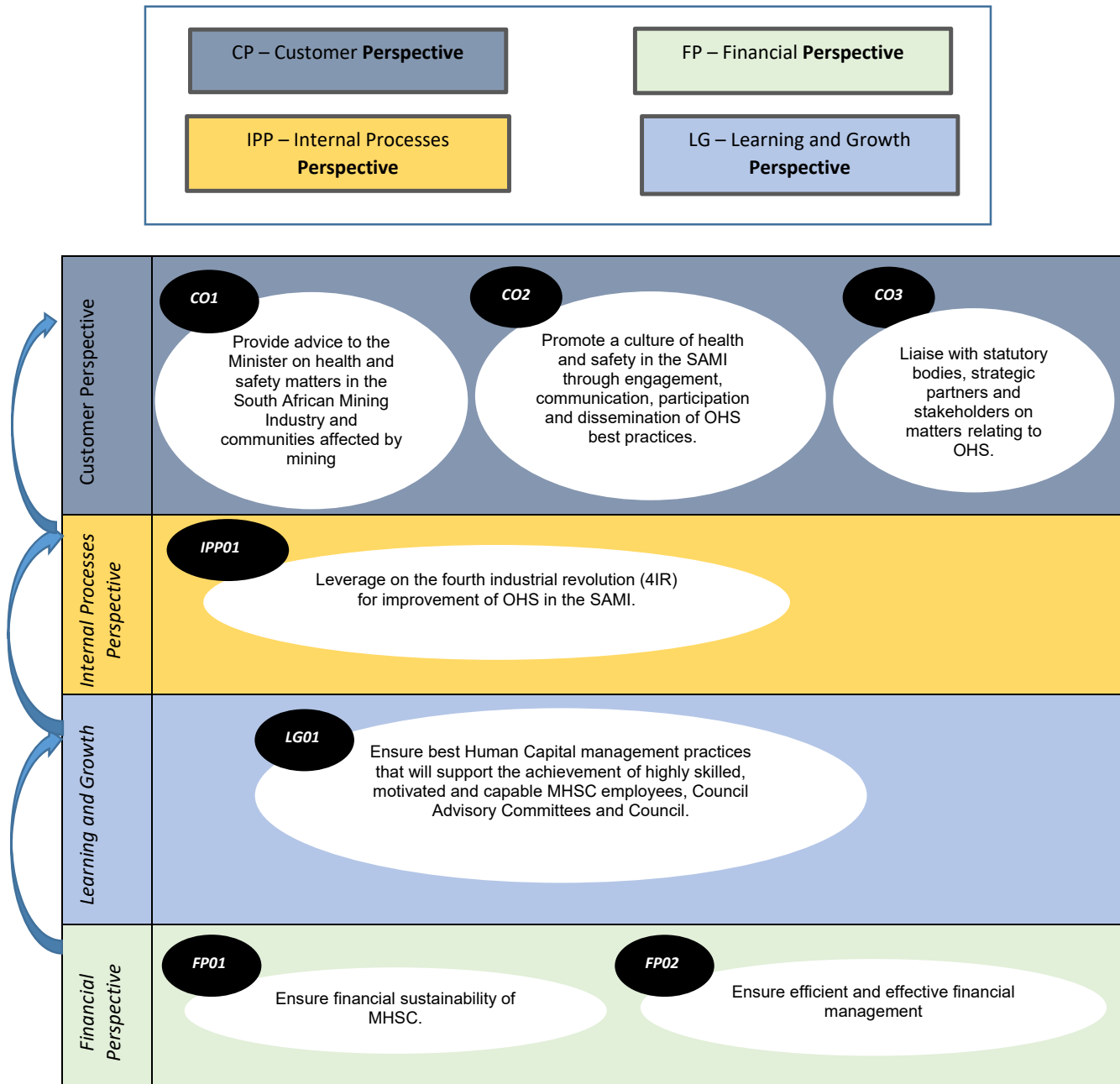
improving these will result to achievement of operational efficiency and excellence. A fully functional and capacitated Centre of Excellence and other MHSC support business units will ensure Council and its Committees are provided with necessary support that will ensure efficiency and effectiveness of MHSC and change how business is conducted for the better.

**Learning and growth perspective (LG):** There are three key areas of focus when developing objectives and measures for the Learning and Growth perspective and they are *human capital*, *information capital* and *organisational capital*. These components will ensure that employees and MHSC stakeholders (Council and Advisory Committee members) possess necessary skills that match the organisational strategy, tools that the MHSC needs to execute its strategy and the ability to grow and learn for continuous improvement.

**Financial perspective (FP):** This perspective will address financial sustainability and expenditure management. In the case of MHSC, the focus is on collecting all revenue (levies), looking at alternative sources of revenue, budgeting appropriately and managing expenditure and financial risks.



## 5 THE MHSC STRATEGY MAP AND STRATEGIC OBJECTIVES



MHSC Figure 1: MHSC APP Strategy Map

## 6. MEASURING MINE HEALTH AND SAFETY COUNCIL STRATEGIC OBJECTIVES (OUTCOMES/ PROGRAMMES):

### 6.1 CUSTOMER PERSPECTIVE OBJECTIVE (CP01) (20%)

<b>Name of the objective:</b> Provide advice to the Minister on health and safety matters in the South African Mining Industry and communities affected by mining.						
<b>Definition of the objective:</b> Develop interventions that will address current and emerging OHS risks and advice the Minister through advisory notes and engagements.						
<b>Measures to enable tracking of progress:</b>		<b>Formula for calculation:</b>	<b>Measure unit:</b>		<b>Frequency of reporting date</b>	
Primary measure	Percentage of initiatives implemented	(Actual initiatives implemented/planned initiatives) x 100	Percentage		Quarterly	
<b>Yearly target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Due Date</b>	<b>Budget</b>
85%	85%	85%	85%	85%		
<b>Initiatives to enable achievement of the objective:</b>				<b>Responsible</b>		
1.	Develop a legislative programme for Ministers approval.			CROO	30 April 2022 <sup>1</sup>	
2.	Implement the approved legislative programme.			CROO	31 March 2023	
3.	Develop a costed research programme for approval by the Minister and submission to Minister of Finance.			CROO	30 April 2022	
4.	Implement the approved research programme.			CROO	31 March 2023	

