



**SOUTH AFRICAN DIAMOND AND
PRECIOUS METALS REGULATOR**

Corner Bonaero Drive and Cote D Azur Avenue
Kempton Park 1622, South Africa

P. O. Box 16001, Doornfontein 2028 – South Africa
Tel (011) 223 7000 Fax (011) 334-8898
info@sadpmr.co.za

All correspondence to be addressed: The Chief Executive Officer

Mr. Gwede Mantashe (MP)
Honourable Minister of Mineral Resources and Energy
Department of Mineral Resources and Energy
Travenna Building
PRETORIA
0122

Dear Honourable Minister

SUBMISSION OF THE SOUTH AFRICAN DIAMOND AND PRECIOUS METALS REGULATOR (SADPMR) ANNUAL PERFORMANCE PLAN AND THE MTEF BUDGET FOR 2024/25 FINANCIAL YEAR

We refer to the above subject matter.

The SADPMR hereby submits to the Honourable Minister of Mineral Resources and Energy as per the Framework for Strategic Plans & Annual Performance Plan (APP), Section 6(1), Annexure A, the following documents:

- **Annual Performance Plan for 2024/25**
- **MTEF Budget of 2024/25**

We hope the Honourable Minister finds the above in order.

Yours faithfully

Mr C Khosa
Chief Executive Officer
Date: 26 January 2024

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SOUTH AFRICAN DIAMOND AND PRECIOUS METALS REGULATOR

a world-class regulator



2024/2025

DRAFT ANNUAL PERFORMANCE PLAN

The 2024/25 Annual Performance Plan (APP) of the South African Diamond and Precious Metals (SADPMR) is compiled with the latest available information to the organisation.

For more information, please contact:

Tel: +27 (0) 11 223 7200 **Email:** info@sadpmr.co.za

URL: www.sadpmr.co.za South African Diamond and Precious Metals Regulator

Cnr Bonaero Drive & Cote D Azure Ave

Bonaero Park | Kempton Park | Gauteng 2028 South Africa



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ACCOUNTING AUTHORITY STATEMENT

In preparing for the development of the 2020/2025 Strategic Plan (SP) and the 2024/2025 Annual Performance Plan (APP), the South African Diamond and Precious Metals Regulator (SADPMR) Board and Executive Management conducted several stakeholder meetings. These meetings were aimed at finding the needs of those we regulate and for our stakeholders to understand our role as the institution better. The information gathered from these meetings together with the National Development Plan (NDP) priorities, the longstanding transformation imperatives of the Department of Mineral Resources and Energy (DMRE) and all other relevant government interventions guided us in revisiting, with confidence, our APP during a strategic planning session that we held.

In its planning, the Regulator recognizes that its core mandate is to issue different types of permits and licenses and to monitor compliance thereof. Through proper planning and allocation of necessary human resources, this function is prioritized in our APP. Job creation and skills development interventions focusing mainly on women, youth, and other Historically Disadvantaged Persons (HDPs) will be further initiated through partnerships with the industry we regulate. We will be strengthening our relations with industry for the benefit of new entrants into the industry. This will need us to work more closely with those we regulate than in the past, whilst still maintaining our regulatory function, coupled with that of being a facilitator for the benefit of all.

Turning the industry around can only be achieved through collaboration and partnership with the stakeholders. Therefore, the Board will continue to play a strategic interventionist role with a focus on beneficiation for HDPs. Through these plans, the Board will continue to ensure that all licensees and permit holders are compliant with the objectives of the applicable pieces of legislation administered by the SADPMR. License holders will also be engaged through a collaborative enterprise development partnership project with the SADPMR to ensure that they not only training and skilling HDPs, but also empower them with business skills and acumen so that they can run their own businesses, as articulated in Government's NDP.

The Board will also continue to exercise its fiduciary duties to ensure that the SADPMR's funds are effectively managed and that all expenses incurred by the entity are used towards achieving its strategic outcomes as outlined in the 2024/2025 APP.

Mr. Cecil Khosa Chief Executive Officer	Signature:  Date: 25/01/2024
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ACCOUNTING OFFICER STATEMENT

It is a great honour to present the 2024/2025 APP of the SADPMR. This plan is informed by the Six Priority Areas of Government, the Medium-Term Strategic Framework (MTSF) the Twelve Strategic Outcomes as well as the NDP, to which all Government Departments and State-Owned Entities must subscribe to and act upon.


The APP is the result of extensive and long deliberations within the SADPMR and is in accordance with the Revised Framework for Strategic Plans and Annual Performance Plans as prescribed by the National Treasury. The APP has three budget programmes, namely:

-  Programme 1: Administration
-  Programme 2: Trade
-  Programme 3: Regulatory Compliance

These three programmes are aligned to the activities of the SADPMR as outlined in the Estimates of National Expenditure (ENE).

In this APP, we have provided a high-level overview of how we will focus our efforts in carrying out the SADPMR's mandate. We will continue to build on the achievements of the previous strategic plans and constantly evaluate our strategies to ensure their relevance and effectiveness. The annual business planning process driven by comprehensive performance metrics will complement this APP, focusing our efforts and enabling us to meet the needs of our stakeholders as priorities shift over time.

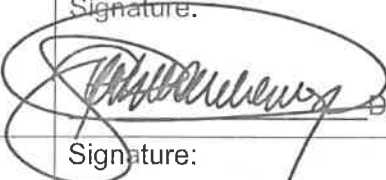


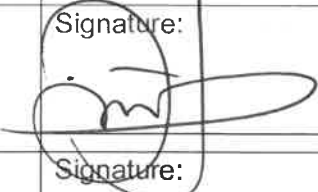
It is the responsibility of the SADPMR, in partnership with stakeholders and the industry at large, to ensure the diamond and precious metals sectors thrive even in the difficult times.

Mr. Cecil Khosa Chief Executive Officer	Signature:  Date: 25/01/2024
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OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

Was developed by management of the South African Diamond and Precious Metals Regulator. The Annual Performance Plan considers all the relevant policies, legislation, and other mandates which the SADPMR is responsible for. The Annual Performance Plan accurately reflects the Impact, Outcomes and Outputs which the SADPMR will endeavor to achieve during 2024/2025.

Adv. Paul Motsepe General Manager - Governance	Signature:  Date: 24 January 2024
Mr. Conrad Mlondo General Manager - Trade	Signature:  Date: 2024/01/24
Mr. Tebogo Motloug General Manager - Regulatory Compliance	Signature:  Date: 24.01.2024
Ms. Linda Nkhumishe General Manager – Corporate Services	Signature:  Date: 25/01/2024
Ms. Yalokile Lusibane Chief Financial Officer	Signature:  Date: 25/01/2024
Mr. Cecil Khosa Chief Executive Officer	Signature:  Date: 25/01/2024

ABBREVIATIONS AND ACRONYMS

ABBREVIATION	DESCRIPTION
ADPA	African Diamond Producers Association
AGOA	African Growth and Opportunity Act
AGSA	Auditor General South Africa
AI	Artificial Intelligence
AOP	Annual Operational Plan
APP	Annual Performance Plan
AU	African Union
AR	Annual Report
B-BBEE	Broad-Based Black-Economic Empowerment
BEE	Black Economic Empowerment
BRICS	Brazil, Russia, India, China, and South Africa
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DBSA	Development Bank of Southern Africa
DEEC	Diamond Exchange and Export Centre
DMRE	Department of Mineral Resources and Energy
DPME	Department of Planning, Monitoring and Evaluation
EM	Executive Management
ENE	Estimates of National Expenditure
EV(s)	Electronic Vehicles
FIC	Financial Intelligence Centre
FICA	Financial Intelligence Centre Act
FMV	Fair market value
FSS	Financial Sustainability Strategy
GDP	Gross Domestic Product
GV	Government Valuator
GIDZ	Gauteng Industrial Development Zone
GM	General Manager
HDI(s)	Historically Disadvantaged Individuals
HDP(s)	Historically Disadvantaged Persons
HR	Human Resources
HSRM	South African Hydrogen Society Roadmap
HVGD	High Value Goods Dealer
ICE(s)	Internal Combustion Engines
ICT	Information Communication and Technology
IDC	Industrial Development Corporation
KPCS	Kimberley Process Certification Scheme
KPI	Key Performance Indicator
ML	Money Laundering
MOA	Memorandum of Agreement
MPC	Monetary Policy Committee
MPSS	Minimum Physical Security Standards

SADPMR – 2024/2025 ANNUAL PERFORMANCE PLAN

ABBREVIATION	DESCRIPTION
MSP	Master Systems Plan
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
N/A	Not Applicable
NDP	National Development Plan
NEMA	National Environment Management Act
NVS	National Vetting Strategy
OHSA	Occupational Health and Safety Act
PAIA	Promotion of Access to Information Act
PF	Proliferation Financing
PFMA	Public Finance Management Act
PGM(s)	Platinum Group Metals
PM	Project Management
PMDS	Performance Management and Development System
PPPFA	Preferential Procurement Policy Framework Act
PVI	Platinum Valley Initiative
PWD(s)	People with Disabilities
RD	Research and Development
RSA	Republic of South Africa
SA	South Africa
SADC	Southern Africa Development Community
SADPMR	South African Diamond and Precious Metals Regulator
SAPS	South African Police Services
SARB	South African Reserve Bank
SARS	South African Revenue Services
SCM	Supply Chain Management
SDT	State Diamond Trader
SETA	Sector Education Training Authority
SEZ	Special Economic Zone
SLA	Service Level Agreement
SOP(s)	Standard Operating Procedures
SP	Strategic Plan
SRM	Security Risk Management
SWOT	Strengths, Weaknesses, Opportunities and Threats
TETA	Transport Education Training Authority
TID(s)	Technical Indicator Descriptors
TF	Terrorist Financing
TOR	Terms of Reference
ZAR	South African Rand

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PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

The SADPMR as a public entity is established in terms of the Diamond Act 1986 (as amended) and is legislatively mandated to regulate the downstream diamond and precious metals industries in South Africa.




The SADPMR, as a Public Entity performing a public function derives its Constitutional mandate from section 239 of the Constitution of the Republic of South Africa, 1996. Therefore, when performing its Constitutional mandate, through the Diamonds and the Precious Metals Acts, the SADPMR also promotes and gives effect to the following Constitutional rights: -

-  Section 22 – the right to freedom of trade, occupation and profession;
-  Section 23 – the right to fair labour practice;
-  Section 24 – the right to an environment that is not harmful to a persons' health and their well-being. (See also the National Environmental Management Act 107 of 1998)
-  Section 32 – the right to Access to Information (see also the Promotion of Access to Information Act 2 of 2000);
-  Section 33 – the right to Just Administrative Action (see also the Promotion Administrative Justice Act 3 of 2000); and
-  Section 36- limitation of rights.

The SADPMR also promotes and gives effect to the Protection of Personal Information Act 4 of 2013, which Act prescribes a framework for the SADPMR for the processing of personal information in its possession.

2. LEGISLATIVE AND POLICY MANDATE

The SADPMR is a regulatory authority established in terms of section 3 of the Diamonds Act, 1986 (Act No.56 of 1986), as amended. The SADPMR derives its mandate from the Diamonds Act and the Precious Metals Act, 2005 (Act No. 37 of 2005) (Precious Metals Act) which is to:

-  ensure that the diamonds and precious metals of the Republic are exploited and developed in the best interests of the people of South Africa;
-  promote the sound development of diamond and precious metals undertakings in the Republic; and
-  implement, administer, and control all matters relating to the purchase, sale, beneficiation, import and export of diamonds and precious metals of the Republic.

Apart from the afore-mentioned industry specific legislation that anchors the SADPMR's mandate, the following key legislation and policy framework are also applicable to the SADPMR's conduct of its business: -

Table 1: Legislative and Policy Framework

LEGISLATION
The Constitution of South Africa, 1996
Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA)
Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) (PAIA)
Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000) (PAJA)
Protection of Personal Information, 2013 (Act No. 4 of 2013) (POPIA)
Minerals and Petroleum Resource Development Act, 2002 (Act No. 28 of 2002)
National Environmental Management Act, 1998 (Act No.107 of 1998),
Diamond Export Levy Act, 2007 (Act No. 15 of 2007),
Diamond Export Levy Administration Act, 2007 (Act No. 14 of 2007)
POLICIES
Risk and Management Policy
Record Management Policy

3. UPDATES TO RELEVANT COURT RULINGS

African Shades (Pty) Ltd v/s South African Diamonds and Precious Metals Regulator (“SADPMR”), South African Revenue Services (“SARS”) and South African Police Service (“SAPS”)

In October 2022, African Shades (Pty) Ltd, hereinafter referred to as the Applicant, lodged a court application against the SADPMR, the SARS and the SAPS, hereinafter referred to as the Respondents. The application was brought into two parts: Part A and B. **Part A** was lodged on an urgent basis wherein the Applicants sought an Interdictory Order to compel the Respondents to release their confiscated goods (Spent Catalytic Converters in powder form) for export. The matter was heard and decided on 22/11/2022 in favour of the Applicants. **Part B** on the other, is an application instituted in an ordinary course, wherein the Applicants seek a Declaratory Order declaring that their business (crushing of spent catalytic converters into powder for export) does not fall within the confines of the Precious Metals Act (No. 37 of 2005) and as a result they are not legally required to apply for a Precious Metals Refining License. However, **Part B** of the application is yet to be heard in court, as the matter is still at the pleading stage.

PART B: OUR STRATEGIC FOCUS

In delivering on its legislative mandate reflected above, the SADPMR sets itself the following vision statement: -

VISION

“World-class regulator of a transformed Diamond and Precious Metals industry”







The SADPMR is determined to realise its vision by delivering against the following mission statement: -

MISSION

“To regulate and promote the diamonds and precious metals industries in the best interests of the people of South Africa by transforming downstream industries, promoting local beneficiation, ensuring equitable access and enforcing compliance with legislation”

The SADPMR has committed itself to the following institutional values: -

VALUES







-  Excellence
-  Transparency
-  Teamwork
-  Respect
-  Integrity
-  Accountability

The SADPMR contributes to the MTSF Priorities by: -

STRATEGIC OUTCOMES			
Outcome 1	Outcome 2	Outcome 3	Outcome 4
An effective, efficient, developmental, and innovation orientated regulator.	Competitive and compliant diamond and precious metals industries.	Sustainable economic growth through local mineral beneficiation and skills development.	Transformed diamond and precious metals industries.

The above strategic outcomes are aligned with the Seven Priority Areas of Government as follows: -

Table 2: Strategy Alignment Matrix

PRIORITY AREA OF GOVERNMENT	SADPMR STRATEGIC OUTCOME
 A capable, ethical, and developmental state	 An effective, efficient, developmental, and Innovation orientated regulator
 Economic transformation and job creation	 A competitive and compliant diamond and precious metals industries  A transformed diamond and precious metals sector
 Education, skills, and health	 Sustainable economic growth through local mineral beneficiation and skills development
 A better Africa and the World	 An effective, efficient, developmental, and innovation orientated regulator  A competitive and compliant diamond and precious metals industries

1. UPDATED SITUATIONAL ANALYSIS

1.1. PESTLE Analysis

1.1.1. Political Factors

The Republic of South Africa (RSA) will hold its seventh national and provincial elections in 2024 that may potentially result in political landscape change, if the 2021 municipal elections are anything to go by. With such elections comes the possibility of changes in policies, priorities and/or reprioritization.

