



**SOUTH AFRICAN DIAMOND AND
PRECIOUS METALS REGULATOR**

**SOUTH AFRICAN DIAMOND AND PRECIOUS METALS
REGULATOR**

**ANNUAL PERFORMANCE PLAN FOR
2021/2022**

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ACCOUNTING OFFICER STATEMENT

It is a great honour to present the five-year Strategic Plan for 2018-2022 of the South African Diamond Precious Metals Regulator (SADPMR). This plan is informed by the Five Priority Areas of the Government, the Medium-Term Strategic Framework (MTSF) the Twelve Strategic Outcomes as well as the National Development Plan (NDP), to which all Government Departments and State-Owned Entities must subscribe to and act upon.

The Strategic Plan 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 prescribed by the National Treasury. The Performance Plan has three budget programmes:

- Programme 1: Administration
- Programme 2: Diamond 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).

Following the Cabinet decision to approve the NDP, the SADPMR had to align its strategic objectives to that of the NDP. The Strategic Plan also embodies the priorities of the Minister of Mineral Resources and Energy, the Board and management of the SADPMR. We appreciate the invaluable feedback received during the strategic planning process

In this Performance Plan, we have provided a high-level overview of how we will focus our efforts in carrying out the SADPMR mission. 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 five-year Performance Plan, focussing 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 in these difficult times.

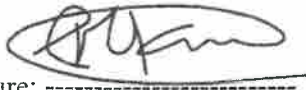


CHIEF EXECUTIVE OFFICER
MR CECIL KHOSA

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 endeavour to achieve during 2021/2022.



15/01/2021

Signature: -----

General Manager: Corporate Services



15/01/2021

Signature: -----

General Manager: Legal Services



Signature: -----

2021/01/15

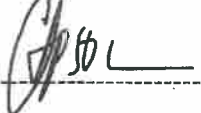
General Manager: Diamond Trade



Signature: -----

15/01/2021

Acting General Manager: Regulatory Compliance



Signature: -----

15/01/2021

Chief Financial Officer



Signature: -----

15/01/2021

Acting Company Secretary



Signature: -----

15/01/2021

Accounting Officer

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.

In doing so, the SADPMR promotes and implements the constitutional right to freedom of trade, occupation or profession freely in terms of Section 22 of the Constitution of the South Africa.

Furthermore, the SADPMR's administrative processes adhere to the right of Just Administrative Action in terms of Section 33 of The Promotion of Administrative Justice Act, when processing and issuing licenses/ permits to applicants. As the holder of private information of citizens, in terms of Section 32 of Access to Information the SADPMR adheres to license/permit holder's information.

The SADPMR when issuing licenses/permits is legislatively mandated to implement the provisions of the Mining Charter which promotes transformation imperatives in terms of the Limitation of Rights as described in Section 36 of the Constitution.

2. Legislative and Policy Mandate

The SADPMR was established in terms of the Diamonds Act 56 of 1986 (as amended). The SADPMR derives its mandate from the Diamonds Act and the Precious Metals Act 37 of 2005, which mandate 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;
- To promote the sound development of diamond and Precious Metals undertakings in the Republic;

- To implement, administer and control all matters relating to the purchase, sale, beneficiation, import and export of Diamonds and Precious Metals of the Republic

SADPMR is a Schedule 3A Public Entity in terms of the Public Finance Management Act, 1999 (Act No.1 of 1999). It was established in terms of Section 3 of the Diamond Act, 1986(Act No. 56 of 1986) as amended.

3. Updates to Relevant Court Rulings

Mineral Council of South Africa v Minister of Minerals Resources and Energy and South African Diamonds and Precious Metals Regulator.

The Mineral Council of South Africa (MCSA) has recently brought a review application against the DMRE and the SADPMR. The review application seeks to challenge certain clauses in the Mining Charter 2018, which clauses are viewed by MCSA to be inconsistent with the Constitution. The DMRE and the SADPMR are opposing the said application by the MCSA. It should however be noted that the matter is still sub-judice.

PART B: OUR STRATEGIC FOCUS

1. Situational Analysis

1.1 Political Factor

South Africa remains the only African country that is a member of Global 20 (G20), this status has paved ways for the country to influence global political agenda. The economic structures such as Brazil, Russian Federation, India, the Peoples' Republic of China and South Africa (BRICS) also created a good platform for promotion of national interest and setting the economic agenda.

South Africa is dedicated to African unity and integration within the framework of the Constitutive Act of the African Union (AU). This includes the strengthening of continental institutions, which are critical in responding to the challenges of poverty, underdevelopment, lack of security and instability on the continent.

As a member of AU, South Africa will remain aligned to the initiatives of the Africa Mining Vision. The country is committed to ensuring that the extraction and processing of its raw materials benefit the workers and communities. The country further ensures that sustainable jobs and entrepreneurs are created within the mining industry, with HDP's particularly women and youth.

South Africa remains a member African Diamond Producers Association (ADPA). ADPA promotes the production and trade of diamonds within Africa. It also promotes the development of policies in the diamond sector in member countries that would facilitate investments and sustainable development. Furthermore, it promotes the improvement of policies for the diamond sector, considering the need to harmonize the policies based on the formalization of the artisanal, small-scale, semi-industrial and industrial sectors. As a member, South Africa has an opportunity to strengthen regional corporation by playing an important role in promoting trade in diamonds.

South Africa continues to influence the global community in combating illicit trade in the precious metals value chain. South Africa is leading the team of researchers who are tasked to provide strategic interventions in fighting illicit trade in precious metals. The team presented its first report to United Nations Interregional Crime and Justice Research Institute (UNICRI).

1.2 Economic Factors

South Africa still remain a one of the world's richest countries in terms of mineral reserves and also have large scale of active mining. South Africa is the largest platinum producing country in the world by a significant margin. Its annual production is around 130 metric tons, over the last decade which accounts nearly to 70% of the world total platinum output. Platinum and manganese remain top in the list of global reserves with an estimated 80% and 70% respectively. South Africa maintains it numbers one spot in chrome production, with an estimate of 15 million MT production annually. The COVID 19 lockdown restrictions impacted on the production levels of minerals which resulted in job losses. The interest rate has been lowered and that had a positive impact on easing the funding landscape for the producers and beneficators in the mineral industries. The repo rate has significantly been reduced which serves as an incentive for those who funding to resuscitate their businesses.

African countries are yet to celebrate the results of the African Continental Free Trade Area (AFCFTA) agreement, which is expected to create a single market for goods, services and movement of persons and also increase intra-Africa trade and deepen African economic integration. The success of AFCFTA is reliant on policy shift from all signatories. The African single market needs all role players to introduce policies that are focused to promote intra-Africa trade.

The successful integrated regional trade can't achieve its desired outcomes if current structures and policies remain the same in Africa. South Africa, like all other signatories of AFCFTA is not immune to these challenges. There is a need to review tax on goods imported from Africa. This review will form part of policy shift that is focused in promoting intra-Africa trade under the auspice of AFCFTA. Unpolished (rough) diamond trade is one of the commodities that will benefit from the policy shift. South Africa is missing on the opportunities that exist in the diamond trade market. Some SADEC countries has introduces changes in diamond trade policies, these changes allow for local trade and opened opportunities for South African companies to trade in SADEC. However, these opportunities are not benefiting South Africa companies since import tax remain a challenge for regional trade. Instead of these diamonds imported to South Africa, they still follow the old trade routes to foreign markets, where imports are free hence the fast development of Dubai diamond trade.

South Africa is witnessing the presence of polished synthetic diamonds in the market. In the past years, South Africa was facilitating imports of synthetic powder but recently the market has experienced a presence of synthetic stones. The proliferation of these stones has the potential of reducing the true value of natural diamonds. SADPMR introduced and continued to implement the synthetic diamonds strategy in order to protect the natural diamond market against undeclared synthetic diamonds.