5.	Review the state of health and safety performance in the SAMI and advise the Minister on relevant interventions	CROO	31 March 2023	
6.	Provide Advice on Collection, processing and distribution of OHS data to the industry	CROO	31 March 2023	
7.	Develop Women in Mining Programme for approval by Council and submission to the Minister.	CROO	31 March 2023	

<sup>1</sup>Annually means at the end of each Financial Year

## 6.2 CUSTOMER PERSPECTIVE OBJECTIVE 2 (CP02) (20%)

<b>Name of the objective:</b>						
Promote a culture of health and safety in the SAMI through engagement, communication, participation and dissemination of Occupational Health and Safety (OHS) best practices.						
<b>Definition of the objective:</b>						
Share and facilitate implementation of OHS best practices in the SAMI through technology innovations, knowledge transfer and training initiatives on OHS.						
<b>Measures to enable tracking of progress:</b>		<b>Formula for calculation:</b>	<b>Measure unit:</b>		<b>Frequency of reporting date</b>	
Primary measure	Percentage of initiatives implemented	(Actual initiatives implemented/planned initiatives) x 100	Percentage		Quarterly	
<b>Yearly target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Due Date</b>	<b>Budget</b>
100%	100%	100%	100%	100%		
<b>Initiatives to enable achievement of the objective:</b>				<b>Responsible</b>		
1.	Review the CTF programme for approval by Council.			CROO	30 April 2022	
2.	Implement the approved CTF programme.			CROO	31 March 2023	
3.	Annual publication and communication of research results.			CROO	31 March 2023	
4.	Review the dissemination framework and guidelines.			CROO	30 April 2022	
5.	Implement the dissemination framework and guidelines.			CROO	31 March 2023	

### 6.3 CUSTOMER PERSPECTIVE OBJECTIVE 3 (CP03) (15%)

<b>Name of the objective:</b> Liaise with statutory bodies, strategic partners and stakeholders on matters relating to OHS.						
<b>Definition of the objective:</b> Collaboration with statutory bodies, strategic partners and stakeholders on OHS matters.						
Measures to enable tracking of progress:		Formula for calculation:	Measure unit:		Frequency of reporting date	
Primary measure	Percentage of initiatives implemented	(Actual initiatives implemented/planned initiatives) x 100	Percentage		Quarterly	
Yearly target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Due Date	Budget
100%	100%	100%	100%	100%		
Initiatives to enable achievement of the objective:				Responsible		
1.	Develop the Strategic partners' and Global collaboration programme and submit to Council for approval.		CHCO		30 April 2022	
2.	Implement the Strategic partners' and Global collaboration programme.		CHCO		31 March 2023	
3.	Review a comprehensive Stakeholder Management strategy and submit to Council for approval.		CHCO		30 April 2022	
4.	Implement the Comprehensive Stakeholder Management Strategy.		CHCO		31 March 2023	
5.	Review Interaction Programme for Minister and Stakeholders Principals.		CHCO		30 April 2022	
6.	Implement Interaction Programme with Minister and Stakeholders Principals.		CHCO		31 March 2023	

#### 6.4 LEARNING & GROWTH PERSPECTIVE OBJECTIVE 1 (LG01) (10%)

<b>Name of the objective:</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>Definition of the objective:</b>						
Implementation of best Human Capital practices utilising the Human Capital Strategy.						
<b>Measures to enable tracking of progress:</b>		<b>Formula for calculation:</b>	<b>Measure unit:</b>		<b>Frequency of reporting date</b>	
Primary measure	Percentage of initiatives implemented	(Actual initiatives implemented/planned initiatives) x 100	Percentage		Quarterly	
<b>Yearly target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Due Date</b>	<b>Budget</b>
100%	100%	100%	100%	100%		
<b>Initiatives to enable achievement of the objective:</b>				<b>Responsible</b>		
1.	Review the Human Capital Strategy and Plan for Council approval by Council.			CHCO	30 April 2022	
2.	Implement the approved Human Capital Plan 2022/23.			CHCO	31 March 2023	

## 6.5 INTERNAL PERSPECTIVE OBJECTIVE 4 (IP01) (10%)

<b>Name of the objective:</b>						
Leverage on the fourth industrial revolution (4IR) for improvement of OHS in the SAMI and internal effectiveness.						
<b>Definition of the objective:</b>						
Continuous monitoring of the impact of the 4IR related developments for improvement of OHS in the SAMI						
<b>Measures to enable tracking of progress:</b>		<b>Formula for calculation:</b>	<b>Measure unit:</b>		<b>Frequency of reporting date</b>	
Primary measure	Percentage of initiatives implemented	(Actual initiatives implemented/planned initiatives) x 100	Percentage		Quarterly	
<b>Yearly target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Due Date</b>	<b>Budget</b>
90%	90%	90%	90%	90%		
<b>Initiatives to enable achievement of the objective:</b>				<b>Responsible</b>		
1.	Develop the SAMI fourth industrial revolution (4IR) programme for approval by Council.			CROO	30 April 2022	
2.	Implement the fourth industrial revolution (4IR) programme for the South African Mining Industry.			CROO	31 March 2023	

## 6.6 FINANCIAL PERSPECTIVE OBJECTIVE 1 (FP 01) (15%)

<b>Name of the objective:</b> Ensure financial sustainability of MHSC.						
<b>Definition of the objective:</b> Diversify revenue sources to ensure financial sustainability of MHSC.						
Measures to enable tracking of progress:		Formula for calculation:	Measure unit:		Frequency of reporting date	
Primary measure	Proportion of income collected from levies	(Rand value of income collected/total levied for the year) x 100	Percentage		Quarterly	
Yearly target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Due Date	Budget
70%	0%	0%	50%	70%		
Initiatives to enable achievement of the objective:				Responsible		
1.	Implement the Revenue Generation Plan.			CFO/CROO	31 March 2023	
2.	Implement the Levy Model.			CFO	31 March 2023	



## 6.7 FINANCIAL PERSPECTIVE OBJECTIVE 2 (FP 02) (10%)

<b>Name of the objective:</b> Ensure efficient and effective financial management.						
<b>Definition of the objective:</b> Ensuring value for money through zero budgeting, strategic sourcing, expenditure and contract management.						
Measures to enable tracking of progress:		Formula for calculation:	Measure unit:		Frequency of reporting date	
Primary measure	95% achievement on Capital Projects	(Actual capital projects spend/ planned capital projects) x 100	Percentage		Quarterly	
Yearly target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Due Date	Budget
95%	25%	50%	75%	100%		
Initiatives to enable achievement of the objective:				Responsible		
1.	Spend 95% of MHSC Capital Projects			CFO	31 March 2023	

## 7. OUTPUT INDICATORS, ANNUAL TARGET AND QUARTERLY TARGETS

### 7.1 CUSTOMER PERSPECTIVE OBJECTIVE (PROGRAMME) (CP 01): Provide advice to the Minister on health and safety matters in the South African Mining Industry and communities affected by mining.

