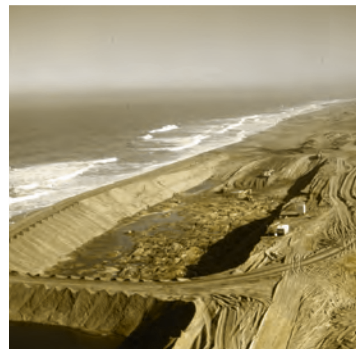


DEPARTMENT OF MINERAL RESOURCES

STRATEGIC PLAN: 2011-2014



mineral resources

Department:
Mineral Resources
REPUBLIC OF SOUTH AFRICA



MS. SUSAN SHABANGU
MINISTER OF MINERAL RESOURCES

FOREWORD

Government's challenging, but achievable task of growing the economy is aligned with this administration's stated intention of liberating many more people from the morass of poverty to create a better life for all citizens.

Economists tell us that to achieve this noble goal of positively touching the lives of our people, the economy must grow at a rate of six percent at the very least. Naturally, a higher growth rate would be even more beneficial to an economy just dusting off the effects of a recession.

The Department of Mineral Resources is integral to helping the state achieve this strategic imperative. Our vision is to enable a "globally competitive, sustainable and meaningfully transformed mining and minerals sector to ensure that all South Africans derive sustainable benefit from the country's mineral wealth".

We can achieve this within our legislative framework and as the legitimate custodian of the country's immense mineral wealth.¹ It is a defining role and allows no room for failure. But failing is not on our agenda.

The recently announced New Growth Path (NGP) identifies mining as one of key economic drivers in creating real jobs within different value chains across South Africa's industrial landscape. In relation to mining, the plan urges

"...accelerating exploitation of mineral reserves by ensuring an effective review of the minerals rights regime, lowering the cost of critical inputs including logistics and skills in order to stimulate private investment in the mining sector, and setting up a state-owned mining company that would co-exist with a strong private mining sector and that promotes beneficiation, as well as greater utilisation of the mineral resource base of the country for developmental purposes, including potentially through a sovereign wealth fund."²

This is the essence of our mission. It is underpinned by our plans to change the legislative framework and completely transform the mining industry through the meaningful participation of all South Africans. Our plans for legislative change include, but are not limited to:

- Review the Mineral and Petroleum Resources Development Act, no 28 of 2002
- Review the Mineral and Petroleum Resources Development Regulations
- Amendment to the Precious Metals Act, no 37 of 2005
- Amendment to the Diamond Act, no 56 of 1986 (as amended), Review the Mine Health and Safety Act, no 29 of 1996, as amended
- Review the Mine Health and Safety Regulations, 1997, as amended
- Develop the Geoscience Amendment Act Regulations

1. Citibank report, May 2010

2. Economic Development Department's New Growth Path document.



- Ensure compliance with the Broad-Based Socio-Economic Empowerment Charter, 2005, as amended
- Conduct a Regulatory Impact Assessment of the legislation.

We are also mindful of the commitments made in the Strategy for the Sustainable Growth and Meaningful Transformation of the South African Mining Industry. The significance of the mining industry's contribution to GDP, conservatively estimated at 18%, a moot point. What is important is how we unlock this value and enable the industry to lead the country's new growth path.

We recognise that the mining industry has the potential to induce prosperous industrial clusters to support its development. These can significantly broaden economic growth, increase benefits and create decent jobs. In cooperation with our stakeholders, we are committed to supporting local beneficiation as consistent with government's socio-economic development priorities to, among others, unlock the intrinsic value of the country's mineral resource heritage. This complements the industrialisation policy of South Africa, which is linked to the recently approved Industrial Policy Action Plan (IPAP-2).

Again, the NGP points towards this strategy when it refers to "refocusing the beneficiation strategy to support fabrication... export taxes on selected mineral products linked to clear industrial strategies". Clearly, we are aligned with the strategic thinking, especially in our economic cluster.