The decline in the global economic growth that is perpetuated by Covid-19 Pandemic has caused a devastating effect in the markets and sent ripple effects throughout the world. The scourge of Covid-19 has affected the normal trade due to global lockdown, this situation has a negative impact on the diamond beneficiators whose major market is based in these economies that has been hit hard by COVID -19 Pandemic. This has affected local diamond manufacturing and also affect employment in the industry.

The reduction of rough diamond prices came at right time for beneficiators but it affects the revenue collection for the State.

1.3 Social Factors

South Africa has recorded an increased unemployment rate which is currently standing at 29% compared to the 27% recorded in the second quarter of 2018 (STATS SA report, 2018 and 2019). In 2020, the COVID 19 and the associated national lockdown has worsened unemployment levels in the country compared to 2018 and 2019. As such, poverty levels are continuing to deepen and this has an impact on the livelihood of the people of South Africa.

The SADPMR will continue to collaborate with supporting agencies and private sector to assists new and skilled entrants in the diamonds and precious metals industries and expand partnerships with other government agencies as well as private sector companies. 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.

1.4 Legal Factors

The Mining Charter was developed in terms of Section 100 of the Mineral and Petroleum Resources Development Act (MPRDA), Act No. 28 of 2002 with the aim of transforming the mining industry. The finalisation of Mining Charter III provides emphasis on transformation of the industry and ensures meaningful participation for HDP's, particularly women and youth. This Charter further clarifies the implementation of the elements to be satisfied.

The National Beneficiation Strategy remains a solid policy of government, which has inspired other countries to follow suite. The Diamonds Act, 1986 as amended and Precious Metals Acts 2005 continue to provide an example of a well-functioning regulatory regime to other developing African and South American economies. However, there are challenges encountered in implementing the legislation. The SADPMR in conjunction with the DMR will embark in the process of amending these two pieces of legislation, once the amendments to the MPRDA have been finalized.

1.5 Environmental Factors

The precious metals industry by its nature contribute to air emissions and hazardous waste through smelting, refining and processing, which contributes to environmental degradation. The SADPMR requires the applicant to comply with National Environment Management Act (NEMA), 1998 in tandem with the NEMA authority's implementation.

In July 2019 the Carbon Tax Act, Act 15 of 2019 was implemented to meet South Africa's commitments of the Paris Agreement on Climate Change by holding business accountable for their carbon emissions and greenhouse gases.

COVID 19 pandemic has accelerated the response for the call to green economy by promoting a paperless environment through the adoption of online submissions for license applications

1.6 Technological Factors

South Africa is still ranked in the top 10 diamond producing countries, therefore it is still important to continue to invest in advanced technology in order to prevent the undeclared synthetic diamonds to enter 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.

COVID 19 created an opportunity to fastrack the digital transformation journey through operating in remote environment

2. SWOT ANALYSIS

2.1 Strengths of the SADPMR

2.1.1 Skilled and Experienced Staff

The SADPMR continues to invest in specialised skills in ensuring sustainable service delivery. 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. The retention rate of the Regulator has been the same for the past years.

2.2 Weaknesses of the SADPMR

2.2.1 Lack of awareness of the SADPMR

The SADPMR needs to increase its visibility and involvement locally and globally, communicate with relevant stakeholders and establish forums with enforcement agencies and associations within the industry. The SADPMR will continue to create awareness through the implementation of the SADPMR Marketing Strategy.

2.3 Opportunities

2.3.1 Membership in BRICS

Involvement of South Africa in BRICS, opens the country to a broader market. The skills and technology that these countries possess can help small role players in the sectors to

benefit from South African's involvement, especially in the diamond and jewellery manufacturing with polishing of *melee*.

2.3.2. African Continental Free Trade Area Agreement (AFCFTA)

The trade agreement which came into effecting on 30 May 2019, will contribute to the continents GDP and assist in its growth by 53% by mid-2020. The agreement has the potential to open new trade opportunities among African states as anticipated that African firms will become bigger, more specialised, and more competitive internationally.

2.3.3 A good Audit record

For the past years the SADPMR received unqualified audit reports from the Auditor General. Three of these were unqualified without findings. The SADPMR will continuously strive for an unqualified audit.

2.4 Threats

2.4.1 The decline 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 bears testimony to this. Formulating the SADPMR Beneficiation Strategy is viewed as a way of addressing the challenge. Hence, despite the challenges, we have witnessed an inspiring level of reliance of the industry.

2.4.2 Substitutions and recycling

The practice of using scrap and other cheaper metals (PGM's) instead of using platinum is a threat in the platinum sector in particular.

2.4.3 Budget Cuts

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

2.4.4 Down Scaling of Operations

Retrenchments and down scaling of operations affects the production of diamond and precious metals in South Africa. This will have an adverse effect on the mandate of the SADPMR

2.4.5 Legislative Constraints

The last amendment of the diamond and precious metals legislation was in 2005. The SADPMR has identified several provisions that pose challenges when implementing and enforcing compliance to the legislation. The legislative constraints can be more suitably addressed when the MPRDA Bill is finalised.

2.4.6 COVID-19 Impact on the Industry

COVID-19 impacted on production levels of minerals in the country which negatively affected beneficiation and jobs thereof. As result this will also affect SADPMR revenue generation.

PART C: MEASURING OUR PERFORMANCE

1. Institutional Programme Performance Information

1.1 Programme 1: Finance, Corporate Services, Security Services and Legal Services

Purpose: To provide efficient administration support services by ensuring Human Resources Management, Communication, and Information and Communications Technology services are effectively operational and maintained at all times and responsive to the needs and aspirations of their stakeholders.

1.1.1 Sub-Programme: Finance

Purpose: To provide overall financial and supply chain management.

1.1.2 Sub-Programme: Human Resources Management

Purpose: To maximize the productivity of the entity by optimizing the effectiveness of its employees

1.1.3 Sub- Programme: Communications

Purpose: To share information amongst people within and outside an employer's premises.

1.1.4 Sub-Programme: Information Communication and Technology

Purpose: Aligned ICT strategy with business strategy and automation of business processes.

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 legislation.

Sub-Programme: Legal Services

1.1.6 Purpose: Provide efficient and effective general legal support by ensuring compliance with legislation; identify and mitigate legal risks; and provide well informed legal advice.

2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited/ Actual performance		Estimated performance	MTEF Period			
			2017/18	2018/19		2019/20	2021/22	2022/23	2023/24
An effective, efficient and development orientated Regulator	Finance: Increase participation of Historically Disadvantaged Individuals (HDI's).	Number of Contracts awarded to HDI	New outputs	New outputs	New outputs	9	5	7	9
	Increase participation of HDI's.		New outputs	New outputs	New outputs	92%	70%	75%	80%

Outcome	Outputs	Output indicators	Annual targets									
			Audited/ Actual performance				Estimated performance	MTEF Period				
			2017/18	2018/19	2019/20	2020/2021		2021/22	2022/23	2023/24		
	Compliance to PFMA (Irregular, Fruitless and Wasteful Expenditure)	Number of instances of Non-Compliance with the PFMA.	New outputs	New outputs	New outputs	Nil	Nil	Nil	Nil	Nil	Nil	Nil
	Financial Sustainability	Revenue strategy developed and implemented	New outputs	New outputs	New outputs	Developed strategy to maximise revenue	Implemented the strategy	One additional revenue stream	One additional revenue stream	One additional revenue stream	One additional revenue stream	One additional revenue stream
	Improve effectiveness and efficiency of ERP systems	Identify and implement application systems to optimise utilisation of	New outputs	New outputs	New outputs	Compiled an application renewal plan with milestones	Implementation of the approved application	Implementation of the approved application system	Implementation of the approved application system	Implementation of the approved application system	Implementation of the approved application system	Implementation of the approved application system