Item No	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.	Develop the 2025-26 legislative programme for approval by Council and submission to the Minister.	One (1) legislative programme annually.	N/a	Stakeholder Engagement – Request stakeholders to submit identify and submit legislative gaps.	Legislative Gaps Analysis Workshop and draft of the 2022/23 programme approved by MRAC.	Advisory report approved by Council.
2.	Implement the approved 2021-22 legislative programme.	Four (4) legislative advisory notes.	Submit legislative advisory note to Council	Submit legislative advisory note to Council	Submit legislative advisory note to Council	Submit legislative advisory note to Council
3.	Implement the approved 2021-22 research programme.	Two research advisory notes to Council	Progress report on project management of research projects	Submit research advisory note to Council	Progress report on project management of research projects	Submit research advisory note to Council

4.	Review the state of health and safety in the SAMI and advise the minister on relevant interventions.	Council approved recommended interventions submitted in the form of bi-annual reports within stipulated timelines.	N/a	Submit advisory report on the analysis of the Department of Mineral Resources and Energy (DMRE) report on Occupational Health and Safety (OHS) statistics.	N/a	Submit advisory report on the analysis of the Department of Mineral Resources and Energy (DMRE) report on Occupational Health and Safety (OHS) statistics.
5.	Submitted Review Interaction Programme for Minister and Stakeholder Principals 2022/23	Submission of the Review Interaction Programme for Minister and Stakeholder Principals 2022/23	Submission to Council the Review Interaction Programme for Minister and Stakeholder Principals 2022/23	N/a	N/a	N/a
6.	Implemented Interaction Programme for Minister and Stakeholder Principals 2022/23 Implementation Plan.	Implementation of Interaction Programme for Minister and Stakeholder Principals 2022/23 Implementation Plan	Implementation of the Interaction Programme for the Minister and	Implementation of the planned quarterly Interaction Programme for	Implementation of the planned quarterly Interaction Programme for	Implementation of the planned quarterly Interaction Programme for

			Stakeholder Principals 2022/23 Implementation Plan	Minister and Stakeholder Principals 2022/23 Implementation Plan	Minister and Stakeholder Principals 2022/23 Implementation Plan	Minister and Stakeholder Principals 2022/23 Implementation Plan
7.	Provide advice on the collection, processing and distribution of health and safety data to the industry.	Advisory note submitted to Minister for approval on OHS data and information management and utilisation in the mining industry, within stipulated timelines.	Submit quarterly report from analysis of Health and Safety data	Submit quarterly report from analysis of Health and Safety data	Submit quarterly report from analysis of Health and Safety data	Submit quarterly report from analysis of Health and Safety data
8.	Develop Women in Mining Programme for approval by Council and submission to the Minister.	Women in Mining Programme for Implementation Submitted to Minister for approval within Stipulated timelines.	Report on the Implementation of the Needs Analysis Consultation Plan	Report on the Implementation of the Needs Analysis Consultation Plan	Report on the Needs Analysis Workshop conducted	Report on the 2022/2023 Women in Mining Programme Developed

**7.2 CUSTOMER PERSPECTIVE OBJECTIVE (PROGRAMME) (CP 02):** Promote a culture of health and safety in the SAMI through engagement, communication, participation and dissemination of Occupational Health and Safety (OHS) best practices.

Item No	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
8.	Review CTF programme for approval by Council.	CTF Programme submitted to Council within stipulated timelines.	CTF programme approved by CTAC/ Council for implementation.	N/a	N/a	N/a
9.	Implement the approved CTF programme	Percentage implementation of the CTF Programme initiatives implemented within stipulated timelines.	Submit quarterly reports on initiatives implemented vs planned.	Submit quarterly reports on initiatives implemented vs planned.	Submit quarterly reports on initiatives implemented vs planned.	Submit quarterly reports on initiatives implemented vs planned.
10.	Annual publication and communication of research results.	Number of reports of research results published and communicated on different platforms	N/a	Report of research results from projects completed in quarters 1 and 2	N/a	Report of research results from projects completed in quarters 3 and 4  Publication and communication of

						research results for the year in MHSC website and other relevant platforms.
11.	Review the Dissemination Frameworks and Guidelines.	Approval of Dissemination Framework and Guideline within Stipulated timeframes.	Dissemination Framework and Guideline approved by Council for implementation.	N/a	N/a	N/a
12.	Implementation of approved advisory notes using dissemination Frameworks and Guidelines.	% of the Implemented Dissemination Framework and Related Guideline and within stipulated timelines.	Submit quarterly progress report on the implementation of approved advisory notes using dissemination Frameworks and Guidelines.	Submit quarterly progress report on the implementation of approved advisory notes using dissemination Frameworks and Guidelines.	Submit quarterly progress report on the implementation of approved advisory notes using dissemination Frameworks and Guidelines.	Submit quarterly progress report on the implementation of approved advisory notes using dissemination Frameworks and Guidelines.
13.	Submitted Communication, Branding and Marketing Strategy 2022/23.	Submission of Communication, Branding and Marketing Strategy 2022/23	Submission to Council the Communication, Branding and	N/a	N/a	N/a

			Marketing Strategy 2022/23			
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**7.3 CUSTOMER PERSPECTIVE OBJECTIVE (PROGRAMME) (CP 03):** Liaise with statutory bodies, strategic partners and stakeholders on matters relating to OHS.