RSA hosted the 15th BRICS (Brazil, Russia, India, China, South Africa) summit in August 2023. The BRICS group has emerged as an alternative global south formation to promote an alternative global economic and political alternative to the West. The summit took place against the reported interest of some 40 countries in joining BRICS, as reported by BRICS officials. An expanded BRICS will potentially have an impact in the international community as a new geopolitical force.

The Countering Malign Russian Activities in Africa Bill which had been passed in the House of Representatives has reportedly been declined by the House of Senate. The Bill in question, perceived to be a response by the United States (US) to penalise Africa for its reluctance to support the US-led efforts to punish Russian invasion of Ukraine could possibly have significant implications for African countries, including RSA.

The ongoing Ukraine-Russia crisis has created a turning point in international relations. RSA has adopted an independent and non-aligned foreign policy stance that saw it adopting a neutral position and advocating for peaceful resolution of the conflict through dialogue and negotiations.

Consistent with its neutral position, RSA has maintained its abstentions from voting on United Nations resolutions condemning Russia's invasion of Ukraine and calling for Moscow to withdraw its forces immediately, which has ostensibly strained relations between the US and the RSA. The seemingly strained relations between the two countries may potentially affect RSA's continued inclusion in the African Growth and Opportunity Act (AGOA), which is set for renewal in 2025. AGOA allows certain African countries, including RSA, to export a range of products to the US without tariffs. Potential exclusion of RSA from AGOA owing to the US's ambivalence or skepticism over RSA's non-aligned policy may have severe ramifications for RSA's economy.

RSA is dedicated to the activities of the African Union (AU) through participation in the African Diamond Producers Association (ADPA). To that end, RSA has developed the Synthetic Diamond Strategy in line with ADPA's guidance on Synthetic/Lab-grown Prevention and Detection Guidelines, which will provide integrity in the Diamond Value Chain. ADPA has also appointed relevant senior officials to ensure that it is capacitated to advance and executes its mandate effectively.

RSA is one of the African countries that is a member of Global 20 (G20) and will take up its presidency in 2025. In addition, the importance of the collective African voice being heard in multilateral organizations received a shot in the arm when African Union (AU) was accepted as a permanent member of the G20. Most notably, RSA is a proponent for the implementation of G20's Initiative on Supporting Industrialization in Africa and Least Developed Countries, in recognition of the reality that industrialization plays a pivotal role in addressing poverty challenges and promoting sustainable development.

As a member of AU, RSA remains aligned to the initiatives of the Africa Mining Vision, which includes amongst others, ensuring that the extraction and processing of its raw materials benefit the workers and communities.

1.1.2. Economic Factors

The ongoing Russia-Ukraine war continues to create macroeconomic headwinds on a global scale by inducing inflationary pressures, eroding household purchasing power and increasing risks worldwide. According to the International Monetary Fund's World Economic Outlook update, July 2023, global growth is projected to fall from an estimated 3.5% in 2022 to 3.0% in both 2023 and 2024.

The South African Reserve Bank (SARB), like other global central banks, has adopted an aggressive approach to control inflation by hiking repo rates, which translates to higher prime lending rates. Higher lending rates, while necessary to moderate inflation, will increase financial challenges for both households and corporate borrowers. High prime lending interest may possibly intensify challenges experienced by beneficiaries to access funding, which is likely to impact Government's objective to promote local beneficiation of South Africa's mineral resources.

Similarly, the ongoing macro-economic challenges are expected to diminish disposal income and thus dampen consumer spending on diamond and precious metals jewellery.

The Monetary Policy Committee (MPC) of the SARB has indicated in its July 2023 statement that prices for commodity exports continue to weaken, and in addition, energy supply remains unreliable and therefore the longer-term outlook mirrors the uncertainty of the global environment.

Russia is one of the world's leading producers of mineral commodities such as platinum group metals (PGMs), copper, aluminum, diamonds, natural gas, and oil. Any significant reduction in such commodities on the back of sanctions imposed on Russia is likely to trigger the soaring of commodity prices which will potentially have both positive and negative spinoffs for countries producing such commodities. Countries that produce mineral commodities, such as South Africa, the second largest producer of palladium, could benefit from the rise of commodity prices, which translates to more revenue for the country to address its socio-economic challenges. Conversely, the shortage of rough diamonds and resultant high prices may be detrimental to small markets. According to World Diamond Council, Russia accounted for about 25-30 percent of all rough diamond supplies and a disruption on those supplies will have a severe impact on the supply chain.

The consequent sanctions on Russia because of its decision to wage war with Ukraine may lead to India and China stockpiling the rough diamonds, thus resulting to the decrease of prices of diamonds and will affect the diamond markets negatively. However, other commodities may take advantage of the sanction against Russia and prices could have a positive spin for South Africa and Africa as a whole. South Africa as the second largest producer of palladium in the world after Russia and is positioned to benefit from sanctions as supply uncertainty grows.

Energy generation challenges faced by RSA are continuing to impact negatively on key economic and energy intensive industries such as mining and manufacturing, the biggest contributors to RSA's gross domestic products. The lack of adequate energy generation capacity represents a significant risk to the economy of South Africa and the ability of government to ensure a conducive environment for businesses to operate efficiently, create jobs and contribute to eradication of poverty.

The state of South Africa's logistics infrastructure continues to weigh heavily on the economy. The fall of commodity prices on the back of the slowdown in global demand is reportedly putting miner's businesses who had resorted to transporting their minerals to the ports via trucks unviable, thus putting South Africa's mining industry, which contributes over R200 billion to GDP at risk.

RSA's diamond production is expected to decline from the current US\$1.5 to US\$1,0 billion by the end of 2023. The long term outlook for RSA's production is positive, although there is anticipation of a decline in natural diamonds production in the coming year. Consequently, the dollar per carat would remain weak, while the dollar against the rand remains resilient. The polished diamond price is therefore expected to decline in the coming year due to unfavorable diamond market conditions.

The increase in lab-grown diamonds in the market, coupled with lack of disclosure and detection remain a high risk. To protect the natural diamond market, RSA is enhancing its detection ability in line with the KPCS approved 4-point prevention plan. The SADPMR will continue to use advanced detection technology to ensure that the RSA natural diamond trade remains free from undisclosed lab-grown diamonds. In compliance with the duty of transparency towards consumers, ADPA calls for the establishment of stricter control mechanism between natural and synthetic diamonds. ADPA further encourages African countries to refrain from manufacturing synthetic/lab-grown in their countries. ADPA remains concerned that lab-grown diamond will undoubtedly cause the unemployment of a significant number of workers in the natural diamond sector.

South Africa is the world's leading platinum producer, having accounted for 74 percent of the total world mine output in 2022 (Metals Focus, 2023). This was despite the country recording a 19-ton decrease in production to 122.0 tons compared with 141.6 tons in 2021. Platinum exports declined from 134.1 tons in 2021 to 114.7 tons in 2022, and is expected to decline further in 2023, given the headwinds of the energy crisis in South Africa, lower PGM basket prices and generally weaker industrial demand for the PGMs.

1.1.3. Social Factors

RSA has been ranked 20 out of 163 countries when it comes to safety and security, according to the Global Peace Index of 2023, an index which uses qualitative indicators to measure the state of peace in terms of the level of societal safety and security, amongst others. The low ranking means that South Africa can possibly be deprived of attracting the requisite foreign direct investment needed to unlock economic opportunities and address the triple challenges of poverty, inequality and unemployment facing South Africa.

South Africa is characterised by high levels of poverty, unemployment, and inequality. Unemployment in South Africa has an indisputable structural character which is inability of the economy to provide employment for the total (or potential) labour force. Youth in South Africa continue to be disproportionately disadvantaged in the labour market with an unemployment rate higher than the national average. According to the Statistics South Africa 2023 Quarter 2 Labour Force Survey, unemployment rate is at a staggering 32.6%, whilst the unemployment rate is at 62.1% for those aged 15-24 and 40.7% for those aged 25-34 years. Unemployment among the youth continues to be a significant barrier to progress, irrespective of educational attainment. Unemployment is also much higher amongst the poor and is therefore mentioned as one of the four poverty traps inherent in the socio-economic situation since the advent of democracy in South Africa.

The evolving nature of the labour market and mismatches within the education system have caused a high demand for skilled workers, while on the other hand there is a cohort of young people who lack the required experience or skills. To underscore the point, the diamond manufacturing industry has an acute shortage of the requisite skills to manufacture low-value, melee diamonds, as opposed to larger, higher-value diamonds that have no challenges. To play its role in assisting with youth unemployment and skills development in the downstream diamond and precious metals sectors, the SADPMR continues to partner with industry partners in pioneering meaningful enterprise development projects aimed at ensuring that youth from historically disadvantaged backgrounds acquire the requisite skills and business entrepreneurial experience to ultimately thrive in diamond and precious metals enterprises.

Illegal mining has been a thorn in RSA for years and seems to be increasing in scale, as does the criminality associated with it. Illegal mining is associated with illicit trade in minerals as well as other very serious crimes such as illicit financial flows and high levels of violence, smuggling of weapons and explosives. RSA has recently observed a sharp rise in criminal activities associated with illegal mining ranging from an influx of undocumented immigrants, increase in smuggling of weapons and explosives linked to this crime, illicit financial flows and illegal trade, environmental and social costs that can hardly be quantified. Illegal mining is costing the South African economy billions of Rands from loss of taxes and royalties, as well as damage to the environment and infrastructure. This loss of revenue for the State intensifies poverty and inequality within affected communities by limiting the government's ability to invest in important services and infrastructure. Ultimately, illegal mining poses a very serious risk of undermining the sustainability of the mining industry and the related secondary industries.

Social media has now become an essential component to global socialisation. It has become an instrument that can be used to influence and shape a way of thinking. It stimulates civil participation in government policies and issues, where plans, opinions and initiatives can be

started through social media. The SADPMR has aligned itself with this growing trend in bridging the gap of awareness in South Africa.

1.1.4. Legal Factors

The current Diamond and Precious Metals Acts, together with the associated Regulations have not been reviewed for several years to address modern day challenges facing the downstream diamond and precious metals industries. Consequently, lingering challenges inhibiting the growth of the diamond and precious metals industries may continue, thus preventing the country from leveraging on the sectors to contribute to economic growth, reducing unemployment and the creation of a transformed and inclusive industry. The SADPMR has been part of a process driven by the Department of Mineral Resources and Energy responsible for reviewing the two pieces of legislation. The SADPMR team will ensure that the process of legislative review considers legislative gaps that have been noted over the years of implementing the two pieces of legislation in question.

The SADPMR has noted with grave concern the so-called “Gold Mafia” documentary series implicating some of the SADPMR’s licensee’s involvement in illicit gold trading transactions in one of South Africa’s neighboring countries. In response thereto, and in view of the Money Laundering, Terrorist Financing and Proliferation Financing (ML/TF/PF) risks faced by the Diamonds and Precious Metals sectors, the SADPMR, together with its sister entity, the State Diamond Trader (SDT), have taken an initiative to engage the Financial Intelligence Centre (FIC) to foster mutual co-operation and collaboration in an effort to combat illicit trade of diamonds and precious metals, ensure compliance with the Diamonds Act, 1986 (Act No.56 of 1986(as amended) Precious Metals Act, 2005 (Act No.37 of 2005), the Financial Intelligence Center Act,2001 (No. 38 of 2001) and the Kimberley Certification Scheme (KPCS).

The SADPMR is confident that the amendments to the Financial Intelligence Centre Act (FICA) which was signed into law on 19 December 2022 as well as the contemplated amendments to both the Diamonds and Precious Metals Acts will yield future positive results in combating illicit diamonds and precious metals transactions.

The amendments to the FICA Act have resulted in changes to that Act schedules by bringing in High Value Goods Dealers (HVGDs), Item 20 of Schedule 1 of the FIC Act, and the sub-category of Dealers in Precious Metals and Diamonds. These significant changes compel Diamonds and Precious Metals Dealers to declare their transactions to the SADPMR as a Regulatory body of these commodities and ultimately to FICA.

Critical metals and minerals policy and regulations in countries such as the United States and Australia and in the EU will also have an impact on the mining industries of African countries, some of which have already begun to react to these steps by those countries.

1.1.5. Environmental Factors

The precious metals industry by its nature contributes to air emissions and hazardous waste through smelting, refining, and processing, which contributes to environmental degradation. Therefore, in giving effect to section 24 of the Constitution, the SADPMR requires the applicant for precious metal's licenses to comply with the National Environment Management Act, 1998 (Act No. 107 of 1998) (NEMA). However, illegal mining and processing of metals results in environmental degradation which puts communities that live in such environments at risk.

Hydrogen is gaining momentum as governments around the world set out their aspirations for the role, they would like it to play in delivering their broader decarbonisation strategies. The plentiful Platinum Group Metals (PGMs) in South Africa necessary for producing green hydrogen and well-developed infrastructure offer it a comparative economic advantage. As the demand for hydrogen is expected to grow seven-fold by 2050, RSA is set to be the chief supplier of platinum for this energy sector resulting in increased local beneficiation and job creation.

South Africa has already made progress in adopting policies to encourage the development of a hydrogen economy as part of its decarbonisation strategy. In February 2022, the South African Hydrogen Society Roadmap (HSRM) was published by the Department of Science and Innovation, marking an important milestone in the launch of South Africa's hydrogen economy. The roadmap is aligned with the country's Integrated Resource Plan, the Integrated Energy Plan, and the Renewable Energy Policy, all of which acknowledge the important role of hydrogen in South Africa's just energy transition, which aims for net zero emissions by 2050.

1.1.6. Technological Factors

Investment in research and development (R&D) helps increase market participation, cost management benefits, advancement in marketing abilities and increase local and global competitiveness of the industry. There is a noticeable absence of local investment in niche diamond and PGM machinery to modernize the current technology which could, amongst others contribute to the increase in the manufacturing of special and small diamonds and thus bolster beneficiation.

RSA is still ranked in the top 5 diamond producing countries; therefore, it is still important to continue to invest in advanced technology to prevent the undeclared synthetic diamonds entering the market and erode jobs in the diamond industry. The advancements in technology of developing lab grown diamonds and the recent announcements that more lab-grown diamonds retail stores will be opened remains a concern since the lab-grown diamonds will pose more competition and threat to natural diamonds.

Online business of selling diamonds and precious metals jewellery is increasing, this is an alternative avenue for South African business. These new online platforms for marketing of jewellery have proved to be a major driver in online sales to reduce time, travel and costs for buyers who would previously traveled to suppliers. Growing need for virtual interactions with clients or conducting business on digital platforms.

The steady rise in the demand for synthetic diamond jewellery products poses a threat to the natural diamonds market, especially the lack of disclosure and failure to detect thereafter. SADPMR strives to protect consumers against unfair trading practices, especially at the hands of exploitative traders. To continue with consumer protection, the SADPMR will remain to be robust with the utilization of synthetic diamond detection technology to provide the much-needed integrity in the diamond exchange value chain.

The SADPMR introduced the online tender booking system with the intention of reducing the red tape in doing business in the RSA. The licensees will continue to enjoy viewing allocation using the online booking system and continued increased integrity, accountability, and transparency in booking processes.