Outcome	Outputs	Output indicators	Annual targets								
			Audited/ Actual performance				Estimated performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/2021		2021/22	2022/23	2023/24	
		Enterprise Resource Planning system							system renewal plan	renewal plan	
		Human Resources Development									
		Percentage of compliance with the Workplace Skills Plan requirements	New Output	New Output	New Output	100%	100%		100%		100%
		Number of new bursaries awarded	New Output	New Output	New Output	Establish baseline	4	5	5		5
		Number of young graduates recruited on the Internship Programme	New Output	New Output	New Output	10	8	10	10		10

Outcome	Outputs	Output indicators	Annual targets								
			Audited/ Actual performance			Estimated performance	MTEF Period				
			2017/18	2018/19	2019/20		2020/2021	2021/22	2022/23	2023/24	
		Performance Management and Development System	New Output	New Output	New Output	95%	100%	100%			
		Percentage of signed performance agreements and work plans facilitated									
		Number of bi-annual performance assessments facilitated	New Output	New Output	New Output	1	2	2	2		
		Wellness									

Outcome	Outputs	Output indicators	Annual targets									
			Audited/ Actual performance		Estimated performance	MTEF Period						
			2017/18	2018/19		2019/20	2020/2021	2021/22	2022/23	2023/24		
		Programme Number of employee wellness programmes events / activities facilitated	New Output	New Output	New Output	2	2	4	4			
		Number of employee wellness programme interventions coordinated	New Output	New Output	New Output	3	4	4	4			
		Organisational Development Number of	New Output	New Output	New Output	1	1	1	1			

Outcome	Outputs	Output indicators	Annual targets									
			Audited/ Actual performance		Estimated performance	MTEF Period						
			2017/18	2018/19		2019/20	2020/2021	2021/22	2022/23	2023/24		
		employee recognition events coordinated										
		Number of organisational culture intervention implemented	New Output	New Output	New Output	1	1	2	2			
		Number of leadership development programmes implemented	New Output	New Output	New Output	0	1	2	2			

Outcome	Outputs	Output indicators	Annual targets								
			Audited/ Actual performance		Estimated performance	MTEF Period					
			2017/18	2018/19		2019/20	2020/2021	2021/22	2022/23	2023/24	
		Number of women, and youth empowerment skills development facilitated for internal staff	New Output	New Output	New Output	1	2	3			
	Business continuity through replication of information from primary to the secondary site	Number of disaster recovery tests implemented	New Output	New Output	New Output	2	2	2			

Outcome	Outputs	Output indicators	Annual targets					MTEF Period	
			Audited/ Actual performance		Estimated performance				
			2017/18	2018/19		2019/20	2021/22		2022/23
	Automated business Applications	Phases of online Applications developed	New Output	New Output	New Output	Research	Development and Implementation of Licensing online Applications and PM module	Development and Implementation of DEEC online Applications registers modules	Development and Implementation of DEEC online Applications module
	Secured ICT environment	Number of ICT security measures implemented	New outputs	New outputs	New outputs	2	2	3	3

Outcome	Outputs	Output indicators	Annual targets						
			Audited/ Actual performance				Estimated performance	MTEF Period	
			2017/18	2018/19	2019/20	2020/2021		2021/22	2022/23
	Promotion of SADPMR and its services and improved stakeholder relations through the implementation of Marketing strategy	Number of Internal and external stakeholders' engagements conducted.	New outputs	New outputs	New outputs	10	10	10	12
		Number of brand promotion activities implemented	New outputs	New outputs	New outputs	6	8	10	12
		Number of diamond and Precious Metal industry specific articles published about the services	New outputs	New outputs	New outputs	3	4	4	4

Outcome	Outputs	Output indicators	Annual targets									
			Audited/ Actual performance				Estimated performance	MTEF Period				
			2017/18	2018/19	2019/20	2020/2021		2021/22	2022/23	2023/24		
		of the SADPMR										
		Number of Internal newsletter articles published	New outputs	New outputs	New outputs	3	6	6	6			
		Number of engagements uploaded on digital media platforms	New outputs	New outputs	New outputs	175	200	200	200			

Outcome	Outputs	Output indicators	Annual targets							
			Audited/ Actual performance				Estimated performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/2021		2021/22	2022/23	2023/24
	Fulfill the National Vetting Strategy by compliance by verifying that employees are security competent	Number of vetting files submitted to SSA	New outputs	New outputs	New outputs	4	6	10	10	
	Reduction in fraud and corruption related matters	Number of fraud prevention activities implemented	New outputs	New outputs	New outputs	3	4	4	4	

Outcome	Outputs	Output indicators	Annual targets								
			Audited/ Actual performance		Estimated performance	MTEF Period					
			2017/18	2018/19		2019/20	2020/2021	2021/22	2022/23	2023/24	
	To ensure that the work environment is safe and secure in line with the Health and Safety requirements.	Number of occupational, health and safety initiatives implemented	New outputs	New outputs	New outputs	4	6	6	6		
	Accurate, well-informed and up to date legal advice	Percentage of matters referred for legal advice and addressed within 30 days	100%	100%	100%	100%	100%	100%	100%		

Outcome	Outputs	Output indicators	Annual targets								
			Audited/ Actual performance				Estimated performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/2021		2021/22	2022/23	2023/24	
		Percentage of legal opinions obtained on behalf of the Regulator	100%	100%	100%	100%	100%	100%	100%	100%	100%
		Percentage of contracts and SLAs vetted within 30 days	100%	100%	100%	100%	100%	100%	100%	100%	100%

3 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Finance: Number of contracts awarded to Historically Disadvantaged Individuals	5	1	1	2	1
% of rand value of Procurement spend awarded to Historically Disadvantaged Individuals (level 1 and 2)	70%	10%	20%	20%	20%
Number of instances of non-compliance with the PFMA	Nil	Nil	Nil	Nil	Nil
Revenue strategy developed and implemented	Implement the strategy	Consultations or Workshops	Report on impact of implementation of strategy on revenue generated by the SADPMR	Report on impact of implementation of strategy on revenue generated by the SADPMR	Implemented Revenue Strategy Report on impact of implementation of strategy on revenue generated by

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
					the SADPMR
Identify and implement application systems to optimise utilisation of Enterprise Resource Planning (ERP) system	Implementation of the approved application system renewal plan	Implementation and utilisation of the Inventory module	Assess and report on performance of implemented Inventory module	Implement utilisation of specific functions required to enhance the Asset Management module at the SADPMR	Assess and report on performance of implementation of specific functions required to enhance the Asset Management module at the SADPMR
Human Resources:					
Human Resources Development Percentage of compliance with the WSP requirements	100%	100%	100%	100%	100%

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of new bursaries awarded	5	0	0	0	5
Number of young graduates recruited on the Internship Programme	10	0	0	10	0
Performance Management and Development System					
Percentage of signed performance agreements and work plans facilitated	100%	100%	100%	100%	100%
Number of bi-annual performance assessments facilitated	2	0	1	0	1
Wellness Programme					
Number of	2	0	1	0	1

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
employee wellness programmes events / activities facilitated					
Number of employee wellness programme interventions coordinated	4	1	1	1	1
Organisational Development					
Number of employee recognition events coordinated	1	0	0	0	1
Number of organisational culture intervention implemented	1	0	1	0	0
Number of leadership development programmes	1	0	1	0	0