Item No	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.	Submitted Strategic CoE Partners and Global Collaboration Strategy 2022/23	Submission of Strategic CoE Partners and Global Collaboration Strategy 2022/23	Submission to Council the Strategic CoE Partners and Global Collaboration Strategy 2022/23	N/a	N/a	N/a
2.	Implemented Strategic CoE Partners and Global Collaboration Strategy 2022/23 Implementation Plan.	Implementation of Strategic CoE Partners and Global Collaboration Strategy 2022/23 Implementation Plan	Implementation of the planned quarterly Strategic CoE Partners and Global Collaboration Strategy 2022/23 Implementation Plan	Implementation of the planned quarterly Strategic CoE Partners and Global Collaboration Strategy 2022/23 Implementation Plan	Implementation of the planned quarterly Strategic CoE Partners and Global Collaboration Strategy 2022/23 Implementation Plan	Implementation of the planned quarterly Strategic CoE Partners and Global Collaboration Strategy 2022/23 Implementation Plan
3.	Review Comprehensive Stakeholder Strategy 2022/23	Submission of Comprehensive Stakeholder Strategy 2022/23	Submission to Council the Comprehensive Stakeholder Strategy 2022/23	N/a	N/a	N/a



4.	Implemented Comprehensive Stakeholder Strategy 2022/23 Implementation Plan.	Implementation of Comprehensive Stakeholder Strategy 2022/23 Implementation Plan	Implementation of the planned quarterly Comprehensive Stakeholder Strategy 2022/23 Implementation Plan	Implementation of the planned quarterly Comprehensive Stakeholder Strategy 2022/23 Implementation Plan	Implementation of the planned quarterly Comprehensive Stakeholder Strategy 2022/23 Implementation Plan	Implementation of the planned quarterly Comprehensive Stakeholder Strategy 2022/23 Implementation Plan
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**7.4 LEARNING AND GROWTH PERSPECTIVE OBJECTIVE (PROGRAMME) (LG 01):** 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.

Item No	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.	Reviewed and approval of the Human Capital Strategy and Plan.	Review and approval of the Human Capital Strategy and Plan	Reviewed and approved HC Strategy and Plan	N/a	N/a	N/a
2.	Implementation of the approved Human Capital Strategy and Plan.	Implement the approved Human Capital Strategy and Plan.	Implement initiatives planned for the quarter	Implement initiatives planned for the quarter	Implement initiatives planned for the quarter	Implement initiatives planned for the quarter

**7.5 INTERNAL PERSPECTIVE OBJECTIVE (PROGRAMME) (IP 01):** To ensure ICT infrastructure is available to facilitate implementation MHSC core systems Integration and automation.

Item No	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.	Approved fourth industrial revolution	Developing the fourth industrial revolution (4IR) programme	Draft terms of reference of the 4IR committee	Appointment of the committee	4IR Programme development	Approval of the 4IR programme
2.	Implemented of the approved ICT Infrastructure recommendation to MHSC 4IR programme.	Implementation ICT Infrastructure recommendations aligned to MHSC 4IR programme.	% Implementation of the approved ICT Infrastructure recommendation to MHSC 4IR programme.	% Implementation of the approved ICT Infrastructure recommendation to MHSC 4IR	% Implementation of the approved ICT Infrastructure recommendation to MHSC 4IR	% Implementation of the approved ICT Infrastructure recommendation to MHSC 4IR
3.	Implemented of systems integration and automation programme.	Implementation of systems integration and automation programme	Develop Terms of Reference for the financial systems	Approval of the terms of reference	Procurement of the services provider	Implementation of systems integration and automation programme.

**7.6 FINANCIAL PERSPECTIVE OBJECTIVE (PROGRAMME) (FP 01):** Ensure financial sustainability of MHSC.

Item No	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.	Implement Revenue Generation Strategy & Plan	Approved Engagement Plan of Revenue Generation Plan	Have 1 engagement with potential donor / partner	Have 1 engagement with potential donor / partner	Have 1 engagement with potential donor / partner	Have 1 engagement with potential donor / partner
2.	Implement levy model	Implement levy model	N/a	n/a	50% Collection from mining companies	70% Collection from mining companies

**7.7 FINANCIAL PERSPECTIVE OBJECTIVE (PROGRAMME) (FP 02):** Ensure efficient and effective financial management.

Item No	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.	Implement the spending plans in terms of the approved budget to ensure that the Capital Projects is spent as planned	Spend 95% of MHSC capital expenditure	Spend 95% of MHSC capital expenditure	Spend 95% of MHSC capital expenditure	Spend 95% of MHSC capital expenditure	Spend 95% of MHSC capital expenditure

## **8. OVERVIEW OF 2022/23 BUDGET AND MTEF ESITAMES**

### **EXPENDITURE ESTIMATES**

The Estimates of National Expenditure details the spending plans of the MHSC as required by National Treasury. Information in the ENE covers key policy areas, strategic objectives and service delivery targets. The budget was submitted to National Treasury during the second quarter of according to the MTEF Guidelines

### **REVISED STATEMENT OF FINANCIAL PERFORMANCE BASED ON COVID IMPLICATIONS**

<b>MINE HEALTH AND SAFETY COUNCIL</b>	
<b>STATEMENT OF FINANCIAL PERFORMANCE</b>	<b>Budget</b>
<b>FOR THE PERIOD ENDING</b>	<b>2023</b>
	<b>R</b>
<b>Income</b>	<b>120,579,897</b>
<b>Revenue from non-exchange transactions</b>	
Levies	112,944,618
Surplus Utilisation	
State Funding	4,717,000
<b>Revenue from exchange transactions:</b>	
Klopperbos	2,018,279
Finance income	900,000
	<b>120,579,897</b>
<b>Total Research and Development</b>	<b>28,968,989</b>
Research & Development	24,249,421
Dissemination	865,513
RTF Costs	2,790,625
Klopperbos	1,063,430
Administrative expenditure**	3,541,243
Corporate Governance - Council Costs	978,035
Depreciation and amortisation	8,543,645
Employee Cost	<b>65,175,605</b>
Research Staff	29,329,022
Support Staff	35,846,583
External Audit Fees	2,505,300
Internal Audit Fees	1,476,799
International Travel	1,000,000
<b>COVID-19</b>	760,000
Legal fees	5,630,281
Offices Rental	3,000,000
<b>(Deficit) /Surplus for the year</b>	<b>-0</b>

**ADMINISTRATION COST COMPRISES OF VARIOUS EXPENDITURE ITEMS AS PER BELOW TABLE**

<b>Administration Cost Include:</b>	<b>3 541 243.00</b>
Insurance	442 117.50
Local Travel	733 632.00
Printing and Stationery	753 803.00
Consumables	162 348.00
Telephone & Fax	281 921.00
Catering	209 647.10
Bad Debts Provision	957 774.40