1.2. SWOT Analysis

1.2.1. Strengths

Authority of diamonds and precious metals

The SADPMR is a KP focal point and the sole administrator of import and export of diamonds in South Africa. The KP focal point mandate provides for the RSA to comply with national and international obligations. The DEEC model has been copied by many countries in the African continent and abroad.

The SADPMR is also the only State Entity mandated to license businesses in the refining and beneficiation sub-sectors of the precious metals industry.

Facilitating enterprise development projects to grow black industrialists

The SADPMR facilitates enterprise development projects with industry stakeholders that are designed to lead to growth of many small businesses by providing those entering the job market with the requisite skills and opportunities, so they are sustainable.

Enterprise Development is one of the most effective ways of delivering sustainable, Broad Based Economic Growth in local economies.

High employee retention rate

The SADPMR continues to invest in skills development for its employees, this ensured sustainability in service delivery over the past five years. The organisation came up with cost effective initiatives of training and developing (on the job training and in-house training) its employees with the aim of improving skills and knowledge.

Furthermore, over the past three financial years, the SADPMR has recorded a staff turnover rate of below 5%. The retention rate has enabled the entity to have consistent business continuity and offer services to its clients.

Increase in internally generated revenue

Trading or pricing of our services in US Dollar (\$) has placed the entity at an advantage of generating higher revenue than estimated i.e., stronger US \$ value compared to the South African Rand (ZAR) and the higher \$ value per carat on diamonds.

1.2.2. Weaknesses

Lack of awareness of the SADPMR

The SADPMR regulates Diamonds and Precious Metals minerals which require further marketing nationally and on international platforms.

The SADPMR embarked on the implementation of the Marketing Strategy in conjunction with the digital marketing plan with the objective of creating advocacy about the entity and its services. The services of the entity in relation to diamonds has reached significant levels, however, more awareness needs to be created for precious metals.

Monitoring and enforcement within the precious metals industry

The SADPMR has not made any significant footprint in addressing illicit trade in precious metals due to several factors including amongst others, a lack of a coherent strategy to combat illicit trade, lack of sufficient human resources, adequate technical knowledge, and experience among its staff in precious metals to effectively monitor the downstream precious metals industry. The 2024/25 strategic plan includes the implementation of a strategy developed in 2023/24 to combat illicit trade in precious metals as a first step towards addressing the deficiency.

Lack of enforcement on non-compliance

The SADPMR has recognised that its regulatory processes are lacking when it comes to enforcing compliance. One of the key functions of the SADPMR is to monitor and enforce compliance with the legislative provisions governing the downstream diamond and precious metals industry. Enforcement of compliance is a necessary component of a regulatory system which involves the action of obliging adherence to the prescribed legislative provisions to ensure that there are consequences to the violation of rules. The 2023/24 APP includes an output indicator to address the shortcoming and progress will be tracked to ensure that the weakness is addressed.

No legal instrument to ensure transformation

The setting aside of part four (4) of the Mining Charter by the North Gauteng High Court has resulted in the absence of a legal dispensation aimed at accelerating transformation and thus ensuring the realisation of an inclusive downstream diamond and precious metals industry. In the absence of a legal dispensation requiring adherence to transformation requirements, SADPMR relies on the voluntary will of industry to embrace transformation.

1.2.3. Opportunities

Marketing of South African Minerals

The opportunity for the SADPMR to encourage the marketing of handmade South African jewellery can increase demand for the natural resource and allows for South Africans to recognise the SADPMR's role in the mineral value chain.

Diamond and Precious Metals Exchange Centre

The DEEC is positioned to be a catalyst of Intra- Africa diamond trade and enables the import and export of rough and polished diamonds through providing equitable access to diamonds in the RSA.

Amendment of the legislation

The SADPMR is part of the Drafting Team lead by the DMRE to review the Diamonds Act, 1986 and the Precious Metals Act, 2005. This reviews process is at an advanced stage and is expected to be completed in the next two years. The review happens against the backdrop of many years that have lapsed since the two pieces of legislation were reviewed. SADPMR

Marketing of South African Minerals

will thus ensure that its experience drawn from years of administering the two pieces of legislation in question finds expression in the changes to be proposed.

Most notably, the changes to be proposed will address critical legislative gaps and loopholes identified and enable the realisation of national imperatives such as the advancement of broad-based economic empowerment and local beneficiation of diamonds and precious metals. Critically, the amendment of legislation will also enable the legal defect that led to the setting aside of some clauses of the Broad-Based Socio-Economic Empowerment Charter by the North Gauteng High Court to be corrected, and thus empower the SADPMR to continue with the transformation agenda for the downstream diamonds and precious metals industry.

Location of SADPMR at the Special Economic Zone (SEZ) O R Tambo Airport

The SADPMR is currently situated at GIDZ SEZ which is geographically designated and set aside for specifically targeted economic activity to promote economic growth that will attract diamonds and precious metals industry players to leverage on tax incentives. The location of the SADPMR within the SEZ and airport precinct and its proximity to the largest airport in Africa present the SADPMR with opportunities to expand intra-African trade of diamonds and to tap into the tourist market for South African diamonds and South African -made jewellery.

1.2.4. Threats

Impact of battery metals on the demand for PGM's

Climate change has forced many European, Asian, and North American countries to start investing in electric vehicles (EV) that use battery minerals such as lithium, nickel, cobalt and manganese as opposed to the internal combustion engines (ICE) that use PGM's in their catalytic converters. The use of platinum-heavy fuel cell technology in the electric car market is currently growing slowly to offset potential steep fall in auto catalyst demand which may see a decrease in employment in South Africa.

Lab-grown or synthetic diamonds

Undisclosed Lab-grown / synthetic diamonds remain a potential threat to the natural diamonds industry. Their affordability and near natural appearance make it a lucrative option for retailers and jewellery makers wishing to find an alternative option to make money without disclosure.

Illicit trade of diamonds and precious metals

South Africa suffers lost sales, taxes, royalties and associated social challenges. The illicit trade poses a threat to the SADPMR to regulate diamond and precious metals industries by delegitimising the legislative process.

The illicit trade and trafficking of commodities, such as gold, platinum-group metals (PGM), rough diamonds and unwrought precious metals, is an integral part of the illicit economy, which directly threatens the formal economy. It constitutes a multi-billion-rand illicit industry. It presents several significant challenges and threats to national security, territorial integrity, the authority of the state and socio-economic development. Its persistence is attributed to cross-cutting enablers, including transnational organised crime, pervasive corruption by certain individuals.

As the SADPMR regulates the trade in diamonds and precious metals industries, the scourge of illegal mining, refining, and trading tarnishes the credibility of the entity.

Impact of battery metals on the demand for PGM's

The decline in beneficiation

The diamond cutting and the jewellery manufacturing industries have declined over the past few years. The high numbers of retrenchments in the cutting and polishing factories and declining jewellery manufacturing output bears testimony to this.

Budget Cuts of State-Owned Entities

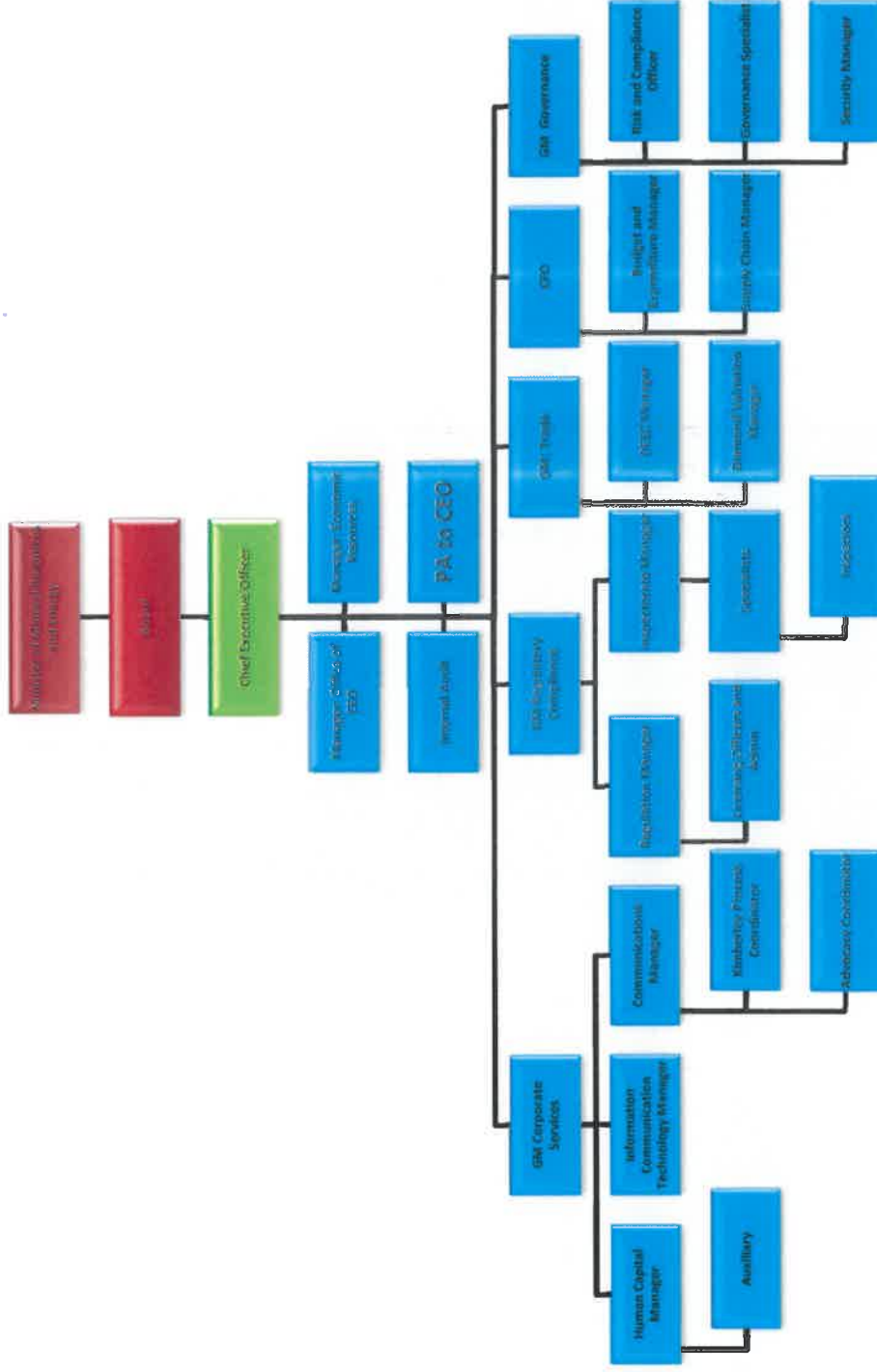
The National Treasury has indicated and projected budget cuts to all departments and entities. Such budget cuts will potentially affect the operations of the SHRA.

1.3. Internal Environment Analysis

1.3.1. Organisational Capacity

The Human Resources function completed the execution of the project on the Optimal Utilisation of Human Resources by capacitating the core division of the SADPMR, which is Regulatory Compliance. Subsequently, critical, and strategic vacant positions within the Senior Management echelon were funded and filled. Below is the updated organisational structure of the SADPMR:


Figure 1: The SADPMR Organisational Structure




1.4. Priorities for 2024/2025 Arising from the Board Strategic Planning Workshop

The SADPMR requires to accelerate its performance by prioritising the following interventions in the 2024/25 planning period: -



1.4.1. Processes

-  Intensify stakeholder engagement process by engaging the shareholder and other key stakeholders, including staff members through a change management process.
-  Develop a process plan to finalise the review of the Act and Mandate. Initiate a process to accelerate focus on precious metals in lieu of the diamond functional areas.
-  Consolidate legislation and policy manuals to be part of institutional memory.
-  Revise and implement the Financial Sustainability Strategy.
-  Finalise and implement Supply Chain Management preferential goals in line with the new regulation promulgated in 2022.
-  Capacitate marketing and branding functional areas.
-  Implement the Stakeholder Management and Communications Strategy to ensure that strategic communication is at the center of all business processes.

1.4.2. Systems

-  Finalise the ICT Strategy by prioritising the implementation of automation and digital processes to improve operational efficiencies, transparency, and decision-making (develop and implement multi-media tools and applications to intensify engagements with stakeholders).

1.4.3. People

-  Undertake organisational design process, aimed at optimising efficiencies, capacity, and capabilities, and to address human capital gaps within the SADPMR to carry out its mandate.
-  Build the capacity of human resources on digital systems.

PART C: MEASURING OUR PERFORMANCE

The SADPMR Impact and Outcomes reflected in the 2020/2025 SP are unpacked into the 2024/2025 APP in the sections below: -

1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

The SADPMR is constituted by the following programmes and aligned with sub-programmes as follows: -

Table 3: Programme Performance Information

PROGRAMME	PROGRAMME NAME	CORE FUNCTIONS
 Programme 1: (Administration)	 Finance	 Financial Management  Supply Chain Management
	 Corporate Services	 Human Resources Management  Communications  Information Technology & Communication
	 Governance	 Legal Services  Security & Risk Management  Board Governance
	 Office of the CEO	 Economic Resources  Office Management  Internal Audit
 Programme 2	 Trade	 Diamond Valuator  Diamond Exchange and Export Centre
 Programme 3	 Regulatory Compliance	 Regulation  Inspectorate

1.1. Programme 1: Administration

1.1.1. Programme 1: Purpose

To provide efficient administration support services by ensuring Human Resources Management, Communication, Information and Communications Technology Services are effectively operational and always maintained and responsive to the needs and aspirations of stakeholders.

1.1.1.1. Sub-Programme: Finance

Purpose: To provide overall effective Financial and Supply Chain Management systems within the SADPMR.

1.1.1.2. Sub-Programme: Human Resources Management

Purpose: To maximise the productivity of the entity by optimising the effectiveness of its employees.

1.1.1.3. Sub-Programme: Communications

Purpose: To promote the SADPMR brand awareness with internal and external stakeholders.

1.1.1.4. Sub-Programme: Information Communication and Technology

Purpose: To align the ICT Strategy with a business strategy and automation of business processes.

1.1.1.5. Sub-Programme: Security Risk Management

Purpose: To implement the Minimum Information Security Standards (MISS), Minimum Physical Security Standards (MPSS), National Vetting Strategy (NVS) and relevant pieces of legislation.

1.1.1.6. Sub-Programme: Governance

Purpose: To provide efficient and effective general legal support by ensuring compliance with legislation; identify and mitigate legal risks; and provide general legal support and well-informed legal advice to the SADPMR. It also provides support and guidance to the Board in terms of governance matters.

1.1.1.7. Sub-Programme: CEO's Office

Purpose: To enable service delivery programmes and use of statistics in the diamond and precious metals sectors, as well as to conduct economic, policy and market research on matters pertaining to diamonds and precious metals and related products.