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
implemented					
Number of women, and youth empowerment skills development facilitated for internal staff	2	0	0	1	1
Information Communication and Technology: Number of disaster recovery tests implemented	2	0	1	0	1
Phases of online licensing applications developed	Development and implementation of licensing application.	Consultation with Licensing of process flow	Development of prototype licensing application	Testing of the prototype licensing application	Modification and roll out of the licensing application
Number of ICT security measures implemented	3	0	1	1	1

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Communications and Marketing: Number of Internal and external stakeholders' engagements conducted.	10	1	4	3	2
Number of brand promotion activities implemented	10	1	3	3	3
Number of diamond and Precious Metal industry specific articles published about the services of the SADPMR	4	1	1	1	1
Number of Internal newsletter articles published	6	1	1	2	2
Number of	100	25	25	25	25

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
engagements uploaded on digital media platforms					
Security and Risk Management: Number of vetting files submitted to SSA	10	2	3	3	2
Number of fraud and corruption prevention activities implemented	4	1	1	1	1
Number of occupational, health and safety initiatives implemented	6	2	1	2	1

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Legal Services: Percentage of matters referred for legal advice and addressed within 30 days	100%	100%	100%	100%	100%
Percentage of legal opinions obtained on behalf of the Regulator	100%	100%	100%	100%	100%
Percentage of contracts and SLAs vetted within 30 days	100%	100%	100%	100%	100%

4 Explanation of planned performance over medium-term period

Over the medium term, the finance division’s plan is to increase the awarding of contracts to historically disadvantaged individuals from 3 to 15. This will ensure that procurement spend on contracts awarded to HDI’s is increased from 35% to 40%. In order to reduce the budget shortfall, the division will develop a revenue strategy aimed at maximizing revenue.

The Human Resource Management (HRM) make strides in developing its employees’ skills to meet the employer’s needs as well as to encourage fair representation of women and person with disability within all levels. HRM remains committed to the review and development of policies to

ensure compliance with laws and regulations, and to also give guidance for decision making and streamline internal process.

Communications plays a pivotal role in disseminating relevant information to both internal and external stakeholders. Effective communication assists the organisation to improve the employee productivity and generates positive brand image and presence of the SADPMR. The role of digitalisation allows information to be easily accessible and therefore it is important to take advantage of the social media platforms and mobile apps to communicate important information that will keep stakeholders abreast of the activities of the organisation.

Security Risk Management has maintained the implementation of its core programmes in the mandate i.e. the Minimum Information Security Standards (MISS), Minimum Physical Security Standards (MPSS), National Vetting Strategy (NVS).

MISS remain the pillar for counter-intelligence in the SADPMR, and it will be still be relevant in up-coming years. Management remains concerned with the current changes in the Precincts, especially now that the premises are opened to the mixed business (office, retail and residential). These changes negatively affected the welfare of the clients since the precinct is no more conducive to conduct the diamond and other related business.

The measures that have been put in place will continued to be reviewed and improve counter-intelligence in order to reduce the risk.

In order to ensure the attainment of an effective, efficient and developed orientated regulator, it is crucial to ensure that the Regulator is not exposed to unnecessary legal risks and hence the importance of identifying and mitigating such risks. Therefore, it is in this premise that the above-mentioned indicators were found to relevant for the attainment of the outcome.

Enablers to achieve the five-year targets are a fully capacitated legal service in terms of human resources (employing staff who are knowledgeable and qualified in legal field) and equipped in terms of working tools (legal library) that would enable the legal services to render efficient and effective legal services.

5 Programme Resource Consideration

6 Programme 7 Thousands (R)	Audited outcome 2018	Audited outcome 2019	Audited outcome 2020	Original adjusted/ Appropriation	Approved Budget 2022	Budget estimate 2023	Budget estimate 2024
Administration	60 880	64 588	68 188	75 340	69 774	72 023	73 124

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. An average growth rate of 5.4 per cent increase is planned for personnel costs over the medium term to improve the conditions of services.

8 Updated Key Risks

Outcome	Key Risk	Mitigation
An effective, efficient and development orientated Regulator	Failure to prevent non-compliance with legislation (Irregular, fruitless and wasteful expenditure)	Checks and balances and segregation of duties
	Revenue shortfall due to the decline of the industry and the impact of COVID19 pandemic	Develop strategy to maximize revenue collection
	Non -compliance with internal policies	Conducting internal policy workshops

	Cybercrime	Ongoing testing and monitoring of systems/ Upgrading of security software
	Failure to prevent fraud, corruption and Non-compliance with legislation	<ul style="list-style-type: none"> • Implement Fraud prevention plan, vetting of employees. • Promote anti-corruption hotline employees and clients.
	Unvetted contracts and SLAs result in the Regulator finding itself in a vulnerable position.	Intensified vetting process

PART D: Technical Indicator Description (TID)

1. FINANCE

Indicator Title	The number of contracts awarded to HDI
Definition	The number of supplier's contracts awarded to historically disadvantaged individuals (HDI)
Source Data	Pastel and contracts register
Method of Calculation/ Assessment	Maintains a register for contracts awarded per financial year.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Women Youth People with disabilities
Spatial Transformation (where applicable)	Historically Disadvantaged Individuals
Reporting Cycle	Quarterly
Desired Performance	5 contracts awarded to HDI's
Indicator Responsibility	Finance Manager

Indicator Title	Percentage of rand value of Procurement spend awarded to HDI (level 1 and 2)
Definition	The percentage rand value of procurement spends on level 1 and 2 historically disadvantaged individuals (HDI).
Source Data	Level 1 and 2 HDI Procurement Spend register
Method of Calculation/ Assessment	Populate level 1 and 2 HDI Procurement Spend register/ report from Pastel as and when the relevant payments take place
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	Women Youth People with Disabilities
Spatial Transformation (where applicable)	Historically Disadvantaged Individuals
Reporting Cycle	Quarterly
Desired Performance	70% procurement spend to HDI's (level 1 and 2)
Indicator Responsibility	Finance Manager

Indicator Title	Number of instances of non-compliance with the PFMA
Definition	Non-compliance with legislation resulting in irregular; fruitless and wasteful expenditure.
Source Data	SCM systems
Method of Calculation/ Assessment	IE & FW registers
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Prevent and detect non-compliance
Indicator Responsibility	Finance Manager

Indicator Title	Developed revenue strategy implemented to maximize revenue collection
Definition	Maximise revenue
Source Data	consultations or workshops; reports of impact on revenue of implementation of revenue strategy
Method of Calculation/ Assessment	Reports of impact on revenue of implemented strategy
Assumptions	The strategy be implemented by end of fourth quarter
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Financial sustainability
Indicator Responsibility	Finance Manager

Indicator Title	Implementation of the approved application system renewal plan (ERP)
Definition	Implemented application system renewal plan with milestones
Source Data	Automated reports
Method of Calculation/ Assessment	No of additional automated modules implemented on the ERP system to improve efficiency and reduce manual intervention
Assumptions	Implementation of identified automated modules on the ERP system by 31 March 2022
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Reporting Cycle	Quarterly
Desired Performance	Improve efficiency
Indicator Responsibility	Finance Manager

2. HUMAN RESOURCES MANAGEMENT

Indicator Title	Number of women, and youth empowerment skills development facilitated for internal staff
Definition	Process to align employees to strategic objectives and priorities of the employer
Source data	Attendance registers
Method of Calculation/ Assessment	Attendance registers of women, youth who attended diamond and precious metals related courses
Assumptions	Sufficient funds and approved skills programme
Disaggregation of Beneficiaries (where applicable)	5 Women 5 Youth
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Inspire good performers and retain high quality performers
Indicator responsibility	Human Resources Manager