<b>MINE HEALTH AND SAFETY COUNCIL</b>			
<b>STATEMENT OF FINANCIAL POSITION</b>			
<b>AS AT MARCH 31</b>			
			<b>Budget</b>
			<b>2023</b>
			<b>R</b>
<b>ASSETS</b>			
	<b>Current assets</b>		<b>63 730 369</b>
	Cash and cash equivalents		51 154 467
	Receivables (non-exchange)		8 812 754
	Other receivables (exchange)		3 612 965
	Consumables		150 185
	<b>Non-current assets</b>		<b>52 707 518</b>
	Property, plant and equipment*		30 945 851
	Research Assets		21 105 000
	Intangible assets**		656 667
<b>TOTAL ASSETS</b>			<b>116 437 888</b>
<b>LIABILITIES</b>			
	<b>Current liabilities</b>		<b>11 467 903</b>
	Trade and other payables (exchange)		7 347 280
	Finance Lease obligation		-
	Provisions		4 120 624
	<b>Non-current liabilities</b>		<b>4 947 104</b>
	Post - retirement medical aid		184 680
	Finance lease non current liability		-
	Admin fines		4 762 424
<b>NET ASSETS</b>			<b>100 022 880</b>
<b>Accumulated Surplus / (Deficit )</b>			<b>100 022 880</b>
<b>Total Net Assets</b>			<b>100 022 880</b>

## 9. RELATING EXPENDITURE TRENDS TO STRATEGIC ORIENTED GOALS

The budget allocation below is detailed above in the Estimate of National Expenditure (ENE). The budget is proportionally allocated to strategic objectives.

STRATEGIC OBJECTIVE	BALANCE SCORECARD PERSPECTIVE	ASSOCIATED COSTS/ BUDGET R'000
<b>CP 01</b> - Provide advice to the Minister on health and safety matters in the South African Mining Industry and communities affected by mining	<i>Customer /Stakeholder Perspective</i>	<b>R38 458</b>
<b>CP 02</b> – Promote a culture of health and safety in the SAMI through engagement, communication, participation and dissemination of Occupational Health and Safety (OHS) best practices	<i>Customer/ Stakeholder Perspective</i>	<b>R16 801</b>
<b>CP 03</b> - Liaise with statutory bodies, strategic partners and stakeholders on matters relating to OHS	<i>Customer/ Stakeholder Perspective</i>	<b>R8 578</b>
<b>IPP 04</b> - Leverage on the fourth industrial revolution (4IR) for improvement of OHS in the SAMI and internal effectiveness	<i>Internal Process Perspective</i>	<b>R8 600</b>
<b>LG 01</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.	<i>Learning and Growth Perspective</i>	<b>R6 054</b>
<b>FP 01</b> - Ensure financial sustainability of MHSC.	<i>Financial Perspective</i>	<b>R21 045</b>
<b>FP 02</b> - Ensure efficient and effective financial management.	<i>Financial Perspective</i>	<b>R21 044</b>
<b>TOTAL BUDGET FOR STRATEGIC OBJECTIVES</b>		<b>R120 580</b>

## 10. UPDATED KEY RISKS AND MITIGATION STRATEGIES

Management has developed the MHSC Strategic Plan for 2020/21 to 2024/25 and Annual Performance Plan 2022/23 financial year. MHSC Strategic Risk Register 2021/22 financial year have been developed and aligned with the Strategic Plan 2020/21 to 2024/25. The table below shows the key updated risks and mitigations on the Strategic Risk Register

STRATEGIC OBJECTIVE	KEY RISKS	RISK MITIGATIONS
1. Provide advice to the minister on health and safety matters in the South African mining industry and communities affected by mining.	Inadequate advice provided to the minister (time and impact on the SAMI).	<ul style="list-style-type: none"> <li>a) Implement the capacity building programme for the committee members.</li> <li>b) Revise and enhance the engagement framework with the ministry to include strengthening of the structure and feedback process.</li> <li>c) Engage with the DMRE on the SOE engagement protocol.</li> </ul>
2. Promote a culture of health and safety in the SAMI through engagement, communication, participation and dissemination of Occupational Health and Safety (OHS) best practices	Inability to measure the impact of the CTF Programme.	<ul style="list-style-type: none"> <li>a) Develop, Support and Maintain the existing MRP system.</li> <li>b) Develop and review the existing industry wide CTF guidance document with consideration of the outcomes/recommendations from the Independent Assessment and Data Collected from the MRP.</li> </ul>

STRATEGIC OBJECTIVE	KEY RISKS	RISK MITIGATIONS
3. 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.	Failure to implement the human capital strategy.	<ul style="list-style-type: none"> <li>a) Review the staff retention strategy to improve the staff retention rate within the MHSC.</li> <li>b) Develop the recruitment which includes turnaround times.</li> <li>c) Review all the HR policies to align to MHSC requirements.</li> <li>d) Implement the human capital strategy.</li> <li>e) Review the recruitment strategy to improve the recruitment success rate within the MHSC.</li> <li>f) Implement the performance management system.</li> </ul>

## 11. PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

### 11.1 CUSTOMER PERSPECTIVE OBJECTIVE (CP01) (20%)

Performance Indicator 1	
<b>Indicator Title</b>	Develop the 2022-23 legislative programme for approval by Council and submission to the Minister.
<b>Definition</b>	Development of legislative programme to address matters of occupational health and safety in the SA mining industry
<b>Source of Data</b>	Mining industry stakeholders, including Employers, Organised Labour and the State, identify legislative gaps, requirements or needs of the mining industry and submit to the Mining Regulations Advisory Committee (MRAC) and Council.
<b>Method of Calculation or Assessment</b>	(Actual initiative implemented/Planned or Recommended initiative) x100
<b>Means of Verification</b>	<ol style="list-style-type: none"> <li>Minutes reflecting legislative programme development and/or approval by the Mining Regulations Advisory Committee (MRAC)/Council</li> <li>Progress reports to MRAC/Council</li> <li>Attendance Registers</li> <li>Submission of legislative programme to the Minister of Mineral Resources and Energy and/or Council</li> </ol>
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative

<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Approval of developed legislative programme
<b>Indicator responsibility</b>	Chief Research and Operations Officer