Our commitment to and participation in industry bodies like Mining Industry Growth, Development & Employment Task Team (MIGDETT) and others, is also reflective of our conviction that we are on the right path to our desired end state for South Africa's mining industry. This collaborative approach with mining stakeholders entails commitment by stakeholders to achieve sustainable growth and meaningful transformation, strive towards the resuscitation of a research-driven and competitive mining industry and optimally develop its human resources, communities and enterprises by implementing the agreed targets.

The DMR is at the heart of it all and the team that we have assembled shares this vision. This strategic plan gives a view of this department, its goals and objectives, our people and above all, how we see ourselves contributing to the larger South African economy.


Ms Susan Shabangu, MP
Minister of Mineral Resources

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- was developed by the management of the Department of Mineral Resources under the guidance of the Honourable Minister Susan Shabangu, MP;
- takes into account all the relevant policies, legislation and other mandates for which the Department of Mineral Resources is responsible;
- accurately reflects the strategic goals and objectives which the Department of Mineral Resources will endeavour to achieve over the period of three years.

KJ Katenga
Chief Compliance Officer

Signature:



NE Ragimana
Chief Financial Officer

Signature:



Adv S Nogxina
Accounting Officer

Signature:



APPROVED BY

Ms S Shabangu MP
Executive Authority

Signature:





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PART A: STRATEGIC OVERVIEW

1. Vision 2014

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

Vision 2025

A leader in the transformation of South Africa through economic growth and sustainable development by 2025.

2. Mission

Promote and Regulate the Minerals and Mining Sector for transformation, growth, development and ensure that all South Africans derive sustainable benefit from the country's mineral wealth

3. Values

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

4. Legislative and other mandates

4.1 Constitutional mandates

The Department's constitutional mandate is found in Section 24 of the Constitution.

4.2 Legislative mandate

The Minerals and Petroleum Resources Development Act, 28 of 2002, provides the regulatory framework for equitable access to and sustainable development of the nation's mineral resources and related matters.

4.3 Policy mandate

The Minerals and Mining Policy for South Africa (October 1998 White Paper) ensures transparent and efficient regulation of the development of South Africa's mineral resources and mineral industry to meet national objectives and bring optimum benefit to the nation.

4.4 Relevant court rulings

There are no court rulings that will affect the operations of the Department at the time of writing up this Strategic Plan.

4.5 Planned policy initiatives

- Review the Mineral and Petroleum Resources Development Act, no 28 of 2002
- Review the Mineral and Petroleum Resources Development Regulations

- Amend the Precious Metals Act, no 37 of 2005
- Amend the Diamond Act, no 56 of 1986, as amended
- Review the Mine Health and Safety Act, no 29 of 1996, as amended
- Review the Mine Health and Safety Regulations, 1997, as amended
- Develop the Geoscience Amendment Act Regulations
- Ensure compliance with the Broad-Based Socio-Economic Empowerment Charter, 2005, as amended
- Conduct the Regulatory Impact Assessment of the legislation.

5. Situation analysis

5.1 Performance environment

Vote 31: Mineral Resources consists of five programmes. The following synopsis explains and details the work to be undertaken by each programme over the next three financial years. The activities are not conclusive, as the structure and configuration of the Mineral Resources Department is still being finalised to adequately address service delivery requirements.

PROGRAMME I: Administration

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

- Audit Services
- Corporate Services
 - Human Resources
 - Auxiliary Support Services
 - Communication
 - Legal Services
 - Special Projects.
- Office of the Chief Financial Officer
 - Finance (Expenditure Management, Financial Planning and Management Accounting)
 - Information Technology
 - Supply Chain Management.
- Office of the Chief Operations Officer
 - Strategy, Risk Management and SOE Oversight
 - Monitoring and Evaluation.

Programme Focus Areas

The Audit Services Unit is a critical partner to the Department's line function and other support services. It provides independent and objective assurance and consulting services on internal control, risk management and governance processes to assist the Department to achieve its objectives. The Unit's focus areas are compliance, IT, performance audits and special investigations. The Unit evaluates controls for adequacy, effectiveness and efficiency and where necessary recommends measures to optimise the control environment. The Unit reports administratively to the accounting officer and functionally to the audit committee.