Indicator Title	Percentage of compliance with the WSP requirements
Definition	The integrated use of training, organization, and career development efforts to improve individual, group, and organizational effectiveness
Source of data	Annual Training Report (ATR), Skill Audit Report, facilitation of Personal Development Plan (PDP)
Method of calculation	Trainings attended vs WSP commitments
Assumption	Approval of Personal Development Plan and sufficient funds
Disaggregation of Beneficiaries (where applicable)	60% of female staff
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Increase in the number of skilled workforces
Indicator responsibility	Human Resources Manager

Indicator Title	Number of new bursaries awarded
Short definition	Bursary contracts concluded within a specific financial year
Source data	Completed bursary application form, Approved submission to award bursary, bursary offer letter, signed bursary contract
Method of calculation	Number of bursaries awarded to SADPMR employees
Assumption	Eligible bursary applications
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired performance	Increase in the number of skilled workforces
Indicator responsibility	Human Resources Manager

Indicator Title	Number of young graduates recruited on the Internship Programme
Short definition	A structured work experience related to a student's major and/or career goal.
Source data	Internship programme advert, internship programme offers and contract, equity status on the programmes; interview evaluation from, verification of candidate's personal documents, audit report.
Method of calculation	Number of young graduates recruited on the internship Programme per division
Assumption	Sufficient budget to increase number of Internship intake
Disaggregation of Beneficiaries (where applicable)	3 female youth enrol for internship programme 2 disability youth enrol for internship programme
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired performance	To provide skills to young graduates
Indicator responsibility	Human Resources Manager

Indicator Title	Percentage of signed performance agreements and work plans facilitated
Definition	This defines accountability for specific personal and organizational goals
Source data	Signed performance agreement and workplan
Method of calculation	% of employees entered into performance agreements vs non-submission
Assumption	Continuous monitoring of key performance areas
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired performance	Outstanding performance
Indicator responsibility	Human Resources Manager

Indicator Title	Number of bi-annual performance assessments facilitated
Definition	The form of testing that requires employee to perform an allocated responsibility
Source data	Signed assessment form, performance verification sources, scoring Sheet
Method of calculation	Number of employees assessed bi-annually
Assumption	Employees achieved divisional targets as per annual performance plan
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired performance	Inspire good performers and retain high quality performers
Indicator responsibility	HR Manager

Indicator Title	Number of employee wellness programmes events / activities facilitated
Definition	To promote the health and wellbeing of employees
Source data	World AIDS day for SADPMR, 16 Days of Activism for no Violence Against Women and Children, Women and Men; Empowerment, Wellness days for SADPMR Staff
Method of calculation	Number of wellness programmes events facilitated
Assumption	Sufficient funds and availability of service providers
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Improve health and productivity of employees
Indicator responsibility	Human Resources Manager

Indicator Title	Number of employee wellness programme interventions coordinated
Definition	To promote the health and wellbeing of employees
Source data	Statistical reports from service provider, attendance register for workshops, notice for wellness awareness
Method of calculation	Number of wellness intervention
Assumption	Approved well programme
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Improve health and productivity of employees
Indicator responsibility	Human Resources Manager

Indicator Title	Number of employee recognition events coordinated
Definition	Acknowledging of an individual or team's behaviour, performance, effort and accomplishment.
Source data	Long Service Awards, Academic achievement awards, divisional achievers
Method of calculation	Number of events coordinated
Assumption	List of employees graduated through employer's bursary, best performer, employees with long service
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Staff retention
Indicator responsibility	Human Resources Manager

Indicator Title	Number of organisational culture intervention implemented
Definition	To implement effective change towards the strategic of objective of the employer
Source data	Team building sessions, ethics and protocols training, diversity management training and intervention, Imbizo
Method of calculation	Number of interventions implemented
Assumption	Workshops organised to staff members
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Improve performance of employees
Indicator responsibility	Human Resources Manager

Indicator Title	Number of leadership development programmes implemented
Definition	Activities that improve the skills, abilities and confidence of leaders
Source data	Workshops, progress report on leadership development programmes
Method of calculation	Number of leadership programmes implemented
Assumption	Identified relevant programme to be attended and sufficient training budget
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Improved leadership skills
Indicator responsibility	Human Resources Manager

3. COMMUNICATION AND MARKETING

Indicator Title	Number of Internal and external stakeholders' engagements conducted.
Definition	Engage stakeholder on matters that affect SADPMR and stakeholders through meetings, workshops, reports, and interactions with SADPMR stakeholders.
Source of data	Attendance registers, minutes, reports, virtual meeting invites.
Method of calculation/assessment	Count number of engagements with external and internal stakeholders conducted.
Assumptions	Stakeholders heed the call to engage with the employer
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Actual performance to be higher than the set target
Indicator responsibility	General Manager: Corporate Services

Indicator Title	Number of brand promotion activities implemented
Definition	Activities conducted SADPMR to promote the organisation and its activities through roadshows, exhibitions, below and above the line advertisement.
Sources of data	Virtual meeting invites, normal invites, webinars, virtual expos, etc
Method of calculation/assessment	Number of promotion activities conducted
Assumptions	Stakeholder respond positively to the initiated brand promotions
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Actual performance to be higher than the set target
Indicator responsibility	General Manager: Corporate Services

Indicator Title	Number of diamond and Precious Metal industry specific articles published about the services of the SADPMR
Definition	Below the line advertising (print media)
Source of data	Publications and contract sign off
Method of calculation/assessment	Number of publications
Assumptions	Articles reach all the diamond and precious metals beneficiaries.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Actual performance to be higher than the set target
Indicator responsibility	General Manager: Corporate Services

Indicator Title	Number of Internal newsletter articles published
Definition	Internal newsletter used to communicate to SADPMR staff
Source of Data	Newsletters
Method of calculation or assessment	Number of newsletters published
Assumptions	Newsletter empower staff with employer's strategic resolutions
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Actual performance to be higher than the set target
Indicator responsibility	General Manager: Corporate Services

Indicator Title	Number of engagements uploaded on digital media platforms
Definition	Posts on Social media platform
Source of data	Social media platforms
Method of calculation/assessment	Number of uploads conducted on digital platforms
Assumptions	Updated data uploaded
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Actual performance to be higher than the set target
Indicator responsibility	General Manager: Corporate Services

4. INFORMATION COMMUNICATION TECHNOLOGY (ICT)

Indicator Title	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	User sign off forms
Method of Calculation/ Assessment	Results from the DR tests performed.
Assumptions	Network outage
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: ICT

Indicator Title	Phases of online applications developed
Definition	Implementation of the online license applications, submission of diamond register and bidding functionality.
Source Data	User requirements
Method of Calculation/ Assessment	Business Impact Analysis and Technical Risk Assessment Documents
Assumptions	System outage and power failure
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	General Manager: Corporate Services
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: ICT

Indicator Title	Number of ICT security measures implemented
Definition	Implementation of system vulnerability assessment.
Source Data	User requirements
Method of Calculation/ Assessment	The results of the security assessment conducted.
Assumptions	System outage and power failure

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Bi-annually
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: ICT

5. SECURITY RISK MANAGEMENT

Indicator Title	Number of vetting files submitted to SSA
Definition	Implement physical and personnel security risk mitigation measures/s listed below: Personnel security (security screening): Submit completed vetting forms to SSA for processing
Source Data	List forms that are submitted to SSA
Method of Calculation/ Assessment	Count number of forms submitted to SSA for vetting
Assumptions	Employees will comply with vetting requirements
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	General Manager: Diamond Trade