<b>Performance Indicator 2</b>	
<b>Indicator Title</b>	Implement approved 2021-22 legislative programme
<b>Definition</b>	Implementation of approved legislative programme to address matters of occupational health and safety in the SA mining industry
<b>Source of Data</b>	Reports from the Mining Regulations Advisory Committee (MRAC) on the implementation of approved legislative programme to address matters of occupational health and safety in the SA mining industry
<b>Method of Calculation or Assessment</b>	(Actual initiative implemented/Planned initiative) x100
<b>Means of Verification</b>	<ol style="list-style-type: none"> <li>1. Minutes reflecting legislative programme development and/or approval by the Mining Regulations Advisory Committee (MRAC)/Council</li> <li>2. Progress reports to MRAC/Council</li> <li>3. Attendance Registers</li> <li>4. Submission of legislative advisory notes to the Minister of Mineral Resources and Energy and/or Council</li> </ol>
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A

<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Implementation of approved legislative programme initiatives
<b>Indicator responsibility</b>	Chief Research and Operations Officer

<b>Performance Indicator 3</b>	
<b>Indicator Title</b>	Review existing research programmes and develop the 2022-23 research programme for approval by Council and submission to the Minister.
<b>Definition</b>	Development of costed research programme by soliciting inputs from mining industry stakeholders including Employers, Organised Labour, the State, Communities and Professional Associations.
<b>Source of Data</b>	Reports from the Safety in Mines Research Advisory Committee (SIMRAC) on the development of costed research programme
<b>Method of Calculation or Assessment</b>	(Actual initiative implemented/Planned initiative) x100
<b>Means of Verification</b>	<ol style="list-style-type: none"> <li>1. Minutes reflecting the development of research programme by SIMRAC/Council</li> <li>2. Progress reports to SIMRAC/Council</li> <li>3. Attendance Registers</li> <li>4. Submission of costed research programme to the Minister of Mineral Resources and Energy and/or Council</li> </ol>
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof

<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Developed and approved research programme
<b>Indicator responsibility</b>	Chief Research and Operations Officer

<b>Performance Indicator 4</b>	
<b>Indicator Title</b>	Implement approved 2021-22 research programme
<b>Definition</b>	Implementation of approved research programme to address matters of occupational health and safety in the SA mining industry
<b>Source of Data</b>	Reports from the Safety in Mines Research Advisory Committee (SIMRAC) on the implementation of approved research programme to address matters of occupational health and safety in the SA mining industry
<b>Method of Calculation or Assessment</b>	(Actual initiative implemented/Planned initiative) x100
<b>Means of Verification</b>	<ol style="list-style-type: none"> <li>1. Minutes reflecting research initiative implemented by SIMRAC/Council</li> <li>2. Progress reports to SIMRAC/Council</li> <li>3. Attendance Register</li> <li>4. Submission of research advisory notes to the Minister of Mineral Resources and Energy and/or Council</li> </ol>
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof

<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Implementation of approved research programme to address matters of occupational health and safety in SA mines
<b>Indicator responsibility</b>	Chief Research and Operations Officer

<b>Performance Indicator 5</b>	
<b>Indicator Title</b>	Review the state of health and safety in the SAMI and advise the Minister on relevant interventions.
<b>Definition</b>	The review of health and safety in the SAMI by analysing the state of health and safety using data and information from relevant sources such as mandatory information submitted to the State.
<b>Source of Data</b>	Reports from the Safety in Mines Research Advisory Committee (SIMRAC) on progress on the review of health and safety in the SAMI
<b>Method of Calculation or Assessment</b>	(Actual initiative implemented/Planned initiative) x100
<b>Means of Verification</b>	<ol style="list-style-type: none"> <li>1. Minutes reflecting initiative approved by SIMRAC/Council</li> <li>2. Progress reports to MRAC/Council</li> <li>3. Attendance Registers</li> </ol>
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof



<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Approved report on the review of the state of health and safety performance in the SAMI
<b>Indicator responsibility</b>	Chief research and Operations Officer
<b>Performance Indicator 6- Provide advice on the collection, processing and distribution of health and safety data to the mining industry.</b>	
<b>Indicator Title</b>	Provide advice on the collection, processing and distribution of health and safety data to the mining industry.
<b>Definition</b>	Provide advice on the collection, processing and distribution of health and safety data to the mining industry. This is to allow for the SA mining industry stakeholders to have universal and centralised access to health and safety information and statistics.
<b>Source of Data</b>	Reports of Service providers and Project Managers developing the systems to collect, process and distribute health and safety data
<b>Method of Calculation or Assessment</b>	(Actual initiative implemented/Planned initiative) x100

<b>Means of Verification</b>	<ol style="list-style-type: none"> <li>1. Minutes reflecting initiative approved by the Mining Occupational Health Advisory Committee (MOHAC)/SIMRAC/Council</li> <li>2. Progress reports to MOHAC/SIMRAC/Council</li> <li>3. Attendance Registers</li> </ol>
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Implementation of system to collect, process and distribute health and safety data to the mining industry
<b>Indicator responsibility</b>	Chief Research and Operations Officer

<b>Performance Indicator 7</b>	
<b>Indicator Title</b>	Develop Women in Mining Programme for approval by Council and submission to the Minister.
<b>Definition</b>	Development of Women in Mining programme by soliciting inputs from mining industry stakeholders including Employers, Organised Labour, the State, Communities and Professional Associations.
<b>Source of Data</b>	Reports from the Women in Mining Advisory Committee (WIMAC) on the development of costed research programme
<b>Method of Calculation or Assessment</b>	(Actual initiative implemented/Planned initiative) x100

<b>Means of Verification</b>	<ol style="list-style-type: none"> <li>1. Minutes reflecting the development of research programme by WIMAC/Council</li> <li>2. Progress reports to WIMAC/Council</li> <li>3. Attendance Registers</li> <li>4. Submission of costed WIMAC programme to the Minister of Mineral Resources and Energy</li> </ol>
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Developed and approved WIM programme
<b>Indicator responsibility</b>	Chief Research and Operations Officer

## CUSTOMER PERSPECTIVE OBJECTIVE (CP02) (20%)

Performance Indicator 1	
Indicator Title	Review the CTF programme for approval by Council
Definition	Review of the Culture Transformation Framework (CTF) pillars including Leadership, Risk, Diversity, Data, Technology, Leading Practices, Bonuses, Integrated Mining Activities, Inspectorate, Tripartism and the Regulatory Framework.
Source of Data	Reports from the Culture Transformation Advisory Committee (CTAC) on progress on the review of CTF programme
Method of Calculation or Assessment	(Actual initiative implemented/Planned initiative) x100
Means of Verification	<ol style="list-style-type: none"> <li>1. Minutes reflecting initiative approved by CTAC/Council</li> <li>2. Progress reports to CTAC/Council</li> <li>3. Attendance Registers</li> </ol>
Assumptions	Factors accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	CTF programme approved by CTAC or Council