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Programme 1: Administration – Outcomes, Outputs, Output Indicators and Annual Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			Actual Performance		Forecast Baseline	MTEF			
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
1. Effective, efficient, developmental, and Innovation -orientated Regulator	1.1 Increased participation of companies owned by designated groups	1.1.1 Percentage of total contracts awarded to Suppliers compliant to 12 of the 20 preference points	N/A	N/A	N/A	N/A	85	90	95
	1.2 Ensured Financial Sustainability of the SADPMR	1.2.1 Percentage of Financial Sustainability Strategy KPI's implemented.	Not Achieved	Develop & approve	Implement	100	100%	100%	100%
	1.3 Developed Human Resources	1.3.1 Number of new bursaries awarded to staff	5	9	22	9	9	10	10
		1.3.2 Number of graduates recruited into Internship Programme	9	10	11	12	12	12	12
		1.3.3 Number of leadership development programmes	N/A	1	2	2	2	2	2

SADPMR – 2024/2025 ANNUAL PERFORMANCE PLAN

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS								
			Actual Performance			Forecast Baseline	MTEF				
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27		
		implemented									
		1.3.4 Number of skills development programmes implemented for women, youth, and people with disabilities	2	2	3	N/A		3	2		2
		1.3.5 Percentage of women in the organisation	N/A	N/A	60	62		62	62		62
		1.3.6 Percentage of youth in the organisation	N/A	N/A	15	15		15	15		15
		1.3.7 Percentage of employees with disabilities	N/A	N/A	2	2		2	2		2
	1.4 Ensured compliance of Performance Management and Development System	1.4.1 Percentage of performance contracts concluded	N/A	96	100	100		100	100		100

SADPMR – 2024/2025 ANNUAL PERFORMANCE PLAN

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			Actual Performance			Forecast Baseline	MTEF		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
1.5 Ensured promotion of gender equality	1.5.1 Number of gender mainstreaming awareness interventions coordinated (all employees)	N/A	N/A	N/A	2	2	2	2	
		N/A	N/A	N/A	1	2	2	2	
	1.5.2 Number of gender mainstreaming projects coordinated (both women and men)	N/A	N/A	25	20	25	30	35	
		N/A	N/A	N/A	4	4	5	6	
1.6 Promoted SADPMR brand	1.6.1 Number of engagements with stakeholders conducted	N/A	N/A	3	4	6	8	10	
		N/A	N/A	N/A	4	4	5	6	
	1.6.2 Number of collaborations with community radio stations	N/A	N/A	198	200	120	130	150	
		N/A	N/A	N/A	N/A	N/A	N/A	N/A	
1.6.3 Number of KP bi/multilateral engagements organised	198	200	N/A	N/A	120	130	150		
	1.6.4 Number of social media uploads to								

SADPMR – 2024/2025 ANNUAL PERFORMANCE PLAN

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS									
			Actual Performance			Forecast Baseline			MTEF			
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27			
		promote brand SADPMR										
	1.7 Ensured business continuity	1.7.1 Number of disaster recovery tests implemented	2	2	4	4	4	4	4	4		4
	1.8 Developed business applications	1.8.1 Number of online applications developed	N/A	N/A	1	3	3	3	3	3		3
	1.9 Secured ICT Environment	1.9.1 Number of ICT security awareness campaigns implemented	N/A	2	4	4	4	4	4	4		4
	1.10 Safe and secured work environment in line with the health and safety requirements	1.10.1 Number of occupational, health and safety initiatives implemented	N/A	N/A	6	6	6	6	6	6		6
	1.11 Ensured security of assets of the SADPMR and that of diamonds traded at DEEC	1.11.1 Number of security breaches occurred	N/A	N/A	N/A	0	0	0	0	0		0
		1.11.2 Number of Security Risk	N/A	N/A	N/A	5	5	5	5	5		5

SADPMR – 2024/2025 ANNUAL PERFORMANCE PLAN

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS								
			Actual Performance		Forecast Baseline	MTEF					
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27		
		Mitigation Measures Implemented									
	1.12 Provided effective and efficient legal support to the SADPMR	1.12.1 Percentage of referred matters addressed within 15 days	100	100	100	100	100	100	100		100
		1.12.2 Percentage of written contracts or Service level Agreements addressed within 15 days	100	100	100	100	100	100	100		100
	1.13 Ensured sound Corporate Governance	1.13.1 Audit Outcomes	N/A	N/A	N/A	Unqualified	Unqualified with no material findings	Unqualified with no material findings	Unqualified with no material findings		
		1.13.2 Number of repeat audit findings	N/A	N/A	N/A	0	0	0	0		0
		1.13.3 Number of Board Assessments Conducted	N/A	N/A	N/A	2	1	1	1		1
		1.13.4 Annual Report submitted to the Shareholder within required timeframe	N/A	N/A	N/A	1*	Submitted Annual Report	Submitted Annual Report	Submitted Annual Report		Submitted Annual Report

SADPMR – 2024/2025 ANNUAL PERFORMANCE PLAN

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS							
			Actual Performance			Forecast Baseline			MTEF	
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
		1.13.5 Reviewed and updated Board Charter and Committees Terms of Reference	N/A	N/A	N/A	4	1	1	1	
	1.14 Contributed to legislative development	1.14.1 Proposed legislative amendments approved by the Board and forwarded to the Department (DMRE)	N/A	N/A	N/A	Approved and forwarded to the Department	Approved and forwarded to DMRE	Approved and forwarded to DMRE	Assisted the DMRE during Consultations with stakeholders	
	1.15 Research and Analysis of emerging policy matters	1.15.1 Number of research and analysis reports with recommendations on emerging policy matters	N/A	N/A	N/A	2	2	2	2	
	1.16 Annual Review of the performance of the diamond and precious metals industries	1.16.1 Number of Industry Annual Reviews	N/A	N/A	N/A	2	2	2	2	
	1.17 Global diamond and precious metal regulator Benchmarking	1.17.1 Research Report with Recommendations on benchmarking global diamond or precious metals Trade Centres	N/A	N/A	N/A	1	1	N/A	N/A	

SADPMR – 2024/2025 ANNUAL PERFORMANCE PLAN

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS								
			Actual Performance		Forecast Baseline	MTEF					
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27		
	1.18 SADPMR brand promotion	1.18.1 Number of articles on the diamond and precious metals industries published	N/A	4	4	6	6	6		6	
	1.19 Promotion of PGMs in South Africa through projects	1.19.1 Number of PGMs promotional projects in South Africa.	N/A	N/A	N/A	N/A	2	1		1	
	1.20 Digitalization of the KPCS in South Africa	1.20.1 Completion and implementation of Pilot Project to digitalize Kimberley Process Certificates (KPCs)	N/A	N/A	N/A	N/A	N/A	2	1	1	
									Completion of Pilot Project to digitalize Kimberley Process Certificates (KPCs)	Implementation of digital Kimberley Process Certificates (KPCs)	Implementation of digital capture of Kimberley Process data and information

* Targets were previously reflected in numbers.

SADPMR – 2024/2025 ANNUAL PERFORMANCE PLAN

Programme 1: Administration – Output Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Finance:					
1.1.1 Percentage of total contracts awarded to Suppliers compliant to 12 of the 20 preference points	85	85	85	85	85
1.2.1 Percentage of Financial Sustainability Strategy KPI's implemented	100% of KPIs implemented	100% of KPIs implemented	100% of KPIs implemented	100% of KPIs implemented	100% of KPIs implemented
Corporate Services:					
1.3.1 Number of new bursaries awarded to staff	9	0	0	0	9
1.3.2 Number of graduates recruited into Internship Programme	12	12	0	0	0
1.3.3 Number of leadership development programmes implemented	2	0	1	0	1
1.3.4 Number of skills development programmes implemented for women, youth and people with disabilities	3	0	1	1	1
1.3.5 Percentage of women in the organisation	62	N/A	N/A	N/A	62
1.3.6 Percentage of youth in the organisation	15	N/A	N/A	N/A	15
1.3.7 Percentage of employees with disabilities	2	N/A	N/A	N/A	2
1.4.1 Percentage of performance contracts concluded	100	0	100	0	0
1.5.1 Number of gender mainstreaming awareness interventions coordinated (all employees)	2		1	0	1
1.5.2 Number of gender mainstreaming projects coordinated (both women and men)	2	0	0	1	1
1.6.1 Number of engagements with stakeholders coordinated	25	8	8	4	5
1.6.2 Number of collaborations with Community radio stations	4	1	1	1	1
1.6.3 Number of KP bi/multilateral engagements organised	6	2	1	2	1
1.6.4 Number of social media uploads to promote brand SADPMR	120	30	30	30	30
1.7.1 Number of disaster recovery tests implemented	4	1	1	1	1
1.8.1 Number of online applications developed	3	Consultation for the process flow for 3 online applications	Development of Prototype of the 3 online applications	Testing of the prototype for the 3 online applications	Roll out of the 3 online applications
1.9.1 Number of ICT security awareness campaigns implemented	4	1	1	1	1
Governance:					
	6	2	1	2	1

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Output Indicators		Annual Targets	Q1	Q2	Q3	Q4
1.10.1 Number of occupational, health and safety initiatives implemented						
1.11.1	Number of security breaches occurred	0	0	0	0	0
1.11.2	Number of Security Risk Mitigation Measures implemented	5	1	1	1	2
1.12.1	Percentage of referred matters addressed within 15 days	100	100	100	100	100
1.12.2	Percentage of written contracts or Service Level Agreements address within 15 days	100	100	100	100	100
1.13.1	Audit outcome	Unqualified with no material findings	N/A	Unqualified with no material findings	N/A	N/A
1.13.2	Number of repeat audit findings	Nil	Nil	Nil	Nil	Nil
1.13.3	Number of Board Assessments Conducted	1	1	0	0	0
1.13.4	Annual Report submitted to the Shareholder within required timeframe	Submitted Annual Report	0	Submitted Annual Report	0	0
1.13.5	Reviewed and updated Board Charter and Committees Terms of Reference	1	1	0	0	0
1.14.1	Proposed legislative amendments approved by the Board and forwarded to the Department (DMRE)	Approved proposed legislative amendments forwarded to the DMRE	Conduct internal and external consultations	Compile document for CEO's approval	Compile document for Board's approval	Compile approved document for submission to the DMRE
1.15.1	Number of research and analysis reports with recommendations on emerging policy matters	2	N/A	1	1	N/A
1.16.1	Number of Industry Annual Reviews	2	N/A	1	1	N/A
1.17.1	Research Report with recommendations on benchmarking global Diamond or Precious metals Trade centers	1	N/A	N/A	N/A	1
1.18.1	Number of articles on the diamond and precious metal industries published	6	1	2	2	1

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Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.19.1 Number of PGM's Promotional projects in South Africa	2	Commemoration of the Centenary of the discovery of PGM deposits in South Africa	N/A	Publication of <i>PGMs in South Africa</i> handbook	N/A
1.20.1 Completion and implementation of Pilot Project to digitalize Kimberley Process Certificates (KPCs)	Completion of Pilot Project to digitalize Kimberley Process Certificates (KPCs)	N/A	N/A	N/A	Completion of Pilot Project to digitalize Kimberley Process Certificates (KPCs)

Explanation of planned performance over medium-term period

Over the medium term, the finance division plans to effectively contribute to the government's priority on economic transformation by implementing its preferential procurement goals on specified designated groups in line with the Public Procurement Policy Framework Act (PPPFA). 85% of suppliers awarded contracts in 2024/25 financial year are expected to meet at least 12 of the 20 preference points. The target will increase in the outer years of the MTEF i.e., 90% in 2025/26 and 95% in 2026/27.

Over the period, The CEO's Office Sub-programme will research, report on, and make recommendations relating to several strategic matters. With these the focus will be on ensuring the sustainability of the SADPMR and improving the efficiency of its business processes and service delivery programmes using actionable insights from data analysis and management of business information. The Sub-programme will also be involved with performance monitoring of the SADPMR's pursuit of its strategic objectives, viz, promotion of equitable access and local beneficiation, transformation, compliance to legislation, and diamond trade facilitation. Such performance monitoring will allow for continuous alignment of operations towards the achievement of these strategic objectives during the period.

The Human Resources division deals with the provision of human capital services within the SADPMR. As such, the Human Resources division holds responsibility for various activities that support the organization and its employees with an aim of strengthening the workforce and promotion of a conducive working environment. The division yielded the intended results during the implementation of the recommendations of the project on Optimal Utilization of Human Resources and will continue to monitor and implement change management interventions as well as reskilling initiatives. The Human Resources division is taking upon a structured approach to implement diversity initiatives which includes gender mainstreaming within the organization. The Human Resources division will continue to introduce and implement workforce strategies that will help in achieving the goals and objectives. The division will continue to implement the training and development initiatives aiming at improving performance, organizational change management interventions and maintain positive relationships between the organization, employees as well as the organized labour. As part of ensuring that the youth of South Africa are afforded internship and learnership opportunities, the SADPMR will continue to tap into the available discretionary funding from various SETAs. The employer and organized labour will engage in good faith on matters relating to matters of mutual interest and other matters affecting the employees of the SADPMR.

The Communication Division is the sub- programme that, amongst others, ensures the adequate flow of information to the various stakeholders of the SADPMR. The Communications Division implemented the Marketing strategy with the aim of promoting the mandate and its services. The Communication Division has facilitated internal and external stakeholder engagements to promote awareness of the SADPMR brand, as well as the diamonds and precious metals industries. Communication Division also promoted its service offerings through social media platforms. The division will continue collaborating with other stakeholders such as DMRE in reaching out to communities especially in the rural areas to promote business and career opportunities available within the diamonds and precious metals

sector. The division will continue to collaborate with various community radio stations to reach big audiences on promoting its service offerings.

The ICT environment is rapidly changing and requires agility. The division will focus on ensuring proper business continuity through Online Web Admin, Cloud based Disaster Recovery and investing more in upgrading to digital environment by creating platforms that are user friendly and allow stakeholders and clients to get services and do business with SADPMR remotely across the world. The ICT division will be introducing 2 major applications (MySADPMR and SADPMR Online), these APPs are intended to ensure improved service delivery and access to SADPMR offerings. The ICT will continue to conduct research on the latest technologies that can be incorporated into the entity.

Over the MTEF period the division will strive to consistently maintain the status quo by continuing to protect the entity's legal risks and to ensure that the entity always operates within the confines of the law.

Artificial Intelligence (AI) plays a major role in technological advancement and the improvement of security industries. The SRM will continue to comply with legislative requirements as prescribed in terms of Private Security Industry Regulatory Authority. The MTEF as per SRM measures will provide a safe and healthy working environment for the employees. The purpose is to prevent injuries and ensure that our clients are safe within the space of the Regulator.

The Security Risk Management will continue to improve its short- term and liaising with government security agencies and improve collecting, analysing the open-source information and conduct vulnerability assessment and develop proactive response during the MTEF. The SADPMR will continue to implement Occupational Health and Safety by maintaining contingency planning and priorities the emergency evacuation drill to reduce physical harm during emergencies.

1.2. Programme 2: Trade

1.2.1. Programme 2: Purpose

To facilitate local trade, exports, and imports of diamonds in accordance with the Kimberley Process Certification Scheme (KPCS), and to ensure that diamonds are traded at fair market value.

1.2.1.1. Sub-Programme: Diamond Valuator (DV)

Purpose: To ensure that diamonds are traded at a fair market value.

Sub-Programme: Diamond Exchange and Export Centre (DEEC)

Purpose: To facilitate the buying, selling, exporting, and importing of diamonds.