The majority of the members of the Audit Committee were transferred from the Department of Minerals and Energy. The committee provides continuity in reviewing the effectiveness of internal controls, risk management and governance processes, as well as evaluating financial statements, the Department's performance and the effectiveness of the internal audit function.



A year after its establishment, the creation of administrative capacity and expertise is of critical importance during this MTEF period to ensure that the Department can effectively discharge its mandate. In this regard, The **Corporate Services Unit** has identified the critical functions and will endeavour to bring the required capacity on board.

During the year ahead, we will develop and start implementing the Department's Integrated Human Resource Plan. This will cover, among others, human resource capital needs (going forward), individual human resource development strategies, talent management and knowledge management. An internal climate survey will be conducted to identify and address any remaining change management issues from the split of the erstwhile Department of Minerals and Energy.

We will implement our communication strategy to establish the Department as the custodian of the country's mineral resources. We will also implement an integrated corporate branding and marketing campaign to profile the work of the Department.

The **Office of the Chief Financial Officer** will focus on the alignment of policies, procedures and services to respond to the business requirements of the Department. We will endeavour to ensure that reliable and effective IT systems are in place. The branch focus areas for the period will include:

- a) Improve the turnaround times for processing transactions.
- b) Facilitate alignment of budget to strategy and expenditure management.
- c) Improve controls to achieve clean audit outcomes.
- d) Ensure compliance with PFMA and all other governing legislation.

The **Office of the Chief Operating Officer** will coordinate the Department's strategic planning, risk management and corporate governance initiatives to align these with the oversight of strategic, financial and corporate governance matters of public entities reporting to the Minister. In response to the Presidency's new focus on performance management, the Department has established a sub-programme to monitor its performance in implementing strategic and operational plans and evaluate the impact of outcomes that relate to national and Departmental priorities. Essential to the effectiveness of this unit during the MTEF period is the establishment of monitoring and evaluation systems and processes that are aligned with national frameworks and enable seamless reporting between the Department and the Presidency.

PROGRAMME 2: Promotion of Mine Safety and Health

This programme ensures the safe mining of minerals under healthy working conditions. The branch is comprised of two sub-programmes:

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

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

Programme focus areas

Capacity development and process improvement: The Department and the Mining Qualification Authority (MQA) will put strategies in place to address the skills shortage in the mining industry. The branch will review and implement work processes to optimise the benefit of capacity development and further entrench continuous improvement. Education and

training programmes with universities will be consolidated to improve workplace-integrated learning for health and safety inspectors. Internal capacity will be improved to focus on high risk areas, ie falls of ground and occupational diseases as well as improving effective prosecutions.

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

Monitoring and evaluation of mine safety programmes: This includes monitoring compliance with Mine Health and Safety-related legislation through audits, inspections, investigations and enquiries and participating in matters likely to impact on the health and safety of mine employees and the people in surrounding communities.

Review health and safety legislation to incorporate best practice: Providing leadership and participating in the initiatives and activities of tripartite institutions to ensure that the work programmes of those entities are responsive to the current problem.

The branch will also review the health and safety legislation to incorporate best practice, monitor the implementation of Tripartite Summit Actions and support initiatives to deal with illegal mining and small-scale mining.

PROGRAMME 3: Mineral Regulation

This programme regulates the minerals and mining sector to promote economic growth, employment, transformation and sustainable development. Mineral Regulation is also responsible for the administration of prospecting and mining rights licensing and compliance with the Mineral and Petroleum Resource Development Act, 28 2002 (the Act), including mine environmental management compliance.

Programme focus areas

During the MTEF period, the branch will continue to comply with the revised turnaround times for the adjudication of rights and permits. This will improve sector competitiveness and ensure transparency and accountability. The refinement of our administrative processes, including the organisational structure, will ensure that the regulatory framework is implemented effectively. We will monitor the empowerment of historically disadvantaged South Africans, especially women closely, in terms of the related Act. In this regard, the branch structure is being re-assessed to more effectively meet its capacity, as well as the requirements of compliance monitoring and evaluation.