Indicator Title	Number of Occupational Health and Safety initiatives implemented
Definition	Conduct Occupational Health and Safety audits and evacuation drills
Source Data	Record for emergency evacuation drills reports Contingency planning (Quarterly inspections and audits reports
Method of Calculation/ Assessment	<ul style="list-style-type: none"> • Count number of Occupational Health and Safety audits reports • Count number of evacuation reports (Bi-annual)
Assumptions	All role players will participate
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	General Manager: Diamond Trade

Indicator Title	Number of fraud and corruption prevention activities implemented
Definition	Implementation of Fraud and Corruption awareness programmes as listed below: training and workshops
Source Data	Empower officials to able to identify, detect and prevent fraud and reduce fraud related incidents
Method of Calculation/Assessment	Count number of workshops, pamphlets/ posters and publications
Assumptions	All officials will be able to attend and apply skills learned from training and workshops
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	General Manager: Diamond Trade

6. LEGAL SERVICES

Indicator Title	Percentage of matters referred for legal advice and addressed within 30 days
Definition	Matters referred for legal advice refers any matter referred to legal services by internal / external stakeholders in terms of which they seek legal advice
Source Data	Legislation and regulations, policies, judicial precedents, common law as well as international law
Method of Calculation/ Assessment	Percentage of legal matters referred for legal advice
Assumptions	100% of matters to be attended to
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Twice a year
Desired Performance	Meet 100% target within the prescribed time-frame
Indicator Responsibility	General Manager: Legal Services

Indicator Title	Percentage of legal opinions obtained on behalf of the Regulator
Definition	Matters that need special legal expertise referred to external attorneys for legal opinion
Source Data	External attorneys and/or counsels
Method of Calculation/ Assessment	Percentage of legal matters referred for external opinion
Assumptions	100% of external opinions obtained
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Twice a year
Desired Performance	100%
Indicator Responsibility	General Manager: Legal Services

Indicator Title	Percentage of contracts and SLAs vetted within 30 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	Percentage of contracts and SLAs referred vetting
Assumptions	100% of external opinions obtained
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Twice a year
Desired Performance	100%
Indicator Responsibility	General Manager: Legal Services

**PROGRAMME 2: DIAMOND TRADE (DIAMOND EXCHANGE AND EXPORT
CENTRE AND GOVERNMENT DIAMOND VALUATION)**

1. Institutional Programme Performance Information

1.1 Programme 2: Diamond Trade

Purpose: The Diamond Trade Programme is responsible for the facilitation of the 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.

1.1.1 Sub-Programme: Government Diamond Valuator (GDV)

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

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

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

Outcome	Outputs	Output indicators	Annual targets										
			Audited/ Actual performance			Estimated performance	MTEF Period						
			2017/18	2018/19	2019/20		2020/2021	2021/22	2022/23	2023/24			
	Subject all diamonds to manual verification	Detect undisclosed synthetic diamonds	New Output	New Output	New Output	100%	No undisclosed synthetic polished diamonds	100%	undisclosed synthetic diamonds detected	100%	undisclosed synthetic diamonds detected	100%	undisclosed synthetic diamonds detected
Compliance to Legislation.	Equitable access of diamonds.	Number of HDP's accessing the DEEC	New Output	New Output	New Output	5		6	12	13			

Outcome	Outputs	Output indicators	Annual targets								
			Audited/ Actual performance		Estimated performance	MTEF Period					
			2017/18	2018/19		2019/20	2020/2021	2021/22	2022/23	2023/24	
			New Output	New Output	New Output	2	3	4			
		Number of Beneficiators accessing the DEEC for the first time									
To ensure compliance with KPCS statute	Oversee the administration of KPCS	Issued KP certificates, Submission of quarterly reports (statistics), Submission of RSA's Annual	100% compliance to KPCS requirements	100% compliance to KPCS requirements	100% compliance to KPCS requirements	100% compliance to KPCS requirements	100% compliance to KPCS requirements	100% compliance to KPCS requirements	100% compliance to KPCS requirements	100% compliance to KPCS requirements	100% compliance to KPCS requirements

Outcome	Outputs	Output indicators	Annual targets					MTEF Period			
			Audited/ Actual performance		Estimated performance	MTEF Period					
			2017/18	2018/19		2019/20	2021/22		2022/23	2023/24	
		Statistical Report									

2. Indicators, Annual and Quarterly Targets

Output indicators	Annual targets	Q1	Q2	Q3	Q4
Number of skills initiatives facilitated for the industry	5	1	2	1	1
Percentage of disputes resolved on valuations regarding fair market value	100%	100%	100%	100%	100%
Percentage of undisclosed synthetic diamonds subjected to detection	100% undisclosed synthetic polished diamonds detected	100% undisclosed synthetic polished diamonds detected	100% undisclosed synthetic polished diamonds detected	100% undisclosed synthetic polished diamonds detected	100% undisclosed synthetic polished diamonds detected
Number of HDP's owned companies accessing the DEEC	6	2	1	2	1
Number of beneficiators accessing the DEEC for the first time	3	0	1	1	1
100% compliance to KPCS requirements	100%	100%	100%	100%	100%

3. Explanation of planned performance over the medium-term period

Government Diamond Valuator (GDV)

The GDV is mandated to verify the fair market value of diamonds from producers who offer their production to the State Diamond Trader, tenders and for export and import of diamonds. The GDV also provides expert opinion to the SAPS on all diamond related matters. The SADPMR is implementing the developed Synthetic Diamonds Strategy with an aim to prevent the access of synthetic diamond in the market. These restrictions will ensure that the natural diamonds are not contaminated with lab-grown diamond during trade.

The GDV will continue to conduct the skills initiatives in diamond valuation and planning, these skills are aimed to promote competitiveness in the diamond trade. The new licensees (youth and women) will obtain the relevant skills in diamond valuation and planning.

The DEEC is mandated to facilitate the diamond trading through the processing of tenders, exports and imports in South Africa. Keys to these functions is promotion of local beneficiation by increasing the number of new local Beneficiators that participate in diamond tenders. The SADPMR Beneficiation Strategy was developed to promote access to rough diamonds by prioritising local Beneficiators during tenders.

4. Programme resource considerations

Programme	Audited outcome 2018	Audited outcome 2019	Audited outcome 2020	Original adjusted/ Appropriation	Approved Budget 2022	Budget estimate 2023	Budget estimate 2024
R Thousands							
Diamond trade	14 529	13 804	13 592	16 023	15 493	15 630	15 756

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

5. Key Risks and Mitigation

Outcomes	Key	Risk Mitigations
Compliance to Legislation	Failure to prevent fraud, corruption and Non-compliance with legislation	Fraud prevention plan, vetting of employees.
To promote equitable access to resources for local beneficiation.	Reduction in diamond production COVID-19 impact on production levels of minerals in the country negatively affect trade and jobs.	Market the DEEC and attract African trade as well as small scale miners. Continuous promotion of the SADPMR and its services.