Programme 2: Trade – Outcomes, Outputs, Output Indicators and Annual Targets

OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS								
			Actual Performance				Forecast Baseline			MTEF	
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27		
2. Competitive and compliant diamond and precious metals industries	2.1 Verified fair market value of diamonds	2.1.1 Percentage of diamond verified for fair market value	100	100	100	100	100	100	100		
	2.2 Detected undisclosed polished synthetic diamonds	2.2.1 Percentage of polished diamonds verified	99	100	100	100	100	100	100		
	2.3 Detected undisclosed rough synthetic diamonds	2.3.1 Percentage of melee rough diamonds submitted at DEEC subjected to synthetic detection	N/A	N/A	N/A	N/A	2	3	5		
	2.4 Ensure protection of diamonds at the DEEC	2.4.1 Number of diamonds lost	N/A	N/A	N/A	0	0	0	0		
	2.5 Ensure compliance to KPC requirements	2.5.1 Number of quarterly imports, exports statistics reports and KP annual report submitted	N/A	N/A	5	5	5	5	5		
3. Sustainable economic growth through local mineral beneficiation and skills development	3.1 Trained new entrants in diamond planning, marking, sorting, valuation, and pricing	3.1.1 Number of trained new entrants	N/A	6	6	7	8	9	10		
		3.1.2 Number of impact assessment reports for former trainees	N/A	N/A	N/A	2	2	2	2		

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OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			Actual Performance		Forecast Baseline		MTEF		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
4. Transformed Diamond and Precious Metals Industries	4.1 Ensured equitable access of diamonds in the DEEC	4.1.1 Number of dealers accessing the DEEC for the first time	N/A	N/A	N/A	5	16	18	20
		4.1.2 Number of Beneficiators accessing the DEEC for the first time	N/A	N/A	8	10	12	14	

Programme 2: Trade – Output Indicators, Annual and Quarterly Targets*

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
2.1.1 Percentage of diamonds verified for fair market value	100	100	100	100	100
2.2.1 Percentage polished diamonds verified	100	100	100	100	100
2.3.1. Percentage of melee rough diamonds submitted at DEEC subjected to synthetic detection	2	2	2	2	2
2.4.1 Number of diamonds lost	0	0	0	0	0
2.5.1 Number of quarterly imports, exports statistics reports and KP annual report submitted	5	1	1	1	2
3.1.1 Number of trained new entrants	8	2	2	2	2
3.1.2. Number of impact assessment reports for former trainees	2	0	1	0	1
4.1.1. Number of dealers accessing the DEEC for the first time	16	4	4	4	4
4.1.2. Number of Beneficiaries accessing the DEEC for the first time	10	2	3	3	2

Explanation of planned performance over the medium-term period

The DV mandate is to verify the fair market value of diamonds from producers who offer their production to the State Diamond Trader in terms of section 59(B) of diamond Act. It further verifies the fair market value for diamonds placed for tenders, export, and import. The DV also provides expert opinion to the SAPS on all diamond related matters.

The DV is committed to ensuring that undisclosed lab-grown diamonds are prevented from entering the market. In line with the KPCS approved 4-point prevention plan on protection of natural diamond market, the SADPMR is investing in detection technology that ensures that the RSA diamond trade integrity is intact. Production costs of laboratory-grown diamonds are currently driven by high electricity usage, which is why some producers move to regions where electricity costs are low. This justifies why over time, as technology improves, production costs will continue to decline due to economies of scale. To make matters worse is the affordability of synthetic/lab-grown diamonds and their near natural appearance make it a lucrative option for retailers and jewellery makers wishing to find an alternative option to make money.

The project of training the new entrant is continuing and will provide a good platform for the industry to reduce the skill shortage. The assessments of the former trainees will also provide background for improvement of the taring manual while also shedding light to the practical challenges faced by the trainees after training.

The DEEC will continue to insistently implement the SADPMR communication strategy by marketing the mandated and focusing on equitable access to the diamond tenders in South Africa. The small diamond parcels offered at the DEEC are going to be continued to increase access to diamond by both local diamond Beneficiators and dealers that participate in diamond tenders. The DEEC special tender for Beneficiators remains the major focus since it provides competitive advantage for Beneficiators.

1.3. Programme 3: Regulatory Compliance

1.3.1. Programme 3: Purpose

To ensure compliance with the legislative requirements in the diamond and precious metals industries, to transform, improve competitiveness, sustainable development and improve job creation in these industries. The programme comprises of the Inspectorate and Regulations.

1.3.1.1. Sub-Programme: Regulation

Purpose: To receive, process and issue diamond and precious metals licenses, permit and certificates in line with the Diamonds Act, 1986 and the Precious Metals Act, 2005.

Sub-Programme: Inspectorate

Purpose:

- To ensure transformation through collaborative enterprise development with industry partners.
- To ensure compliance with the Precious Metals and Diamonds Acts through conducting compliance inspections.

- To ensure enforcement of compliance through issuance of non-compliance notices and recommendation for suspension/cancellation of non-compliant licenses/permits.
- To promote beneficiation through coordinating the implementation of the SADPMR Beneficiation Strategy and, receiving, recording, monitoring, and assessing diamond and precious metals transaction.

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Programme 3: Regulatory Compliance – Outcomes, Outputs, Output Indicators and Annual Targets

OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			Actual Performance			Forecast Baseline			MTEF
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
1. Effective, efficient, developmental, and Innovation -orientated Regulator	1.21 Precious metals licence applications finalised within legislated timeframes	1.21.1 Percentage of licence applications finalised	60	65	100	100	100	100	100
	1.22 Diamond licence applications finalised within legislated timeframes	1.22.1 Percentage of licence applications finalised	59	65	100	100	100	100	100
	1.23 Diamond and Precious Metals beneficiation licenses finalised within legislated timeframes	1.23.1 Percentage of beneficiation licenses finalised	100	100	100	100	100	100	100
	2.6 Ensured compliance monitoring and enforcement	2.6.1 Number of inspections conducted in licensed precious metals premises	366	400	500	700	750	800	850
2. Competitive and compliant diamond and precious metals industries	2.6.2 Number of inspections conducted in licensed diamonds premises	2.6.2 Number of inspections conducted in licensed diamonds premises	511	500	600	700	750	800	850
	2.6.3 Percentage of non-compliance notices issued relative to non-compliance incidents identified	2.6.3 Percentage of non-compliance notices issued relative to non-compliance incidents identified	N/A	N/A	100	100	100	100	100
	2.6.4 Number of precious metals joint inspections conducted with law enforcement stakeholders	2.6.4 Number of precious metals joint inspections conducted with law enforcement stakeholders	1	4	20	25	30	35	40

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OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			Actual Performance			Forecast Baseline		MTEF	
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		2.6.5 Number of diamond joint inspections conducted with law enforcement stakeholders	1	1	15	20	25	30	35
		2.6.6 Number of audits conducted on high-risk precious metals refining licensees	N/A	N/A	N/A	N/A	8	12	16
	2.7 Implemented strategic interventions to combat illicit trade in diamond and precious metals	2.7.1 Number of diamond register analysis conducted	N/A	N/A	N/A	N/A	20	25	30
		2.7.2 Number of precious metals register analysis conducted	N/A	N/A	N/A	N/A	20	25	30
3. Job Creation, Skills Development and Value addition to Diamond and Precious Metal industries	3.2 Assisted inactive HDP diamond beneficiation licensees	3.2.1 Number of assisted inactive licensees through relevant interventions	N/A	N/A	2	4	5	6	7
	3.3 Assisted inactive HDP precious metals beneficiation licensees	3.3.1 Number of assisted inactive licensees through relevant interventions	N/A	N/A	2	4	5	6	7
	3.4 Evaluated export approval applications to ensure provision for local demand	3.4.1 Percentage of recommended export approval applications meeting local demand	20*	12*	100	100	100	100	100
4. Transformed Diamond and Precious Metals Industries	4.2 Conducted transformation assessment of diamond and precious metals industries	4.2.1 Number of licensees assessed	N/A	N/A	160	500	550	600	650

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OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			Actual Performance			Forecast Baseline	MTEF		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
4.3 Developed Diamond/Precious metals enterprises in partnership with industry	4.3.1 Number of enterprises developed	N/A	N/A	6	7	3	4	5	
		N/A	N/A	N/A	N/A	3	4	5	
		N/A	N/A	N/A	N/A	3	4	5	
	4.3.2 Number of enterprises maintained	N/A	N/A	N/A	N/A	3	4	5	
4.4 Diamond and Precious Metals licences issued to HDP's including women, youth, and people with disabilities	4.3.3 Number of enterprises/partnerships monitored	N/A	N/A	7*	100	100	100	100	
	4.4.1 Number of HDP licenses issued	N/A	N/A	40	15	20	25	30	

* Targets were previously reflected in numbers

Programme 3: Regulation Compliance – Outcome Indicators, Annual and Quarterly Targets*

Output indicators	Annual targets	Q1	Q2	Q3	Q4
1.21.1 Percentage of license applications finalised	100	100	100	100	100
1.22.1 Percentage of license applications finalised	100	100	100	100	100
1.23.1 Percentage of beneficiation licenses finalised	100	100	100	100	100
2.6.1 Number of inspections conducted in licensed precious metals premises	750	160	210	210	170
2.6.2 Number of inspections conducted in licensed diamonds premises	750	160	210	210	170
2.6.3 Percentage of non-compliance notices issued relative to non-compliance incidents identified	100	100	100	100	100
2.6.4 Number of precious metals joint inspections conducted with law enforcement stakeholders	30	6	8	10	6
2.6.5 Number of diamond joint inspections conducted with law enforcement stakeholders	25	6	7	7	5
2.6.6 Number of audits conducted on high-risk precious metals refining licensees	8	2	2	2	2
2.7.1 Number of diamond register analysis conducted	20	5	5	5	5
2.7.3 Number of precious metals register analysis conducted	20	5	5	5	5
3.2.1 Number of assisted inactive licensees through relevant interventions (Diamonds)	5	1	1	2	1
3.3.1 Number of assisted inactive licensees through relevant interventions (Precious Metals)	5	1	2	1	1
3.4.1 Percentage of recommended export approval applications meeting local demand	100	100	100	100	100
4.2.1 Number of licensees assessed	550	130	145	145	130
4.3.1 Number of enterprises developed	3	0	1	1	1
4.3.2 Number of enterprises maintained	3	0	1	1	1
4.3.3 Number of enterprises/ partnerships monitored	100	100	100	100	100
4.4.1 Number of HDP licenses issued	50	10	15	15	10

Explanation of planned performance over medium-term period

Regulatory Compliance outcomes have been chosen because they resonate with the SADPMR's core mandate and objectives. The core mission of SADPMR is to deliver a regulatory compliant diamond and precious metal industry, usher the industry on the path of transformation, global competitiveness, sustainable development, and job creation through value addition.

The streamlining of the license process is a key driver of service delivery excellence and ease-of-doing-business for SADPMR clients. To that end, the turnaround time aligned with legislated timeframes is a significant indicator of the efficiency of SADPMR's service delivery excellence. Inspections covering different areas in the country will lead to improved compliance.

The approach of zero-tolerance culture to non-compliance remains one of the long-term aspirations of the SADPMR as well as the implementation of a revised beneficiation strategy into concrete deliverables. Furthermore, the development, approval, and implementation of a strategy to combat illicit trade in precious metals will mark the beginning of a concerted effort by the SADPMR to make a significant footprint in addressing the scourge of illicit trade in precious metals.

Notwithstanding the setting aside of the Mining Charter, Regulatory Compliance will continue to assess transformation through collection of data on a voluntary basis to determine progress towards achieving an inclusive downstream diamond and precious metals industry to support South Africa's nation building and developmental state objectives.

Collaboration and partnerships are crucial to be able to achieve the mandate of the SADPMR with key stakeholders. To that end, SADPMR will endeavor to scale up collaborative enterprise development efforts with industry. Enterprise development is one of the most effective ways of delivering sustainable, broad-based economic growth in local economies. It is through enterprise development partnerships with industry that the potential of young entrepreneurs who lack the requisite skills is harnessed through skills transfer, assistance in funding, which ultimately contributes to the creation of a cohort of young entrepreneurs in jewellery and diamond manufacturing. The continued efforts of the programme to enhance enterprise development with the industry by promoting Historically Disadvantaged Individual's through its Enterprise Development program remains a crucial driver for transformation of the organisation.

2. Programme Resource Consideration

Table 4: Budget for Programmes (Budget in R' 000)

Programme	Audited outcome 2020/21	Audited outcome 2021/22	Audited outcome 2022/23	Original adjusted/ Appropriation 2023/24	Budget estimate 2024/25	Budget estimate 2025/26	Budget estimate 2026/27
Administration	69,267	72,988	72 674	74 757	85 533	89 576	94 236
Trade	13 570	13 294	13 218	15 029	16 576	17 552	18 584
Regulatory Compliance	28 871	24 697	27 016	27 515	32 562	34 501	36 557
Total	111 708	110 979	112 908	117 301	134 671	141 629	149 377

2.1. Administration

The programme's spending focus over the medium term will be supporting the core divisions to deliver on the mandate of the entity. As a regulatory authority, the major driver of cost is personnel and contractual obligations i.e., office accommodation, software licenses, security services, cleaning services and telecommunications. An average growth rate of 6.5% increase in salaries is planned for personnel costs over the medium term to improve the conditions of services.

2.2. Trade

The programme's spending focus over the medium term will be conducting diamond valuations and facilitating tenders for rough diamonds. These activities will ensure competitiveness, sustainable development, and job creation in the diamond industry while compliance with legislative requirements is fostered.

2.3. Regulatory Compliance

The spending focus over the medium term will be on issuing licenses, carrying out compliance inspections and audits. These activities will ensure competitiveness, sustainable development and job creation in the diamond and precious metals industry while compliance with legislative requirements is fostered. The programme will focus on dealing with challenges of unemployment, inequality and creating a more inclusive society.