The Department will continue to implement the online system for lodging and administering mining and prospecting applications to ensure transparency and accountability from officials involved in processing applications. We will continue to extend our monitoring and compliance inspections during 2011/2012, as aligned with the revised Mining Charter.

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



PROGRAMME 4: Mineral Policy and Promotion

This programme consists of the following sub-programmes:

Mineral Policy

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

Mineral Promotion

Promotes mineral development and advises on trends in the mining industry to attract additional investment.

Economic Advisory Services

Undertakes regulatory impact assessments of the laws and policies implemented by the Department as well as monitor and evaluate transformation in the mining industry.

Mine Environmental Management

Provides strategic guidance to mine environmental management and mine closure issues, including the management of derelict and ownerless mines.

Programme focus areas

The strategy for management and rehabilitation of derelict and ownerless mines in South Africa aims to guide the management of mining legacies. It proposes a prudent course of action for the State to discharge its responsibility regarding constitutional rights as contemplated in section 24 of the Constitution of the Republic of South Africa. The strategy and implementation plan have been developed and adopted by the Minister of Mineral Resources. Implementation of the strategy commenced synchronously with its development, as rehabilitation of ownerless and derelict mines is a key focus area.

Acid Mine Drainage (AMD): This is a key focus area for the branch. Currently it is part of the technical committee on Acid Mine Drainage chaired by the Directors-General of Mineral Resources, Science and Technology and Water Affairs, as well as a team of experts and representatives from science councils and some tertiary institutions. This committee is tasked to reappraise the risks associated with AMD; assess what has been done by various institutions and the available solutions and technology; interrogate and assess the viability and costs of critical short-term interventions; propose integrated and sustainable medium to long-term solutions/measures and ongoing maintenance; and explore possible partnerships with the private sector.

Beneficiation Strategy: The Mineral Beneficiation Strategy seeks to facilitate economic diversification, increase productive capacity, create job opportunities, expedite progress towards technology development and a knowledge-based economy, as well as attain incremental GDP growth in per capita mineral value addition. The strategy supports the vision of government's new growth path, the National Industrial Policy Framework (NIPF), infrastructure build programme and the Advanced Manufacturing Technology Strategy (AMTS), among others. Strategy implementation will be a key focus area.

Small Scale Mining: A new approach to small scale mining is outlined in the new small scale mining strategy. The strategy provides a framework for sustainable sector growth and development and identifies key challenges and interventions. This approach will have a greater impact on rural community development, where the Department will pre-identify the potential for mineralisation.

A strategy for the sustainable growth and meaningful transformation of the South African mining industry will be released in 2011. As a significant contributor to GDP, mining offers opportunities for the creation of decent jobs. The strategy is aligned with the broader national transformation objectives and emphasises the mutually reinforcing nature of growth and transformation to create sustainable growth in the industry.

Review of the Mineral and Petroleum Resources Development Act (MPRDA) and the Mine Health and Safety Act (MHSA):

These Acts were introduced to de-racialise the minerals sector, encourage economic growth and create a safe and healthy work environment in the mining industry. The MPRDA will be reviewed to enhance the architecture of the principal mining legislation, remove inherent ambiguities and ensure a seamless and effective administration of prospecting and mining rights. The MHSA will be amended to strengthen enforcement provisions, simplify the administrative system for issuing fines, reinforce offences and penalties, remove ambiguities and ensure consistency with the MPRDA.

Regulatory Impact Assessment (RIA): The Department will introduce this process as part of monitoring and evaluating the effectiveness of policy and legislation in the mineral resources regulatory sphere.