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

1. GOVERNMENT DIAMOND VALUATION

Indicator Title	Number of skills initiatives facilitated for the industry
Definition	Training on diamond planning, marking, sorting, diamond pricing and valuation
Source Data	New licensees, selected from the induction programme facilitated by Licensing Division and any other requests for training. <ul style="list-style-type: none"> • Source: Attendance register and training programme on valuation
Method of Calculation/ Assessment	Count number of trainees
Assumptions	New licensees will be available for training
Disaggregation of Beneficiaries (where applicable)	Target for women Target for youth
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to exceed the set target
Indicator Responsibility	Manager GDV

Indicator Title	Percentage of valuations conducted
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	The percentage of diamonds valued and verified
Assumptions	Clients will be trading in fair market value
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 GDV

Indicator Title	Percentage of polished undisclosed synthetic diamonds detected.
Definition	Conduct valuation on diamond to detect undisclosed synthetic diamonds
Source Data	Diamond valuation certificates
Method of Calculation/ Assessment	Percentage of polished diamond subjected to valuation to detect undisclosed synthetic diamonds
Assumptions	All parcels will be submitted for valuation
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 GDV

2. DIAMOND EXPORT AND EXCHANGE CENTER

Indicator Title	Number of HDP's owned companies accessing the DEEC
Definition	Diamond Beneficiators coming to view diamonds at the DEEC for the first time
Source Data	HDP- owned companies participating at the DEEC <ul style="list-style-type: none"> • Source: viewing form
Method of Calculation/ Assessment	Count the number of diamonds beneficiators that accessed and serviced by the DEEC for the first time
Assumptions	Local diamond beneficiators 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	Deputy Manager: DEEC

Indicator Title	Number of beneficiators accessing the DEEC for the first time
Definition	Number of HDPs accessing and serviced by the DEEC. Definition of clients accessing the DEEC: clients declares a shipments, verification and processing of diamond imports and exports and signing of the client register. This includes extended services provided by the DEEC at client's premises.
Source Data	New HDP- owned companies participating at the DEEC Source: Viewing Forms
Method of Calculation/ Assessment	Count the number of HDPs that accessed and serviced by the DEEC.
Assumptions	HDP- owned companies 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	Deputy Manager: DEEC

Indicator Title	Percentage of compliance to KPCS
Definition	Trade with KP participants, issued KPC, submit quarterly and annual reports.
Source Data	Data Collection: Declared and registered exports Source: Number of KPCs issued and reports submitted
Method of Calculation/ Assessment	Number of KPC's issued and reports submitted.
Assumptions	All role players will be cooperative
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Deputy Manager: DEEC

ROGRAMME 3: REGULATORY COMPLIANCE (LICENSING, DIAMOND INSPECTORATE AND BENEFICIATION, PRECIOUS METALS INSPECTORATE AND BENEFICIATION)

1. Institutional Programme Performance Information

1.1 Programme: Regulatory Compliance

Purpose: To ensure compliance of 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 Licensing, Diamonds and Beneficiation, Precious Metals and Beneficiation and Transformation divisions

1.1.1 Sub-Programme: Licensing

1.1.2 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.

1.1.3 Sub-Programme: Transformation

Purpose: To verify compliance on transformation commitments as per the Broad Based Black Economic Empowerment Charter requirements.

Sub-Programme: Precious Metals and Beneficiation

Purpose: To ensure compliance with the Precious Metals Act, 2005 which involves conducting inspections relating to precious metals licences and applications for such licences. Secondly, to promote beneficiation through coordinating the implementation of the SADPMR Beneficiation Strategy. The SADPMR regulates the following precious metals, Gold (Au), Platinum (Pt), Ruthenium (Ru), Rhodium (Rh), Palladium (Pd), Osmium (Os), and Iridium (Ir).

1.1.4 Sub-Programme: Diamonds and Beneficiation

Purpose: To ensure compliance to the Diamonds Act by conducting compliance inspections on business activities of diamond licensees, receiving, recording, monitoring and assessing of diamond transactions.

2. Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited/ Actual performance		Estimated performance	MTEF Period			
			2017/18	2018/19		2019/20	2021/22	2022/23	2023/24
Job creation, skills development and value addition to diamond and precious metal industries	Licensing: Precious Metals licenses issued	Percentage of licenses issued within 60 days based on the completeness of the license application (Precious Metal)	New output	New output	New output	61%	65%	70%	75%
	Diamond licenses issued	Percentage of licenses issued within 60 days based on the completeness of the license application (Diamonds)	New output	New output	New output	60%	65%	70%	75%

Outcome	Outputs	Output indicators	Annual targets									
			Audited/ Actual performance		Estimated performance	MTEF Period						
			2017/18	2018/19		2019/20	2020/2021	2021/22	2022/23	2023/24		
	Local beneficiation of diamonds and precious metals	Percentage of beneficiation licenses/ permits issued	61	90	194	100%	100%	100%	100%			

Outcome	Outputs	Output indicators	Annual targets						
			Audited/ Actual performance		Estimated performance	MTEF Period			
			2017/18	2018/19		2019/20	2020/2021	2021/22	2022/23
Transformation in the diamond and precious metals industries	Transformation: Inclusivity and sustainability of HDP's within the industry diamond and precious metals industries	Number of licensees assessed against their commitments	81	97	111	95	120	130	140

Outcome	Outputs	Output indicators	Annual targets								
			Audited/ Actual performance		Estimated performance	MTEF Period					
			2017/18	2018/19		2019/20	2020/2021	2021/22	2022/23	2023/24	
	Established and developed HDP's entrepreneurs	Number of enterprise development facilitated including women and youth	New output	New output	New output	3	15	20			
Compliance with legislation	Compliance in line with the legislation (Mining Charter Diamonds Act, Precious Metals Act, Diamond Export Levy Act)	Percentage of enforcement actions undertaken	New Output	New Output	New Baseline	100%	100%	100%			100%

Outcome	Outputs	Output indicators	Annual targets						
			Audited/ Actual performance		Estimated performance	MTEF Period			
			2017/18	2018/19		2019/20	2020/2021	2021/22	2022/23
Job creation, skills development and value addition to diamond and precious metal industries	<p>Precious Metals Inspectorate and Beneficiation:</p> <p>Supply of unwrought/ semi- fabricated Precious Metals for local demand</p>	Number of export approval applications evaluated to cater for local demand.	New Baseline	New Baseline	New Baseline	16	12	15	15
Compliance with Legislation	Comply with the requirements/ conditions of the license	Number of inspections conducted within the Precious metals industries	830	782	756	297	400	500	600

Outcome	Outputs	Output indicators	Annual targets							
			Audited/ Actual performance		Estimated performance	MTEF Period				
			2017/18	2018/19		2019/20	2020/2021	2021/22	2022/23	2023/24
	Curbing illicit precious metals trade	Number of Precious Metals joint inspections with law enforcement stakeholders	New Baseline	New Baseline	New Baseline	0	4	8	8	
Job creation, skills development and value addition to diamond and precious metal industries	Diamonds Inspectorate and Beneficiation: Access and active Participation of HDP licensees at Trading Houses	Number of inactive diamond business engaged	New Baseline	New Baseline	New Baseline	7	8	8	8	

Outcome	Outputs	Output indicators	Annual targets						
			Audited/ Actual performance			Estimated performance	MTEF Period		
			2017/18	2018/19	2019/20		2020/2021	2021/22	2022/23
Compliance with Legislation	Comply with the requirements/ conditions of the license	Number of inspections conducted within the diamonds industries	844	862	844	362	500	600	700
	Curbing illicit trading in the diamond industry	Number of Diamond joint inspections with law enforcement stakeholders	New Baseline	New Baseline	New Baseline	1	1	2	3

3. Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Percentage of licenses issued within 60 days based on the completeness of the license application (Precious Metal)	65%	65%	65%	65%	65%
Percentage of licenses issued within 60 days based on the completeness of the license application (Diamonds)	65%	65%	65%	65%	65%
Percentage of beneficiation licenses/ permits issued	100%	100%	100%	100%	100%
Number of licensees assessed against their commitments	120	35	40	15	30
Number of enterprise development facilitated including women and youth	15	3	4	4	4
Percentage of enforcement actions undertaken	100%	100%	100%	100%	100%
Number of export approval applications evaluated to cater for local demand.	12	2	4	3	3
Number of inspections conducted within the Precious metals industries	400	90	130	80	100
Number of Precious Metals joint inspections with law enforcement stakeholders	4	1	1	1	1

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of inspections conducted within the Diamond industries	500	100	200	100	100
Number of inactive diamond business engaged	8	2	2	2	2
Number of Diamond joint inspections with law enforcement stakeholders	1	0	1	0	0

4. 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 in order to usher the industry on the path of transformation, global competitiveness, sustainable development and job creation.