<b>Indicator responsibility</b>	Chief Research and Operations Officer
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<b>Performance Indicator 2</b>	
<b>Indicator Title</b>	Implement the CTF programme for approval by Council
<b>Definition</b>	Implement the Culture Transformation Framework (CTF) pillars including Leadership, Risk, Diversity, Data, Technology, Leading Practices, Bonuses, Integrated Mining Activities, Inspectorate, Tripartism and the Regulatory Framework.
<b>Source of Data</b>	Reports from the Culture Transformation Advisory Committee (CTAC) on progress on the review of CTF programme
<b>Method of Calculation or Assessment</b>	(Actual initiative implemented/Planned initiative) x100
<b>Means of Verification</b>	<ol style="list-style-type: none"> <li>1. Minutes reflecting CTF initiative implemented by CTAC/Council</li> <li>2. Progress reports to CTAC/Council</li> <li>3. Attendance Registers</li> </ol>
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly

<b>Desired performance</b>	Implementation of approved CTF programme to address matters of occupational health and safety in SA mines
<b>Indicator responsibility</b>	Chief Research and Operations Officer

Performance Indicator 3	
<b>Indicator Title</b>	Annual publication and communication of research results
<b>Definition</b>	Annual publication and communication of research results from research on occupational health and safety for the SA mining industry
<b>Source of Data</b>	Reports from the Safety in Mines Research Advisory Committee (SIMRAC) on progress on the annual publication and communication of research results
<b>Method of Calculation or Assessment</b>	(Actual initiative implemented/Planned initiative) x100
<b>Means of Verification</b>	<ol style="list-style-type: none"> <li>1. Minutes reflecting initiative implemented by SIMRAC/Council</li> <li>2. Progress reports to SIMRAC/Council</li> <li>3. Attendance Registers</li> </ol>
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Annual publication and communication of research results
<b>Indicator responsibility</b>	Chief Research and Operations Officer

Performance Indicator 4	
Indicator Title	Review the dissemination framework and guidelines
Definition	Review dissemination framework and guidelines to allow for MHSC research, legislative and promotional outcomes to reach all identified SAMI Stakeholders
Source of Data	Reports from the Safety in Mines Research Advisory Committee (SIMRAC) on progress on the review of the dissemination framework and guidelines
Method of Calculation or Assessment	(Actual initiative implemented/Planned initiative) x100
Means of Verification	<ol style="list-style-type: none"> <li>1. Minutes reflecting initiative implemented by SIMRAC/Council</li> <li>2. Progress reports to SIMRAC/Council</li> <li>3. Attendance Registers</li> </ol>
Assumptions	Factors accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Approved report on the dissemination framework and guidelines
Indicator responsibility	Chief Research and Operations Officer



Performance Indicator 5	
<b>Indicator Title</b>	Implement the dissemination framework and guidelines
<b>Definition</b>	Implement the dissemination framework and guidelines to allow for MHSC research, legislative and promotional outcomes to reach all identified SAMI Stakeholders
<b>Source of Data</b>	Reports from the Safety in Mines Research Advisory Committee (SIMRAC) on progress on the implementation of the dissemination framework and guidelines
<b>Method of Calculation or Assessment</b>	(Actual initiative implemented/Planned initiative) x100
<b>Means of Verification</b>	<ol style="list-style-type: none"> <li>1. Minutes reflecting initiative implemented by SIMRAC/Council</li> <li>2. Progress reports to SIMRAC/Council</li> <li>3. Attendance Registers</li> </ol>
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Approved report on the implementation of the dissemination framework and guidelines
<b>Indicator responsibility</b>	Chief Research and Operations Officer

**CUSTOMER PERSPECTIVE OBJECTIVE (CP03) (15%)**

<b>Performance Indicator 1</b>	
<b>Indicator Title</b>	Develop the Strategic Partners and Global ' Collaboration Strategic Programme for Approval by Council
<b>Definition</b>	Strategic Partners' and Global Collaboration Strategic Programme and Implementation Plan used to engage with CoE ad Research strategic partners
<b>Source of Data</b>	Council Resolutions
<b>Method of Calculation or Assessment</b>	Approved Strategy and Plan
<b>Means of Verification</b>	None
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Yes
<b>Reporting cycle</b>	Strategic Partners' Collaboration Programme submitted to council by 30 April 2022
<b>Desired performance</b>	Chief Human Capital Officer

<b>Performance Indicator 2</b>	
<b>Indicator Title</b>	Implement the Strategic Partners and Global ' Collaboration Strategic Programme for Approval by Council
<b>Definition</b>	Strategic Partners' and Global Collaboration Strategic Programme and Implementation Plan used to engage with CoE ad Research strategic partners
<b>Source of Data</b>	Council Resolutions
<b>Method of Calculation or Assessment</b>	Approved Strategy and Plan

<b>Means of Verification</b>	None
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Yes
<b>Reporting cycle</b>	Strategic Partners' and Global Collaboration Programme submitted to council by 30 April 2022
<b>Desired performance</b>	Chief Human Capital Officer

<b>Indicator title 3</b>	<b>Review Interaction Programme for Minister and Stakeholders Principals</b>
<b>Indicator Title</b>	An annual interaction programme outlining the work to be conducted by MHSC
<b>Definition</b>	Council Resolution
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>• An approved interaction programme</li> <li>• Advisory Notes submitted to the Minister of Mineral Resources and Energy</li> </ul>
<b>Method of Calculation or Assessment</b>	None
<b>Means of Verification</b>	Output
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Annual legislative programme submitted to Minister by 30 April 2022

Reporting cycle	Chief Human Capital Officer
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<b>Indicator title 4</b>	<b>Implement an Interaction Programme for Minister and Stakeholders Principals</b>
<b>Indicator Title</b>	An annual interaction programme outlining the work to be conducted by MHSC
<b>Definition</b>	Council Resolution
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>• An approved interaction programme</li> <li>• Advisory Notes submitted to the Minister of Mineral Resources and Energy</li> <li>• Programmes and activities</li> </ul>
<b>Method of Calculation or Assessment</b>	None
<b>Means of Verification</b>	Output
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Annual legislative programme submitted to Minister by 30 April 2022
<b>Reporting cycle</b>	Quarterly
<b>Indicator responsibility</b>	Chief Human Capital Officer