5.2 Organisational environment

Summary of DMR Organisation Structure

Programme	Sub-programme
1. Administration	I.1. Ministry I.2. Office of the Director-General I.3. Corporate Services I.4. Office of the Chief Financial Officer (CFO) I.5. Office of the Chief Operations Officer (COO) I.6. Audit Services
2. Mine Health and Safety Inspectorate	I.1. Mine Health & Safety I.2. Governance Policy and Oversight
3. Mineral Regulation	I.1. Central Regions I.2. Eastern Regions I.3. Western Regions I.4. Coastal Regions
4. Mineral Policy and Promotion	I.1. Mining & Mineral Policy I.2. Mineral Promotion I.3. Economic Advisory Services I.4. Mine Environmental Management

The new DMR organisation structure reflects cognisance of the need for an independent audit function, emphasis on monitoring, evaluation and reporting (for both the Department and state-owned entities reporting to the Minister of Mineral Resources) and re-positioning the Human Resource (HR) function within government Departments as directed by the Department of Public Service and Administration (DPSA).

In terms of section 38 (1) of the Public Finance Management Act (PFMA), the Accounting Officer for a Department must ensure that the related Department has developed and maintained effective, efficient and transparent financial and risk management and internal control systems; an internal audit system controlled and directed by an audit committee; and the effective, efficient, cost-effective and transparent use of the Department's resources. Governance structures, such as an internal audit function, audit and risk committees, a procurement committee and HR committees also need to have been established and functioning effectively.



People are the DMR's most important resource. The Department has adopted an integrated approach to human capital management to ensure that related programmes and policies are linked to its mission, strategies and goals and support continuous improvement in efficiency and effectiveness. Senior programme managers are responsible for successfully accomplishing the organisation's mission and creating a challenging and productive workplace environment.

Our aim is to create a pervasive performance-driven culture that is focused on individual and organisational accountability to achieve the DMR's goals and priorities. The Department will move with fortitude and speed to recruit, develop and retain a qualified and diverse workforce suited for the demands of the 21st century.

Mineral Regulation

Process and procedural changes were introduced and implemented during the past financial year to further improve turnaround times and enhance service delivery. In addition, a moratorium on the loading of new prospecting rights was imposed by the Minister in August 2010 to conduct a full review of all rights issued since the implementation of the MPRDA. The results of these interventions required the branch to revise its business approach. As such, the organisational structure of the Mineral Regulation branch has been reviewed to facilitate more effective assessment, monitoring and evaluation of the objects of the MPRDA.

5.3 Description of the strategic planning process

The review of the Strategic Plan was divided into two phases: the validation of the vision and mission, convened by the Minister; and the annual performance planning. The department took cognisance of the government's priorities and the ways in which it can, with the mining sector, contribute to national imperatives.

The department's contribution to addressing government-wide priorities that relate to the economy will include the creation of decent and sustainable jobs. Among others, this entails using the revised Mining Charter to implement employment equity targets that require 40% HDSA representation at all decision-making and core occupational levels within mining companies. Beneficiation, social and labour plans provide additional scope for creating employment in the industry and in rural and labour sending communities.

The Department intends to take advantage of the dynamism offered by the symbiotic link between what we are doing and the implementation of the rural development strategy. The provision of Social and Labour Plans in the Mineral and Petroleum Resources Development Act allow for collaborative small and medium enterprise as well as local economic and skills development projects between mining companies, communities and local government. An additional key focus area will be the sustainable utilisation of the environment. Measures to rehabilitate abandoned mines and the requirements for mine closure will be improved.

The imperatives mentioned above cannot be addressed without an efficient and effective department. The filling of all vacant and funded posts in the department is an immediate priority, as agreed at the January 2011 Cabinet Lekgotla. We will develop and employ staff retention strategies and do everything possible to eradicate fraud and corruption. Simultaneously, our emphasis is on the optimal utilisation of limited resources to achieve our strategic objectives in an environment that promotes sound corporate governance.

The DMR's five strategic outcome-oriented goals, linked to the national outcome priorities and aligned to the Balanced Scorecard model, are reflected in the Table below.