3. Key Risks and Mitigation

Table 5: Key Risks and Mitigation

Outcome	Key Risk	Mitigation	Consequences of lack of mitigation of Risks	Date of Action Plan	Officials Responsible	Risk Rating
A competitive and compliant diamond and precious metals industries	Loss of diamonds in the DEEC	Comply with SOPs	Financial liability and trade loss of integrity	Ongoing	Trade	High
	Failure to detect synthetic diamonds	Subject uncertified polished diamonds to synthetic detector	Integrity of polished diamond trade is compromised	Ongoing	GV	High
A transformed diamond and precious metals sector.	Non-inclusive diamond and precious metals industry	Present legislative proposals to the DMRE to address implementation of the transformation imperative	There will be no transformation in the industry, dominated by Historically privileged individuals and families	Ongoing	RC	High
	Lack of new entrants, specifically HDSA women and youth in the industry.	Conducting workshops to HDSA's to promote the diamond and precious metals industry. authenticity of participation	There will be no transformation in the industry, dominated by Historically privileged individuals and families.	Half Yearly	RC	High
		Interviews with BEE beneficiaries and verification thereof	HDPs will be disadvantaged in terms financial empowerment.	Quarterly	RC	High
Low levels of Precious Metals and Diamond Beneficiation		Hold special tenders specifically for beneficiators for diamonds and for precious metals ensure local demand is met by refineries prior to exporting	There will be a continued reduction in beneficiation for both diamonds and precious metals and increased job losses	Ongoing	RC	High
		Assess export approval applications by ensuring local		Ongoing	RC	High

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Outcome	Key Risk	Mitigation	Consequences of lack of mitigation of Risks	Date of Action Plan	Officials Responsible	Risk Rating
		demand is met.				
		Prioritise access for diamond beneficiators at the DEEC		Ongoing	Trade	High
		Assessment of export of unpolished diamonds		Ongoing	RC	High
An effective, efficient, developmental, and Innovation orientated regulator	Failure to prevent non- compliance with legislation (Irregular, fruitless and wasteful expenditure)	Checks and balances and segregation of duties daily	Irregular; Fruitless & Wasteful Expenditure	Ongoing	All	High
		Roll out SCM Training Workshop for the entire organisation	Irregular; Fruitless & Wasteful Expenditure	Half yearly	SCM	High
	Revenue shortfall	Develop strategy to maximize revenue collection	Unsustainability of Regulator	March 2022	All	High
	Non -compliance with internal policies	Conducting internal policy workshops	Irregular processes resulting in non-compliance with applicable legislation	Half yearly	All	Medium
	Reputational damage resulting from unfair audit process resulting in negative audit opinion	Engage the Executive Management of the AGSA responsible for the Regulator's audit	Loss of confidence with our stakeholders	Quarterly	All	Low
	Failure to prevent fraud, corruption, and Non-compliance with legislation	Implement Fraud prevention plan by conducting workshops with staff	Fraud & Corruption resulting in losses being incurred by the Regulator	Half yearly	Security Risk Management	Low
		vetting of employees on commencement of employment	Fraud & Corruption resulting in losses being incurred by the Regulator	As and when employees commence employment	Security Risk Management	vetting of employees on commencement of employment
		Promote anti-corruption hotline to	Fraud & Corruption resulting in losses being	Annually	Security Risk Management	Promote anti-corruption hotline to employees and clients.

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Outcome	Key Risk	Mitigation	Consequences of lack of mitigation of Risks	Date of Action Plan	Officials Responsible	Risk Rating
		employees and clients.	incurred by the Regulator.			

PART D: TECHNICAL INDICATOR DESCRIPTORS

1. Programme 1: Administration (Finance, Corporate Services, Internal Audit, Governance, Office of the CEO)

1.1. Finance

Table 6: KPI 1.1.1

Indicator Title	1.1.1 Percentage of total contracts awarded to suppliers' compliant to 12 of the 20 preference points.
Definition	% Total contracts awarded to companies who meet 12 of the 20 preference points excluding Microsoft and Transversal contracts and once off orders
Source Data	Pastel and contracts register
Method of Calculation/ Assessment	Total number of contracts awarded to suppliers who met 12 of the 20 preference points /(divided) by the total number of contracts (excluding Microsoft and Transversal contract) awarded (for the financial year) (expressed as percentage: x 100)
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Companies owned by Women Companies owned by Youth Companies owned by People with disabilities SMMEs Companies owned by black people Any other preference allocated and stipulated in the bid documents
Spatial Transformation (where applicable)	Historically Disadvantaged Individuals
Reporting Cycle	Quarterly
Desired Performance	85% of contracts awarded to companies who meet 12 of the 20 preference points
Indicator Responsibility	Manager: SCM

Table 7: KPI 1.2.1

Indicator Title	1.2.1 Percentage of Financial Sustainability Strategy KPI's implemented
Definition	Percentage of Financial Sustainability Strategy KPI's implemented
Source Data	
Method of Calculation/ Assessment	Total number of Financial Sustainability Strategy KPI's implemented / (divided) by Total number of Financial Sustainability Strategy KPI's (expressed as percentage: x 100)
Assumptions	
Reporting Cycle	Annually
Desired Performance	100% of Total number of Financial Sustainability Strategy KPI's implemented
Indicator Responsibility	Manager: SCM

1.2. Human Resources

Table 8: KPI 1.3.1

Indicator Title	1.3.1 Number of new bursaries awarded to staff
Definition	Encouraging employee's self-development by extending bursaries to employees to alleviate the financial burden
Source data	Approved submission to award bursary
Method of Calculation/ Assessment	Number of Bursary Awarded
Assumptions	Sufficient funds and approved bursary policy
Disaggregation of Beneficiaries (where applicable)	Full time employees
Reporting Cycle	Annually
Desired Performance	Achieve the set target as per APP
Indicator Responsibility	Human Resources Capital Manager

Table 9: KPI 1.3.2

Indicator Title	1.3.2 Number of graduates recruited into Internship Programme
Definition	To have standard methods to recruit individual graduates who acquire practical knowledge.
Source data	Internship programme submission approved by the CEO
Method of Calculation/ Assessment	Number of young graduates recruited on the internship programme
Assumptions	Sufficient funds and approved discretionary funding from SETA's as well as internship policy
Disaggregation of Beneficiaries (where applicable)	Female and male youth enrolled for internship programme
Reporting Cycle	Annually
Desired Performance	Achieve the set target as per APP
Indicator Responsibility	Human Resources Capital Manager

Table 10: KPI 1.3.3

Indicator Title	1.3.3 Number of leadership development programmes implemented
Definition	Implement leadership learning and development programmes to empower leaders and their teams to capitalize on strategic opportunities and mitigate risks across the whole organisation
Source data	Attendance registers
Method of Calculation/ Assessment	Number of leadership development programme implemented
Assumptions	Sufficient funds and identified relevant programme to be attended
Disaggregation of Beneficiaries (where applicable)	Divisional supervisors and management team
Reporting Cycle	Quarterly
Desired Performance	Achieve the set target as per APP
Indicator Responsibility	Human Resources Capital Manager

Table 11: KPI 1.3.4

Indicator Title	1.3.4 Number of skills development programmes implemented for women, youth and people with disabilities
Definition	Encourage employees to use the organisation as an active learning environment by providing opportunities to acquire new skills and expand knowledge base
Source data	Attendance registers
Method of Calculation/ Assessment	Attendance registers of women, youth and people with disabilities who attended skills development courses
Assumptions	Sufficient funds and approved skills programme
Disaggregation of Beneficiaries (where applicable)	Women, Youth, Employee with disabilities
Reporting Cycle	Quarterly
Desired Performance	Achieve the set target as per APP
Indicator Responsibility	Human Resources Capital Manager

Table 12: KPI 1.3.5

Indicator Title	1.3.5 Percentage of women in the organisation
Definition	Fostering Innovation methods to ensure gender diversity in the organisation.
Source data	Payroll
Method of Calculation/ Assessment	Total number of female employees within the Regulator at year end / (divided by) total number of employees within the regulator at year end (expressed as percentage: x 100)
Assumptions	Sufficient funds and approve discretionary funding from SETA's and staff recruitment
Disaggregation of Beneficiaries (where applicable)	Women in the organisation
Reporting Cycle	Annually
Desired Performance	Achieve the set APP target on % of women in the organisation
Indicator Responsibility	Human Resources Capital Manager

Table 13: KPI 1.3.6

Indicator Title	1.3.7 Percentage of youth in the organisation
Definition	Increase youth representation within the organisation through implementation of structured recruitment methods and development programmes
Source data	Payroll
Method of Calculation/ Assessment	Total number of youth employees within the Regulator at year end / (divided by) total number of employees within the regulator at year end (expressed as percentage: x 100)
Assumptions	Sufficient funds and approve discretionary funding from SETA's and staff recruitment
Disaggregation of Beneficiaries (where applicable)	Youth in the organisation
Reporting Cycle	Annually
Desired Performance	Achieve the set target as per APP
Indicator Responsibility	Human Resources Capital Manager

Table 14: KPI 1.3.7

Indicator Title	1.3.7 Percentage of employees with disabilities
Definition	To ensure and maintain diversity and inclusion within the organisation through initiatives to recruit people with disability.
Source data	Payroll
Method of Calculation/ Assessment	Total number of employees with disabilities within the Regulator at year end/ (divided by) total number of employees within the regulator at year end (expressed as percentage: x 100)
Assumptions	Sufficient funds and approve discretionary funding from SETA's and staff recruitment
Disaggregation of Beneficiaries (where applicable)	People with disabilities
Reporting Cycle	Quarterly
Desired Performance	Achieve the set target as per APP
Indicator Responsibility	Human Resources Capital Manager

Table 15: KPI 1.4.1

Indicator Title	1.4.1 Percentage of Performance contracts concluded
Definition	To enhance accountability and establish expectations and use the contracts to take responsibility for own performance
Source data	Performance Contracts register
Method of Calculation/ Assessment	Total number of employees entered performance contract/workplans / (divided by) total number of employees v (non-submission and late submission) (expressed as percentage: x 100)
Assumptions	The signed performance contract/workplans
Disaggregation of Beneficiaries (where applicable)	% of full-time employees
Reporting Cycle	Quarterly
Desired Performance	Achieve the set target as per APP
Indicator Responsibility	Human Resources Capital Manager

Table 16: KPI 1.5.1

Indicator Title	1.5.1 Number of gender mainstreaming awareness interventions coordinated (all employees)
Definition	Ensure that organisational policies and programmes responds to the needs and interests of all its employees and benefits are distributed equally
Source data	Attendance register
Method of Calculation/ Assessment	Number of gender mainstreaming awareness coordinated
Assumptions	Approved gender mainstreaming awareness coordinated
Disaggregation of Beneficiaries (where applicable)	Full time employees, interns, and learners
Spatial Transformation (where applicable)	Females and Males Employees
Reporting Cycle	Quarterly
Desired Performance	Achieve the set target as per APP
Indicator Responsibility	Human Resources Capital Manager

Table 17: KPI 1.5.2

Indicator Title	1.5.2 Number of gender mainstreaming projects coordinated (both men and women)
Definition	Ensure that organisational policies and programmes responds to the needs and interests of all its employees and benefits are distributed equally.
Source data	Attendance register
Method of Calculation/ Assessment	Number of gender mainstreaming projects (men and women empowered) coordinated
Assumptions	Approved gender mainstreaming projects
Disaggregation of Beneficiaries (where applicable)	Shelters/NPO
Spatial Transformation (where applicable)	Female and Male
Reporting Cycle	Quarterly
Desired Performance	Achieve the set target as per APP
Indicator Responsibility	Human Resources Capital Manager

1.3. Communications

Table 18: KPI 1.6.1

Indicator Title	1.6.1 Number of engagements with stakeholders conducted
Definition	Engage stakeholder on matters that affect SADPMR and through meetings, conference/ summit, imbizos, exhibits and workshops
Source of data	Attendance register/minutes/ reports/ meeting invitations. engagement invitations.
Method of calculation/assessment	Count number of engagements with external and internal stakeholders and brand promotion activities conducted
Assumptions	Availability of stakeholders to engage
Disaggregation of beneficiaries where applicable)	General Public
Reporting Cycle	Quarterly
Desired performance	Actual performance to be higher than the set target
Indicator responsibility	Communications and KPCS Officer

Table 19: KPI 1.6.2

Indicator Title	1.6.2 Number of Collaboration with Community radio station
Definition	To collaborate with community radio stations via broadcasting interviews
Source Data	Attendance register / confirmation of Radio interview via emails
Method of Calculation/ Assessment	To promote mandate of the SADPMR with its stakeholder's new proposal
Assumptions	Availability of radio stations
Disaggregation of Beneficiaries (where applicable)	General public.
Reporting Cycle	Quarterly
Desired Performance	Achieved the set target as per Annual Performance plan
Indicator Responsibility	Communications and KPCS Officer

Table 20: KPI 1.6.3

Indicator Title	1.6.3 Number of KP bi/multilateral Engagements organised
Definition	These refers to ADPA engagements, KP Engagements, KP Review visit, KP Review Missions coordinated and attended.
Source Data	Data Collection: Minutes of the engagements, Communique, approved report by the CEO and meeting invitations
Method of Calculation/ Assessment	Number of bi/multilateral engagements held
Assumptions	All role players will be cooperative
Reporting Cycle	Quarterly
Desired Performance	Achieved the set target as per Annual Performance plan
Indicator Responsibility	Communications and KPCS Officer

Table 21: KPI 1.6.4

Indicator Title	1.6.4 Number of social media updates to promote brand SADPMR
Definition	Promotion of the SADPMR through social media platforms such as Facebook, Twitter LinkedIn, YouTube channels, website, and intranet
Source Data	Screenshots of the posts uploaded in the SADPMR digital platforms
Method of Calculation/ Assessment	Number of digital posts uploaded in the SADPMR digital platforms.
Assumptions	N/A.
Reporting Cycle	Quarterly
Desired Performance	Achieved the set target as per Annual Performance plan.
Indicator Responsibility	Communications and KPCS Officer.

1.4. Information Communication & Technology

Table 22: KPI 1.7.1

Indicator Title	1.7.1 Number of disaster recovery tests implemented
Definition	Replication of information from the primary to the secondary site to ensure business continuity if a disaster occurs
Source Data	Users sign off forms and test data on the secondary recovery
Method of Calculation/ Assessment	Results from the DR tests performed
Assumptions	Network and internet availability
Disaggregation of Beneficiaries (where applicable)	End User
Reporting Cycle	Quarterly
Desired Performance	Achieve the set target as per APP
Indicator Responsibility	Manager: Technology

Table 23: KPI 1.8.1

Indicator Title	1.8.1 Number of online applications developed
Definition	Implementation of the Online Webadmin, Electronic Management system and Administration applications
Source Data	User requirements, business process, test case and sign off
Method of Calculation/ Assessment	User acceptance signoff and User survey and reviews
Assumptions	Network and internet availability
Disaggregation of Beneficiaries (where applicable)	End User
Reporting Cycle	Quarterly
Desired Performance	Achieve the set target as per APP
Indicator Responsibility	Manager: Technology

Table 24: KPI 1.9.1

Indicator Title	1.9.1 Number of ICT security awareness campaigns implemented
Definition	Implementation of ICT awareness conducted
Source Data	End User ICT security awareness
Method of Calculation/ Assessment	The results of the security assessment conducted.
Assumptions	Network and internet availability
Disaggregation of Beneficiaries (where applicable)	End User
Reporting Cycle	Quarterly
Desired Performance	Achieve the set target as per APP
Indicator Responsibility	Manager: Technology

1.5. Governance

Table 25: KPI 1.10.1

Indicator Title	1.10.1 Number of Occupational Health and Safety initiatives implemented
Definition	Conduct Occupational Health and Safety audits/assessment and evacuation drills
Source Data	Record for emergency evacuation drills reports Contingency planning (Quarterly inspections and audits/assessment reports)
Method of Calculation/ Assessment	Count number of Occupational Health and Safety audits/assessments reports Count number of evacuation reports (Bi-annual)
Assumptions	All role players will participate
Reporting Cycle	Quarterly
Desired Performance	Actual performance to exceed the set target
Indicator Responsibility	General Manager: Governance

Table 26: KPI 1.11.1

Indicator Title	1.11.1 Number of security breaches occurred
Definition	Prevent security breaches from occurring in the SADPMR premises
Source Data	All reported / recorded security incidents
Method of Calculation/ Assessment	Count number of security incidents
Assumptions	No security breaches reported
Reporting Cycle	Quarterly
Desired Performance	100% prevention of security breaches
Indicator Responsibility	Manager: SRM