## LEARNING AND GROWTH PERSPECTIVE OBJECTIVE (LG01) (10%)

Performance Indicator 1	
<b>Indicator Title</b>	Review and Update the Human Capital Strategy
<b>Definition</b>	Strategy and implementation Plan with clear deliverables and specific time frames
<b>Source of Data</b>	Human Resource Strategy and Implementation Plan- Council Resolutions Quarterly Reports Attendance Registers
<b>Method of Calculation or Assessment</b>	Actual initiatives for the Human Capital Strategy initiatives implemented against the planned activities
<b>Means of Verification</b>	
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative – for the year
<b>Reporting cycle</b>	Reviewed Strategy submitted to Council by 31 March 2022
<b>Desired performance</b>	Reviewed Strategy submitted to Council by 31 March 2022
<b>Indicator responsibility</b>	Chief Human Capital Officer

## Performance Indicator 2

<b>Indicator Title</b>	Implement the Human Capital Strategy 2022/23
<b>Definition</b>	Strategy and implementation Plan with clear deliverables and specific time frames
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>• Human Resource activities and interventions</li> <li>• Quarterly Reports</li> <li>• Attendance Registers</li> </ul>
<b>Method of Calculation or Assessment</b>	Actual initiatives for the Human Capital Strategy initiatives implemented against the planned activities
<b>Means of Verification</b>	None
<b>Assumptions</b>	Output
<b>Disaggregation of Beneficiaries (where applicable)</b>	Cumulative – for the year
<b>Spatial Transformation (where applicable)</b>	Quarterly
<b>Calculation type</b>	No
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Chief Human Capital Officer

## INTERNAL PERSPECTIVE OBJECTIVE (IP01) (10%)

Performance Indicator 1	
<b>Indicator Title</b>	Leverage on the fourth industrial revolution (4IR) for improvement of OHS in the SAMI and internal effectiveness
<b>Definition</b>	Approval of the fourth industrial revolution programme SAMI
<b>Source of Data</b>	Research reports
<b>Method of Calculation or Assessment</b>	Actual programme report (percentage implementation of programme)
<b>Means of Verification</b>	Minutes of SIMRAC and Council meetings
<b>Assumptions</b>	Factors accepted as true and certain to happen without proof
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	End of the financial year
<b>New Indicator</b>	No.
<b>Desired performance</b>	Implementation of approved programme
<b>Indicator Responsibility</b>	Chief Research and Operations Officer



## FINANCIAL PERSPECTIVE OBJECTIVE (FP01) (15%)

Performance Indicator 1	
Indicator Title	<ul style="list-style-type: none"> <li>Levy calculation, approval, actual billing process.</li> </ul>
Definition	<ul style="list-style-type: none"> <li>Do the levy calculation based on information received from DMRE. Obtain approval of the rates from the CFO. Prepare batches, invoices , scan with supporting documentation</li> </ul>
Source of Data	<ul style="list-style-type: none"> <li>DMRE</li> <li>MHSI Annual report</li> </ul>
Method of Calculation or Assessment	<ul style="list-style-type: none"> <li>Quantitative</li> </ul>
Means of Verification	<ul style="list-style-type: none"> <li>Email approval of the rate calculation</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Factors accepted as true and certain to happen without proof</li> </ul>
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Calculation type	<ul style="list-style-type: none"> <li>Cumulative (year-end)</li> </ul>
Reporting cycle	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
Desired performance	<ul style="list-style-type: none"> <li>A higher than targeted performance of 70% is desirable</li> </ul>
Indicator responsibility	<ul style="list-style-type: none"> <li>Management Accountant</li> </ul>

Performance Indicator 2	
Indicator Title	<ul style="list-style-type: none"> <li>Communication (sending statements and invoices) to mines to collect levies</li> </ul>

<b>Definition</b>	<ul style="list-style-type: none"> <li>Once billing is done, invoices need to be scanned per batch. Invoices need to be sent to mines by 30 days after billing</li> </ul>
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>Once billing run is complete, invoices will be printed from Great Plains. Scanned batches are filed on S Drive</li> </ul>
<b>Method of Calculation or Assessment</b>	<ul style="list-style-type: none"> <li>Qualitative</li> </ul>
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>Control of number of invoices sent matches the invoice register</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Factors accepted as true and certain to happen without proof</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), cumulative (year-to-date) or non-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>Actual desired performance will be if the invoices can be sent out within 25 days.</li> </ul>
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>Management Accountant</li> </ul>

<b>Performance Indicator 2</b>	
<b>Indicator Title</b>	<ul style="list-style-type: none"> <li>Annual submission of funding request in line with consolidated plan and budget</li> </ul>
<b>Definition</b>	<ul style="list-style-type: none"> <li>Inform the Finance Minister of MHSC and its activities via the annual Operational</li> </ul>

	and Performance Plan.
Source of Data	<ul style="list-style-type: none"> <li>MHSC Annual Performance and Operational Plan</li> </ul>
Method of Calculation or Assessment	<ul style="list-style-type: none"> <li>Qualitative and Quantitative</li> </ul>
Means of Verification	<ul style="list-style-type: none"> <li>Cover letter/delivery note of submission</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Factors accepted as true and certain to happen without proof</li> </ul>
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Calculation type	<ul style="list-style-type: none"> <li>non-cumulative</li> </ul>
Reporting cycle	<ul style="list-style-type: none"> <li>annual</li> </ul>
Desired performance	<ul style="list-style-type: none"> <li>The submission is read and acknowledged.</li> </ul>
Indicator responsibility	<ul style="list-style-type: none"> <li>CFO</li> </ul>

#### FINANCIAL PERSPECTIVE OBJECTIVE (FP02) (10%)

Performance Indicator 1	
Indicator Title	<ul style="list-style-type: none"> <li>Implementation of the annual procurement plan.</li> </ul>

<b>Definition</b>	<ul style="list-style-type: none"> <li>Develop and submission of MHSC procurement plan to Treasury and processing of TORs</li> </ul>
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>Annual Procurement Plan</li> </ul>
<b>Method of Calculation or Assessment</b>	<ul style="list-style-type: none"> <li>(quantitative)</li> </ul>
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>Quarterly Report on Procurement Plan</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Factors accepted as true and certain to happen without proof</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>Quarterly</li> </ul>
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>Execute all procurements requests in line with procurement plan.</li> </ul>
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>Supply Chain Manager</li> </ul>