DMR outcomes as linked to national outcomes

Departmental Outcomes	National Outcomes
Increased investment in the minerals and mining sector	Linked to National Outcome 4: Decent employment through inclusive economic growth
Improved health and safety conditions in the mining sector	Not directly linked to a National Outcome
Equitable and sustainable benefit from mineral resources	Linked to National Outcomes 4: Decent employment through inclusive economic growth 7: Vibrant, equitable, sustainable rural communities & 10: Environmental assets and natural resources that are well protected and continually enhanced
Transformed minerals sector	Linked to National Outcome 4
Efficient, effective and development-oriented department	Linked to National Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.

The second phase of developing the strategy involved a technical evaluation of the strategic objectives and measures of each branch. This resulted in streamlined, SMART measures and less high-level and operational measures, which enhances the department's reporting procedure. In this document the cross-cutting strategic objectives are incorporated under internal processes, learning and growth, while the financial perspectives of the balanced scorecard have been divided into three objectives: implementing robust internal processes; enhancing DMR culture, systems and people; and ensuring long-term financial stewardship.

These objectives are expanded in the Tables below that reflect the Annual Performance Plans for the respective programmes.

6. Strategic outcome-oriented goals of the department

STRATEGIC GOAL 1	Increased investment in the minerals and mining sector
Goal Statement	Promote and facilitate an increase in mining activity and value addition to mineral resources extracted in the Republic.
STRATEGIC GOAL 2	Improve the health and safety conditions in the mining sector.
Goal Statement	Provide a framework to manage health and safety risks, enforce compliance and promote best practice in the mining sector.
STRATEGIC GOAL 3	Achieve equitable and sustainable benefit from mineral resources.
Goal Statement	1. Promote sustainable resource management and contribute to skills development and the creation of meaningful/sustainable jobs. 2. Contribute to the reduction of adverse environmental impacts from mining.
STRATEGIC GOAL 4	Transform the minerals sector.
Goal Statement	Redress past imbalances through broader participation in the minerals sector; direct intervention in communities and an increase in BEE and SMME participation, which includes women, the youth and the disabled.
STRATEGIC GOAL 5	Create an efficient, effective and development-oriented department.
Goal Statement	Attract, develop and retain appropriate skills and ensure the optimal utilisation of resources through implementing risk management strategies and promoting sound corporate governance.

PART B: STRATEGIC OBJECTIVES

7. PROGRAMME I: Administration

Purpose

To enable the Department to deliver on its mandate, by providing strategic management and administrative support to the Ministry and the Department.

7.1 Strategic Objectives

STRATEGIC OBJECTIVE 1	Contribute to skills development
Objective Statement	Create awareness among stakeholders about careers in the mining sector and the department.
STRATEGIC OBJECTIVE 2	Sustainable development of vulnerable groups
Objective Statement	Facilitate projects for vulnerable groups (women, children and people with disabilities) with industry and communities.
STRATEGIC OBJECTIVE 3	Communicate DMR policies and programmes to internal and external stakeholders
Objective Statement	Improved stakeholder perception and understanding of the DMR and its policies and programmes.
STRATEGIC OBJECTIVE 4	Develop, review and improve internal processes/guidelines/procedures
Objective Statement	Provide an efficient service through improved processes and clear guidelines and procedures.
STRATEGIC OBJECTIVE 5	Provide professional legal support and advisory services to Ministry and Department
Objective Statement	Reduce the risk of legal liabilities against the department by providing timely opinions and reaction to litigation.
STRATEGIC OBJECTIVE 6	Ensure implementation of National Vetting Strategy
Objective Statement	Reduce the risk to the department of financial, information and reputation loss inter alia other risks.
STRATEGIC OBJECTIVE 7	Enhance DMR culture, systems and people
Objective Statement	Attract, develop and retain appropriate skills, reduce vacancy rates and promote management and leadership capabilities.
STRATEGIC OBJECTIVE 8	Ensure long-term financial stewardship
Objective Statement	Align budgets to strategy, manage budgets effectively, implement risk management strategies and promote corporate governance.

7.2 Risk Management

Risk	Litigation
Mitigation	Effective record keeping/ document management.
Risk	DMR reputational risk
Mitigation	Enhance awareness of corporate values. Implement the Communication Strategy (marketing campaign, stakeholder perception survey, etc).
Risk	Poor service delivery
Mitigation	Performance monitoring and corrective action.