Table 27: KPI 1.11.2

Indicator Title	1.11.2 Number of Security Risk Mitigation measures implemented
Definition	Number of Fraud and Corruption awareness programmes as listed below: training /workshops and posters/pamphlets (annually) and conduct bi-annual physical security risk assessment
Source Data	Workshop presentation material or distributed material / posters Physical security risk assessment reports
Method of Calculation/ Assessment	Count number of workshops and or publications Count number of physical security risk assessment
Assumptions	Officials will be able to attend and apply skills learned from training and workshops Physical security measures will be implements
Reporting Cycle	Quarterly and bi-annual
Desired Performance	Actual performance to exceed the set target
Indicator Responsibility	General Manager: Governance

Table 28: KPI 1.12.1

Indicator Title	1.12.1 Percentage of referred matters addressed within 15 days
Definition	All proposed contracts or SLAs to be entered into between the SADPMR and external or internal stakeholders for vetting
Source Data	Contracts and SLAs to be vetted
Method of Calculation/ Assessment	Total number referred matters addressed within 15 days / (divided by) total number of matters referred (expressed as percentage: x 100)
Assumptions	100% of external opinions obtained
Reporting Cycle	Twice a year
Desired Performance	100%
Indicator Responsibility	General Manager: Governance

Table 29: KPI 1.12.12

Indicator Title	1.12.12 Percentage of written contract and SLA addressed within 15 days
Definition	All proposed contracts or SLAs to be entered into between the SADPMR and external or internal stakeholders for vetting
Source Data	Contracts and SLAs to be vetted
Method of Calculation/ Assessment	Total number of contracts and SLAs referred vetting addressed within 15 days / (divide by) total number of contracts and SLAs referred vetting (expressed as percentage: x 100)
Assumptions	100% of external opinions obtained
Reporting Cycle	Twice a year
Desired Performance	100%
Indicator Responsibility	General Manager: Governance

Table 30: KPI 1.13.1

Indicator Title	1.13.1 Audit Outcomes
Definition	Unqualified audit outcome opinion obtained from the Auditor General of South Africa (AGSA)
Source Data	AGSA Audit Report
Method of Calculation/ Assessment	N/A
Assumptions	No material audit findings from the AGSA
Reporting Cycle	2024/25 (Q2)
Desired Performance	Unqualified audit opinion without material misstatements (performance and financial statements)
Indicator Responsibility	CFO and All GMs

Table 31: KPI 1.13.2

Indicator Title	1.13.2 Number of Repeat Audit Findings
Definition	No repeat of audit findings by AGSA
Source Data	AGSA Final Management Report
Method of Calculation/ Assessment	Simple count
Assumptions	Audit findings agreed to by management on the report provided by the AGSA
Reporting Cycle	2024/25 (Q2)
Desired Performance	No repeat of 2023/24 audit findings by AGSA
Indicator Responsibility	CFO and All GMs

Table 32: KPI 1.13.3

Indicator Title	1.13.3 Number of Board Assessments Conducted
Definition	Conduct Internal and External Board Assessment with Board members and external service provider for submission to the DMRE on or before prescribed dates.
Source Data	External Service Provider Report
Method of Calculation/ Assessment	1 External Assessment conducted by External Service Provider
Assumptions	N/A
Reporting Cycle	Quarterly
Desired Performance	Conducted Internal and External Board Assessments and submitted to the DMRE on or before the prescribed dates.
Indicator Responsibility	General Manager Governance

Table 33: KPI 1.13.4

Indicator Title	1.13.4 Annual Report submitted to the Shareholder within required timeframe
Definition	Submission of Annual Report to DMRE on or before the prescribed date.
Source Data	Annual Report approved by the Board and submitted to DMRE
Method of Calculation/ Assessment	One Annual Report approved and submitted to DMRE
Assumptions	N/A
Reporting Cycle	Annually
Desired Performance	Approved Annual Report by the Board and submitted to the DMRE on or before the prescribed date.
Indicator Responsibility	General Manager Governance

Table 34: KPI 1.13.5

Indicator Title	1.13.5 Reviewed and updated Board Charter and Committees Terms of Reference
Definition	Annual Review and approval of the Board Charter and Committees Terms of Reference
Source Data	Reviewed and Approved Board Charter and Committee Terms of Reference
Method of Calculation/ Assessment	Reviewed and approve 1 Board Charter and 3 Committee Terms of Reference
Assumptions	N/A
Reporting Cycle	Annually
Desired Performance	Reviewed and Approved Board Charter and Committee Terms of Reference approved by the Board
Indicator Responsibility	General Manager Governance

Table 35: KPI 1.14.1

Indicator Title	1.14.1 Proposed legislative amendments approved by the Board and shared with the Department (DMRE)
Definition	SADPMR legislative amendment proposals
Source Data	(1) Internal and external inputs on challenges and problems encountered with Diamonds Act and Precious Metals Act implementation. (2) Internal and external proposals for addressing challenges with Diamonds Act and Precious Metals Act
Method of Calculation/ Assessment	(1) Collated internal and external inputs on challenges with Diamonds Act and Precious Metals Act (2) Collated proposals for addressing challenges with Diamonds Act and Precious Metals Act
Assumptions	It is assumed that legislative amendments will be made by the DMRE in 2023 and 2024
Reporting Cycle	Quarterly
Desired Performance	Board-Approved proposals for amendments to Diamonds Act and Precious Metals Act or Regulations under these Acts
Indicator Responsibility	Manager: Economic Resources

1.6. Office of the CEO

Table 36: KPI 1.15.1

Indicator Title:	1.15.1 Number of Research and Analysis Reports with Recommendations on emerging policy matters
Definition	Reports on Emerging Policy matters
Source Data	Primary research, published research and information and information from industry organisations
Method of Calculation/ Assessment	A compiled report (based on research and analysis) of an emerging policy matter
Assumptions	Funds will be available for primary research and purchase of data and published reports
Reporting Cycle	Annually
Desired Performance	Performance must meet target
Indicator Responsibility	Manager: Economic Resources

Table 37: KPI 1.16.1

Indicator Title:	1.16.1 Number of Industry Annual Reviews
Definition	Diamond and Precious Metals Industry Annual Reviews
Source Data	Registers, Web Admin System, Information Submission Forms, DMRE Mining Statistics, SARS trade statistics, KP Statistics, DEEC tender data, Published Reports
Method of Calculation/ Assessment	(1) Compiled report reviewing diamond industry for previous year. (2) Compiled report reviewing precious metals industry for previous year
Assumptions	Statistics would have been captured or published
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally and globally
Reporting Cycle	Annually
Desired Performance	Two annual reviews: One for Diamonds and one for Precious Metals
Indicator Responsibility	Manager: Economic Resources

Table 38: KPI 1.17.1

Indicator Title:	1.17.1 Research Report with Recommendations on: Benchmarking global Diamond or Precious metals Trade centres
Definition	Global Diamond or Precious Metal Trade Centres benchmarking
Source Data	Data from various diamond or precious metal regulators and trading centres globally
Method of Calculation/ Assessment	Compiled diamond or precious metal regulators and trading centres benchmarking report
Assumptions	Information will be obtainable from different regulators and diamond or precious metal trade centre's globally
Spatial Transformation (where applicable)	By country with a diamond or precious metal regulator or trade centre
Reporting Cycle	Annually
Desired Performance	One benchmarking report per annum
Indicator Responsibility	Manager: Economic Resources

Table 39: KPI 1.18.1

Indicator Title	1.18.1 Number of articles on diamond and precious metals industries published
Definition	Published articles on diamond and precious metals industries
Source of data	Publications (articles/internal newsletter) for internal and external stakeholders; Research and Analysis
Method of calculation/assessment	Count the number of (SADPMR) published articles on social media, SADPMR Newsletter or SADPMR website
Assumptions	There will be regular contributions of articles from the core Divisions of the SADPMR
Reporting Cycle	Quarterly
Desired performance	Actual performance to be higher than the set target
Indicator responsibility	Manager: Economic Resources

Table 40: KPI 1.19.1

Indicator Title	1.19.1 Number of PGM's Promotional projects in South Africa
Definition	Conducting of PGM's promotional projects in South Africa through two projects: (1) Publication of PGMs in South Africa (2) Commemoration of the Centenary of the discovery of PGM deposits in South Africa
Source of data	(1) For PGMs in South Africa, source of data will be primary research, annual reports and other publications of mining companies, Minerals Council data and information and data and information from the DMRE. (2) For the PGMs Centenary Commemoration source of data will relate to launch of the project and the projects' activities and milestones
Method of calculation/assessment	(1) For PGMs in South Africa, this will be a compiled report on PGMs in South Africa (2) For the PGMs Centenary Commemoration, this will be evidence of the Launch of the projects and the projects' activities and milestones
Assumptions	Cooperation from PGM mining or refining companies, the DMRE and the Council for Geoscience
Reporting Cycle	Quarterly
Desired performance	Actual performance to meet target
Indicator responsibility	Manager: Economic Resources

Table 41: KPI 1.20.1

Indicator Title	1.20.1 Completion and implementation of Pilot Project to digitalize Kimberley Process Certificates (KPCs)
Definition	Pilot Project to digitalize Kimberley Process Certificates
Source of data	Project Plan; Business Process Mapping, Development, User Acceptance Sign-off
Method of calculation/assessment	User Acceptance Sign-off. Digital KPC for South Africa
Assumptions	Funds will be available for project execution
Reporting Cycle	Once-off at the end of Q3-2024/25
Desired performance	Performance must meet target
Indicator responsibility	Manager: Economic Resources

2. Programme 2: Trade (Diamond Valuation and Diamond Exchange and Export Centre)

2.1. Diamond Valuation

Table 42: KPI 2.1.1

Indicator Title	2.1.1 Percentage of diamonds verified for fair market value
Definition	Sort the diamonds, examination / valuation and verify price difference on FMV, 10% price difference for producers and 20% price difference for diamond imports and exports
Source Data	Valuation certificates and import and exports endorsement
Method of Calculation/ Assessment	Total number of diamonds valued and verified / (divided by) total number of diamonds produced (expressed as percentage: x 100)
Assumptions	Clients will be trading in fair market value
Reporting Cycle	Quarterly
Desired Performance	Actual performance to exceed the set target
Indicator Responsibility	Manager DV

Table 43: KPI 2.2.1

Indicator Title	2.2.1 Percentage of polished diamonds verified
Definition	Conduct valuation on diamond to detect undisclosed polished synthetic diamonds
Source Data	Diamond valuation certificates
Method of Calculation/ Assessment	Number of polished diamond subjected to valuation to detect undisclosed synthetic diamonds / (divided by) Percentage of polished diamond subjected to valuation (expressed as percentage: x 100)
Assumptions	All parcels will be submitted for valuation
Reporting Cycle	Quarterly
Desired Performance	Actual performance to exceed than the set target
Indicator Responsibility	Manager DV

Table 44: KPI 2.3.1

Indicator Title	2.3.1 Percentage of melee rough diamonds submitted at DEEC subjected to synthetic detection
Definition	Detection of undisclosed rough synthetic / lab-grown diamonds
Source Data	Synthetic diamond workings
Method of Calculation/ Assessment	2% sample of each rough melee diamond parcel received will be subjected to synthetic detection
Assumptions	Melee diamonds will be received at the DEEC
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to exceed than the set target
Indicator Responsibility	Manager: DV

Table 45: KPI 2.4.1

Indicator Title	2.4.1 Number of lost diamonds allowed
Definition	Prevent loss of diamonds from occurring in the DEEC
Source Data	Recorded diamond losses
Method of Calculation/ Assessment	Count number loses of diamonds
Assumptions	Incidents will be reported /recorded
Reporting Cycle	Quarterly
Desired Performance	Actual performance be zero
Indicator Responsibility	General Manager: Trade

Table 46: KPI 3.1.1

Indicator Title	3.1.1 Number of trained new entrants
Definition	Training on diamond planning, marking, sorting, diamond pricing and valuation
Source Data	New entrants, selected from the induction programme facilitated by the Licensing Division and any other requests for training Source: Attendance register and training programme on valuation
Method of Calculation/ Assessment	Count number of trainees
Assumptions	New licensees will be available for training
Reporting Cycle	Quarterly
Desired Performance	Actual performance to exceed the set target
Indicator Responsibility	Manager DV

Table 47: KPI 3.1.2

Indicator Title	3.1.2 Number of impact assessment reports for former trainees
Definition	Monitor and evaluate the trainees progress in the industry after training
Source Data	Former trainees, monitored and evaluated after finishing training on diamond planning, marking, sorting, diamond pricing and valuation. Source: Monitoring and evaluation reports
Method of Calculation/ Assessment	Count number of valuation reports
Assumptions	Former trainees will be available for evaluation
Reporting Cycle	Quarterly
Desired Performance	Actual performance to exceed the set target
Indicator Responsibility	Manager DV

2.2. Diamond Exchange and Export Centre

Table 48: KPI 2.5.1

Indicator Title	2.5.1 Number of quarterly imports, exports statistics reports and KP annual report submitted
Definition	Submit quarterly statistics and annual report
Source Data	Data Collection: Declared imports, exports, and annual report. Source: Number of submitted quarterly reports on imports, exports annual reports uploaded in the KP website with 90 days after the end of the quarter
Method of Calculation/ Assessment	Number of reports submitted
Assumptions	All role players will be cooperative
Reporting Cycle	Quarterly
Desired Performance	Non-cumulative target
Indicator Responsibility	Manager: DEEC

Table 49: KPI 4.1.1

Indicator Title	4.1.1 Number of dealers accessing the DEEC for the first time
Definition	Number of Dealers accessing the DEEC for services for the first time
Source Data	New diamond Dealers participating at the DEEC
Method of Calculation/ Assessment	Count the number of Dealers accessing the DEEC for services for the first time
Assumptions	Local Dealers will be active in business
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to exceed the set target
Indicator Responsibility	Manager: DEEC

Table 50: KPI 4.1.2

Indicator Title	4.1.2 Number of Beneficiators accessing the DEEC for the first time
Definition	Number of Beneficiators accessing the DEEC for services for the first time
Source Data	New diamond Beneficiators participating at the DEEC
Method of Calculation/ Assessment	Count the number of Beneficiators accessing the DEEC for services for the first time
Assumptions	Local Beneficiators will be active in business
Reporting Cycle	Quarterly
Desired Performance	Actual performance to exceed the set target
Indicator Responsibility	Manager: DEEC

3. Programme 3: Regulatory Compliance (Regulation and Inspectorate)

3.1. Regulation

Table 51: KPI 1.21.1

Indicator Title	1.21.1 Percentage of licenses applications finalised
Definition	Precious minerals applications received, processed, and issued/refused
Source Data	Applications received
Method of Calculation/ Assessment	Number of precious metals licenses finalised within 60 days divided by the Number of precious metals license applications received
Assumptions	All diamond applications will be received, processed, and approved/refused.
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Regulations

Table 52: KPI 1.22.1

Indicator Title	1.22.1 Percentage of licenses applications finalised
Definition	Diamonds applications received, processed, and issued/refused.
Source Data	Applications received
Method of Calculation/ Assessment	Number of diamonds licenses finalised within 60 days divided by the number of diamonds license applications received
Assumptions	All diamond applications will be received, processed, and approved/refused.
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Regulations