The streamlining of licence process is a key driver of service delivery excellence and ease-of-doing-business for SADPMR clients. 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 of the beneficiation strategy into concrete deliverables. A reformed, inclusive and transformed diamond and precious metals industry is instrumental in achieving South Africa's nation building and developmental state objective.

Dedicated resources in the form of reliable cars with petrol, budget and proper maintenance of cars will enable inspectors /officers to perform their functions as planned along with an adequate number of additional personnel in the divisions. Collaboration and partnerships are crucial to be able to achieve the mandate of the SADPMR with key stakeholders. Within the diamond and precious metal industries an impactful regulatory compliance regime is instrumental to unlocking the industry's competitiveness and job creation potential

5. Programme Resource Consideration

Programme Thousands (R)	Audited outcome 2018	Audited outcome 2019	Audited outcome 2020	Original adjusted/ Appropriation	Approved Budget 2021	Budget estimate 2022	Budget estimate 2023
Regulatory compliance	23 415	24 633	26 552	28 864	26 477	26 818	26 935

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.

6. Updated Key Risks

Outcome	Key risks	Risk mitigation
Improved compliance with legislation	Failure to prevent fraud, corruption and Non-compliance with legislation	<ul style="list-style-type: none"> • Regular inspections and monitoring, performing audits and taking corrective actions. • Conduct fraud risk assessment and provide training on anti-corruption strategy. • Sensitise both employees and clients on the use of the National Anti-corruption Hotline. • Coordination with enforcement agencies
Increased transformation in the diamond and precious metals industries	<ul style="list-style-type: none"> • Resistance to change by the industry • Lack of new entrants, specifically HDP women and youth in the industry. 	<ul style="list-style-type: none"> • Due diligence on applications. Coordination and Follow-up with compliance inspections and audits • Conducting workshops to HDP's into promote the diamond and precious metals industry. Interviews with BEE beneficiaries and

	<ul style="list-style-type: none"> • Fronting in by both HDP's and historically privileged individuals. 	<ul style="list-style-type: none"> • verification of authenticity of participation. • Impose sanction on those failing to comply
More job creation, skills development and value addition to diamond and precious metal industries	<p>Reduction in mineral beneficiation- diamond and precious metals</p> <p>COVID-19 impact on production levels of minerals in the country negatively affected beneficiation and jobs thereof.</p>	<ul style="list-style-type: none"> • Market the DEEC and attract African Trade as well as small scale minerals • Prioritise access for diamond beneficiaries at the DEEC. • Precious metal export approval inspections •

PART D: Technical Indicator Description (TID)

Licensing Sub-Programme

Indicator Title	Percentage of licenses issued within 60 days based on the completeness of the license application (Diamonds).
Definition	Diamonds licenses received, processed and approved.
Source Data	Applications received

Method of Calculation/ Assessment	$\frac{\text{Number of diamond licences issued within 60 days}}{\text{Number of diamond licence applications received}} \times \frac{100}{1}$
Assumptions	All applications received are complete
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Licensing

Indicator Title	Percentage of licenses issued within 60 days based on the completeness of the license application (Precious Metal)
Definition	Precious Metals licenses received, processed and approved.
Source Data	Applications received
Method of Calculation/ Assessment	$\frac{\text{Number of precious metals licences issued within 60 days}}{\text{Number of precious metals licence applications received}} \times \frac{100}{1}$

Assumptions	All applications received are complete
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Licensing

Indicator Title	Percentage of beneficiation licenses/ permits issued
Definition	Issued beneficiation licenses/permits.
Source Data	List of beneficiation licenses issued
Method of Calculation/ Assessment	Proportion of beneficiation licenses issued against applications received.

Assumptions	All beneficiation applications received are complete
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Licensing

Transformation Sub-Programme

Indicator Title	Percentage of enforcement actions undertaken
Definition	Enforcement actions undertaken on non-compliant licensees
Source Data	Percentage of non-compliance notices issued against the number of non-compliant licensees verified after exhausting engagement meetings.

Method of Calculation/ Assessment	$\frac{\text{Number of non – compliance notices issued}}{\text{Number of non – compliant licenses verified}} \times \frac{100}{1}$
Assumptions	Clients will rectify Non-Compliance within the specified timeframe Clients will attend engagement meetings
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	General Manager: Regulatory Compliance

Indicator Title	Number of licensees assessed against their commitments
Definition	Verified licensee’s compliance in line with the Mining Charter requirements.
Source Data	Business plan, performance annual progress report submitted by clients and Licensing Division memo.
Method of Calculation/ Assessment	Count the number of verification audits conducted
Assumptions	Clients will submit all verification information required

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	General Manager: Regulatory Compliance

Indicator Title	Number of enterprise development facilitated including women and youth
Definition	Development of small, medium and micro enterprise to promote economic growth.
Source Data	List of HDI's received for enterprise development including women and youth and engagements with stakeholders.
Method of Calculation/ Assessment	Number of enterprises facilitated including women and youth.

Assumptions	Licensees will submit annual performance reports. Successful collaboration with external stakeholders.
Disaggregation of Beneficiaries (where applicable)	Women: 40% Youth: 60%
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	General Manager: Regulatory Compliance

Precious Metals Beneficiation Sub- Programme

Indicator Title	Number of inspections conducted within the Precious metals industries
Definition	Number of compliance inspections conducted at premises of diamond licensees and applicants for such licences/permits
Source Data	Inspection Reports

Method of Calculation/ Assessment	Count signed Inspection Reports
Assumptions	A signature after “Findings noted by applicant/Licensee” is assumed to be confirmation that an inspection was conducted.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Diamonds

Indicator Title	Number of Precious Metals joint inspections with law enforcement stakeholders
Definition	Joint inspections with relevant law enforcement stakeholders such as SAPS and SARS
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 other law enforcement stakeholder
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
Disaggregation of Beneficiaries (where applicable)	NA
Spatial Transformation (where applicable)	NA
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Precious Metals and Beneficiation

Indicator Title	Number of export approval applications evaluated to cater for local demand.
Definition	Evaluate the provision made available for the local precious metals industry.
Source Data	Export Approval Application

Method of Calculation/ Assessment	Count the number of evaluation reports meeting local demand.
Assumptions	Applicants will meet the local demand.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Precious Metals and Beneficiation

Diamonds and Beneficiation Sub-Programme

Indicator Title	Number of inactive diamond business engaged
Definition	Assistance provided licensees with no activity

Source Data	Nil Registers records
Method of Calculation/ Assessment	Count number of inactive licensees who attended diamond tenders through SADPMR's facilitation efforts
Assumptions	Inactive licensees engaged will attend the diamond tender invitations
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Diamonds and Beneficiation

Indicator Title	Number of inspections conducted within the diamonds industries
Definition	Number of compliance inspections conducted at premises of diamond licensees and applicants for such licences/permits
Source Data	Inspection Reports

Method of Calculation/ Assessment	Count signed Inspection Report
Assumptions	A signature after “Findings noted by applicant/Licensee” is assumed to be confirmation that an inspection was conducted.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Diamonds and Beneficiation

Indicator Title	Number of Diamond joint inspections with law enforcement stakeholders
Definition	Joint inspections with relevant law enforcement stakeholders (Diamond)
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 body
Assumptions	Clients' businesses will be open and operational during disruptive/ joint inspections
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Actual performance to be higher than the set target
Indicator Responsibility	Manager: Diamond and Beneficiation