Risk	Resistance to change
Mitigation	Implement change management strategy.
Risk	Fraud and corruption
Mitigation	1. Train on anti-corruption strategy. 2. Conduct fraud risk assessment. 3. Implement disciplinary processes.

8. PROGRAMME 2: Mine Health and Safety

Purpose

Execute the Department's mandate to safeguard the health and safety of mine employees and people affected by mining activities.

8.1 Strategic Objectives

STRATEGIC OBJECTIVE 1	Promote health and safety
Objective Statement	Provide clear policy and regulatory framework to manage health and safety risks and promote best practice in the mining sector.
STRATEGIC OBJECTIVE 2	Contribute to skills development
Objective Statement	Ensure accredited and relevant certificates of competency are available.
STRATEGIC OBJECTIVE 3	Implement robust internal processes
Objective Statement	Ensure adherence to implemented service level agreements (SLAs), develop and review internal processes and improve turnaround times.
STRATEGIC OBJECTIVE 4	Enhance DMR culture, systems and people
Objective Statement	Attract, develop and retain appropriate skills, reduce vacancy rates and promote management and leadership capabilities.
STRATEGIC OBJECTIVE 5	Ensure long-term financial stewardship
Objective Statement	Align budgets to strategy, manage budgets effectively, implement risk management strategies and promote corporate governance.

8.2 Risk Management

Risk	Inadequate enforcement of legislation.
Mitigation	Review and implement enforcement guidelines.
Risk	Issue certificates to incompetent persons.
Mitigation	1. Implement current policies and procedures. 2. Improve supervision and management controls. 3. Implement corrective actions. 4. Ensure adherence of commissions to legislative requirements.
Risk	Incorrect and incomplete OHS statistical data.
Mitigation	1. Implement SAMSHA information system. 2. Promulgate legislation on health incident reporting. 3. Implement corrective actions.
Risk	Inability to attract and retain personnel with skills and knowledge.
Mitigation	1. Implement revised and effective recruitment and retention strategies. 2. Motivate to implement Occupation Specific Dispensation (OSD). 3. Manage and support learnerships and bursary holders.



9. PROGRAMME 3: Mineral Regulation

Purpose

Regulate the minerals and mining sectors to achieve transformation and sustainable development.

9.1 Strategic objectives

STRATEGIC OBJECTIVE 1	Ensure mines implement approved Social and Labour Plans that contribute to skills development
Objective Statement	Adjudicate social and labour plans for learnerships, artisan training, employee ABET training and other initiatives.
STRATEGIC OBJECTIVE 2	Promote job creation
Objective Statement	Adjudicate social and labour plans for local economic development and SMME development projects.
STRATEGIC OBJECTIVE 3	Promote sustainable resource use and management
Objective Statement	Rigorously adjudicate prospecting, mining and environmental work programmes.
STRATEGIC OBJECTIVE 4	Reduce state environmental liability and financial risk
Objective Statement	Ensure that mine closures without full provision for rehabilitation are reduced.
STRATEGIC OBJECTIVE 5	Implement transformation policies/legislation
Objective Statement	Monitor the number of HDSA companies created and those supplying the mining industry
STRATEGIC OBJECTIVE 6	Implement a robust internal monitoring process.
Objective Statement	Ensure adherence to implemented SLAs, develop and review internal process and improve turnaround times
STRATEGIC OBJECTIVE 7	Enhance DMR culture, systems and people
Objective Statement	Attract, develop and retain appropriate skills, reduce vacancy rates and promote management and leadership capabilities.
STRATEGIC OBJECTIVE 8	Ensure long-term financial stewardship
Objective Statement	Align budgets to strategy, manage budgets effectively, implement risk management strategies and promote corporate governance.