Table 53: KPI 1.23.1

Indicator Title	1.23.1 Percentage of beneficiation licenses finalised
Definition	Diamond and Precious Metals beneficiation applications received, processed, and issued/refused within the legislated timeframe
Source Data	List of beneficiation licenses finalised
Method of Calculation/ Assessment	Number of diamonds and precious metals beneficiation licenses finalised within 60 days divided by the number of diamonds and precious metals license applications received
Assumptions	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be in line with the target
Indicator Responsibility	Manager: Regulations

3.2. Inspectorate

Table 54: KPI 2.6.1

Indicator Title	2.6.1 Number of inspections conducted in licensed precious metals premises
Definition	Number of compliance inspections conducted at premises of precious metal licensees/permit holders and applicants.
Source Data	Inspection Reports
Method of Calculation/ Assessment	Each signed Inspection Report is counted
Assumptions	A signature after “Findings noted by applicant/Licensee” is assumed to be confirmation that an inspection was conducted.
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Inspectorate

Table 55: KPI 2.6.2

Indicator Title	2.6.2 Number of diamond register analysis conducted.
Definition	Number of diamond register analysis conducted for diamond licences/permits holders
Source Data	Register Analysis Reports
Method of Calculation/ Assessment	Each signed register analysis Report is counted
Assumptions	Registers will be submitted by licensees.
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Inspectorate

Table 56: KPI 2.6.3

Indicator Title	2.6.3 Percentage of non-compliance notices issued relative to non-compliance incidents identified
Definition	Enforcement actions undertaken on non-compliant licensees
Source Data	Enforcement of compliance in accordance with the applicable procedure.
Method of Calculation/ Assessment	Number of non-compliance notices issued /) divided by) total number of non-compliant incidents identified (expressed as percentage: x 100)
Assumptions	There will be non-compliance incidents identified* *In cases where non-compliance notices are not issued in accordance with the enforcement procedure, this KPI will not be measured
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be in line with the target
Indicator Responsibility	Manager: Inspectorate

Table 57: KPI 2.6.4

Indicator Title	2.6.4 Number of precious metals joint inspections conducted with law enforcement stakeholders
Definition	Joint inspections with relevant law enforcement stakeholders
Source Data	Disruptive/Joint Inspection reports
Method of Calculation/ Assessment	Count the number of Disruptive/Joint Inspection reports signed by respective managers of SADPMR and the law enforcement stakeholders
Assumptions	It is assumed that such joint inspections are permitted by legislation and that such law enforcement stakeholders are willing to conduct such inspections with the SADPMR
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Inspectorate

Table 58: KPI 2.6.5

Indicator Title	2.6.5 Number of diamond joint inspections conducted with law enforcement stakeholders
Definition	Joint Diamond inspections with relevant law enforcement stakeholders
Source Data	Joint Inspection reports Observations during joint Inspections
Method of Calculation/ Assessment	Count the number of Disruptive/Joint Inspection reports signed by respective managers of SADPMR and other law enforcement stakeholder, and express as percentage of total anomalies requiring further investigation identified
Assumptions	Clients' businesses will be open and operational during disruptive/ joint inspections
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Inspectorate

Table 59: KPI 2.6.6

Indicator Title	2.6.6 Number of audits conducted on high-risk precious metals refining licenses/ permits
Definition	Number of audits conducted on high-risk precious metals refining licenses/ permits
Source Data	Audit Reports
Method of Calculation/ Assessment	Each Signed Audit Report is counted
Assumptions	High risk precious metals refineries will be identified.
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Inspectorate

Table 60: KPI 2.7.1

Indicator Title	2.7.1 Number of diamond register analysis conducted.
Definition	Number of diamond analysis conducted for diamond licences/permits holders
Source Data	Register Analysis Reports
Method of Calculation/ Assessment	Each signed register analysis Report is counted
Assumptions	Registers will be submitted by licensees
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Inspectorate

Table 61: KPI 2.7.2

Indicator Title	2.7.2 Number of precious metals register analysis conducted.
Definition	Number of precious metals register analysis conducted for precious metals licences/permits holders
Source Data	Register Analysis Reports
Method of Calculation/ Assessment	Each signed register analysis Report is counted
Assumptions	Registers will be submitted by licensees.
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Inspectorate

Table 62: KPI 3.3.1

Indicator Title	3.3.1 Number of assisted inactive licensees through relevant interventions (Diamonds)
Definition	Number of inactive Diamond Beneficiation licensees assisted
Source Data	<ul style="list-style-type: none"> Inspection reports identifying challenges of the inactive Diamond Beneficiation Licensee or Evidence of information/advice/assistance provided by the Inspectorate Division, or Evidence of intervention(s) undertaken
Method of Calculation/ Assessment	Count the number of inactive Diamond Beneficiation Licensee assisted as evidenced by intervention or information or advice or assistance provided
Assumptions	Diamond beneficiation licensees will be receptive to assistance, and assistance by the Inspectorate Division is feasible
Reporting Cycle	Quarterly
Desired Performance	Higher number of inactive diamond beneficiation license holders assisted is desirable
Indicator Responsibility	Manager: Inspectorate

Table 63: KPI 3.3.2

Indicator Title	3.3.2 Number of assisted inactive licensees through relevant interventions (Precious Metals)
Definition	Number of reactivated Jeweller's Permit holders
Source Data	<ul style="list-style-type: none"> Inspection reports identifying challenges of the inactive Jeweller's Permit holders, or Evidence of information/advice/assistance provided by the Inspectorate Division, or Evidence of intervention(s) undertaken
Method of Calculation/ Assessment	Count the number of inactive jeweller's permit holders assisted as evidenced by intervention or information or advice or assistance provided
Assumptions	Inactive jeweller's permit holders will be receptive to assistance, and assistance by the Inspectorate Division is feasible
Reporting Cycle	Quarterly
Desired Performance	Higher number of inactive jeweller's permit holders assisted is desirable
Indicator Responsibility	Manager: Inspectorate

Table 64: KPI 3.4.1

Indicator Title	3.4.1 Percentage of recommended export approval applications meeting local demand
Definition	Evaluate the provision for local demand
Source Data	Export Approval memorandum/ Evaluation reports
Method of Calculation/ Assessment	Number of evaluated export approval applications meeting local demand / (divided by) Number of export applications recommended for approval (expressed as percentage: x 100)
Assumptions	Applicants will meet the local demand
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Inspectorate

Table 65: KPI 4.2.1

Indicator Title	4.2.1 Number of licensees assessed
Definition	Assess licensees through information received from licensees contacted
Source Data	Signed verification data form
Method of Calculation/ Assessment	Count the number of assessments conducted
Assumptions	Clients will submit all information required since there is no binding legislative provision requiring assessment of transformation.
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Inspectorate

Table 66: KPI 4.3.1

Indicator Title	Number of enterprises developed
Definition	Development of entrepreneurs/small, medium, and micro enterprises to promote economic growth
Source Data	Minutes of meetings or Memorandum of Agreements (MoAs) / Memorandum of Understanding (where applicable), Terms of Reference (ToR), progress reports or contacts
Method of Calculation/ Assessment	Count the number of new enterprises developed/partnerships created through one/ more of the source data.
Assumptions	Licensees will assist entrepreneurs through enterprise development projects
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Inspectorate

Table 67: KPI 4.3.2

Indicator Title	4.3.2 Number of enterprises maintained
Definition	Maintaining of existing entrepreneurs/small, medium, and micro enterprises projects to promote economic growth
Source Data	Minutes of meetings or Memorandum of Agreements (MoAs) / Memorandum of Understanding (where applicable), Terms of Reference (ToR), progress reports or contacts
Method of Calculation/ Assessment	Count the number of monitoring reports/ MoAs / MoUs, ToRs or contracts for enterprises partnerships maintained
Assumptions	Licensees will assist entrepreneurs through enterprise development projects
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Inspectorate

Table 68: KPI 4.3.3

Indicator Title	4.3.3 Number of Enterprises/ partnerships monitored
Definition	Monitoring the implementation of enterprises / partnerships
Source Data	Received and assessed progress implementation reports or minutes of meetings
Method of Calculation/ Assessment	Number of progress reports assessed
Assumptions	The licensee will submit progress implementation reports or attend meetings
Reporting Cycle	Bi-annually
Desired Performance	Actual performance to be in line with the set target
Indicator Responsibility	Manager: Inspectorate

Table 69: KPI 4.4.1

Indicator Title	4.4.1 Number of HDP licenses issued
Definition	Issue licenses to HDP's including women, youth, and persons with disabilities
Source Data	List of licenses issued
Method of Calculation/ Assessment	Count the number of licenses issued
Assumptions	All applications from HDP's, women, youth and persons with disabilities are received complete
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Regulations

SOUTH AFRICAN DIAMOND AND PRECIOUS METALS REGULATOR

BUDGET PROPOSAL

				Baseline	MTEF		
Audited Results 2021/22	Unaudited Results 2022/23	Description	Ref	Approved Budget 2023/24	Revised Budget Estimate 2024/25	Revised Budget Estimate 2025/26	Revised Budget Estimate 2026/27
		REVENUE					
62 027 000	62 894 000	Grant Received		63 136 000	59 921 000	62 558 000	65 460 000
54 194 550	56 181 812	Service Fees	ANNEX 1	49 350 750	58 887 864	64 776 650	69 732 160
3 078 000	3 749 000	Licence and permits	ANNEX 2	2 364 000	3 180 500	3 498 550	3 848 405
2 558 736	4 801 578	Interest Received	ANNEX 3	2 310 192	6 493 344	7 142 678	7 856 946
860 153	784 378	Other income	ANNEX 4	155 000	137 300	151 030	166 133
122 718 439	128 410 768	Total revenue		117 315 942	128 620 008	138 126 909	147 063 644
		EXPENDITURE					
176 066	231 517	Administration		239 585	296 520	310 456	324 737
2 743 219	2 877 472	Audit Fees - External Audit		2 476 457	2 962 928	3 102 186	3 244 886
-	248 926	Audit Fees - Internal Audit		450 000	-	(45 039)	(10 175)
1 276 340	1 337 608	Board	ANNEX 5	1 672 955	1 550 000	1 548 688	1 619 927
562 956	293 875	Cleaning		428 667	331 440	347 018	362 980
5 000	8 000	CSI Programmes		15 000	16 800	17 590	18 399
45 981	97 456	Cost Of Sale		-	100 000	104 700	109 516
313 739	1 048 509	Domestic Travel	ANNEX 6	1 086 084	871 022	628 024	675 264
85 445	40 250	Hiring		75 000	96 900	97 083	80 423
53 360	62 639	Hospitality		140 208	92 521	114 208	121 555
10 525	96 626	Inspection		356 866	298 914	323 324	338 197
1 211 004	667 062	Insurance		1 370 523	1 175 004	1 750 229	1 816 820
206 192	228 463	International travel	ANNEX 7	702 090	827 460	866 351	906 203
434 456	337 499	Inventory		812 500	475 568	507 320	539 856
-	643	Interest Paid		-	-	-	-
20 737	141 376	Kimberley Process		400 000	861 000	901 467	942 934
1 462 034	1 081 930	Legal Fees		1 165 000	1 172 531	1 322 303	1 470 759
2 313 875	2 597 256	Licences	ANNEX 8	1 794 000	2 663 400	2 788 580	2 916 854
220 000	327 078	Motor Vehicle Expenses		563 913	350 000	435 552	455 587
5 694 476	7 259 946	Office Lease	ANNEX 9	5 038 364	6 931 392	7 257 167	7 590 997
1 347 646	791 918	Office Lease - Municipal Rates, Taxes and Electricity		1 500 000	1 000 000	1 047 000	1 095 162
235 124	-	Organizational Change Management		240 000	200 000	214 100	228 549
69 600	220 462	Strategic Planning		250 000	200 000	157 050	164 274
20 631	6 341	Postage and courier		22 681	23 400	24 500	25 627
127 421	855 326	Public Relations	ANNEX 10	1 390 000	1 610 286	1 792 665	2 375 576
-	-	Publications		15 000	-	-	-
172 161	52 456	Recruitment and selection costs		60 000	61 200	64 076	67 024
1 063 052	866 469	Repairs and maintenance		492 004	564 000	500 038	546 720
1 265 341	173 918	Relocation		-	-	-	-
1 216 357	1 165 448	Security		1 550 400	1 850 000	1 950 000	2 050 000
2 977	53 082	Staff recognition		84 000	99 996	104 696	109 512
80 389 518	79 916 147	Staff Remuneration	ANNEX 12	85 274 662	93 921 051	99 556 314	105 529 693
-	2 856 518	Performance bonus	ANNEX 12	-	-	-	-
-	-	Salary benchmark	ANNEX 12	-	1 000 000	3 051 414	3 335 149
162 013	199 631	Staff Welfare		420 000	450 000	471 150	492 823
223 632	316 690	Support services		297 980	188 000	198 716	209 697
110 652	109 467	Subscriptions		217 498	140 520	94 774	99 134
2 479 198	3 104 015	Telecommunication	ANNEX 13	3 085 137	2 940 529	3 454 098	3 597 681

SOUTH AFRICAN DIAMOND AND PRECIOUS METALS REGULATOR

BUDGET PROPOSAL

				Baseline	MTEF		
Audited Results 2021/22	Unaudited Results 2022/23	Description	Ref	Approved Budget 2023/24	Revised Budget Estimate 2024/25	Revised Budget Estimate 2025/26	Revised Budget Estimate 2026/27
697 869	1 061 489	Training and Development		650 000	1 500 000	1 570 500	1 642 743
40 165	60 634	Transformation		75 000	-	-	-
25 324	71 692	Venue & Facilities		40 934	48 000	50 256	52 568
195 572	250 822	Warehousing		150 932	156 000	163 332	170 845
106 679 661	111 116 656	Total expenditure excluding non-cash expenditure		114 603 440	127 026 383	136 841 885	145 318 497
		Surplus excluding non cash expenditure			1 593 625	1 285 023	1 745 147

SOUTH AFRICAN DIAMOND AND PRECIOUS METALS REGULATOR

BUDGET PROPOSAL

			Baseline	MTEF			
Audited Results 2021/22	Unaudited Results 2022/23	Description	Ref	Approved Budget 2023/24	Revised Budget Estimate 2024/25	Revised Budget Estimate 2025/26	Revised Budget Estimate 2026/27
		Non-cash expenditure					
1 510 019	1 691 807	Depreciation and Amortisation		1 407 842	1 053 036	719 047	1 153 135
(182 414)	(75 533)	Debtors Impairment		25 000	-	-	-
54 988	53 526	Finance Charges		26 291	50 370	52 737	55 163
(921 021)	(134 297)	Leave Provision Adjustment		120 000	120 000	125 640	131 419
2 334 196	220 000	Medical Expenses-Retired Staff		163 569	370 219	387 599	405 429
-	199 819	Bad debts written off		-	-	-	-
(19 207)	12 439	Fair Value Adjustment		-	-	-	-
233 869	(48 328)	Gains/Losses on Foreign Exchange		-	-	-	-
1 260 351	246 673	Surplus/(Deficit) on disposal of assets		-	-	-	-
4 270 781	2 166 106	Total non-cash expenditure		1 742 702	1 593 625	1 285 023	1 745 147
110 950 442	113 282 763	Total expenditure including non-cash expenditure		116 346 142	128 620 008	138 126 909	147 063 644
11 767 997	15 128 005	Surplus for the period		969 800	-	-	-