9.2 Risk Management

Risk	Failure to ensure adequate financial provision (e.g. derelict and ownerless mines).
Mitigation	Review adequacy of rehabilitation in current operations.
Risk	Poor monitoring and enforcement.
Mitigation	Conduct compliance inspections.
Risk	Inadequate systems and controls.
Mitigation	Implement South African Minerals and Administration System (on line system)
Risk	Gaps in legislations and regulations.
Mitigation	Review Mineral and Petroleum Resources Development Act.
Risk	Fronting in terms of BEE participation.
Mitigation	Adjudicate applications strictly and follow-up with compliance inspections.

10. PROGRAMME 4: Mineral Policy and Promotion

Purpose

Formulate mineral-related policies and promote the mining and minerals industry of South Africa to make it attractive to investors.

10.1 Strategic objectives

STRATEGIC OBJECTIVE 1	Promote investment in the mining sector
Objective Statement	Facilitate fixed capital investment in the mining sector.
STRATEGIC OBJECTIVE 2	Promote sustainable resource use and management
Objective Statement	Ensure improvement in mine environmental management practices and rehabilitate ownerless and derelict mines.
STRATEGIC OBJECTIVE 3	Ensure transformation in the mining and minerals sector
Objective Statement	Review transformation regulatory framework.
STRATEGIC OBJECTIVE 4	Implement a robust internal process
Objective Statement	Ensure adherence to implemented SLAs, develop and review internal process and improve turnaround times.
Strategic Objective 5	Enhance DMR culture, systems and people
Objective Statement	Attract, develop and retain appropriate skills, reduce vacancy rates and promote management and leadership capabilities.
STRATEGIC OBJECTIVE 6	Ensure long-term financial stewardship
Objective Statement	Align budgets to strategy, manage budgets effectively, implement risk management strategies and promote corporate governance.

10.2 Risk Management

Risk	Non-compliance with transformation policies.
Mitigation	1. Monitoring and evaluate compliance with revised Mining Charter annually and put in place the required systems and resources. 2. Review policies to close gaps.
Risk	Poor communication of the policies and regulatory framework.
Mitigation	1. Establish strategic stakeholder partnerships 2. Provide training in communication and consultation skills.
Risk	Inability to attract and retain personnel with appropriate skills and knowledge.
Mitigation	Motivate for Implementation of Occupational Specific Dispensation (OSD) to recruit the specialised/scarc skills required in the branch.
Risk	Inadequate policy and regulatory policy development.
Mitigation	1. Establish a policy monitoring and evaluation mechanism. 2. Establish a policy/legal forum as a consultative platform.
Risk	Lack of progress in addressing the legacy of derelict and ownerless mines.
Mitigation	Establish/develop an integrated stakeholder approach towards the pooling of resources to address the challenge.



PART C: LINKS TO OTHER PLANS

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

The mandate of the Department of Mineral Resources does not require it to have long-term infrastructure and other capital plans.

12. Conditional grants

The Department of Mineral Resources (DMR) does not administer any conditional grants.

13. Public entities

Purpose

Provide related services that support the Department's mandate through funded and non-funded statutory bodies and organisations.

Measurable Objective

Enhance the Department's ability to achieve its objectives through policies and directives that promote its legislative mandate and lead to the creation of an environment conducive to investment and the improvement of the quality of life of South Africans.

The DMR has oversight responsibilities over the following FIVE (5) Public Entities (PEs) listed in the Table below, which are classified as Schedule 3 entities in the Public Finance Management Act (PFMA). This oversight includes subsidiaries of these entities, which according to PFMA, are taken as listed entities in their own right.

Compulsory strategy meetings/workshops, will be held annually during July/August and will be chaired by the Minister of Mineral Resources. Attendees will include the Board Chairpersons and CEOs of all PE, and selected DMR representatives. The meetings will allow the shareholder to address the strategic direction of the department and its entities, and provide absolute clarity about the roles of the shareholder and Board and the delivery and performance expectations from the PEs.

The PE Chairpersons are responsible for ensuring that each entity undertakes its strategic planning session within the prescribed time after the workshop and provides the Department with the required information.

The Department's annual and quarterly performance reviews will assess the operations of PEs, which will include their financial, technical and research activities. Appropriate corrective action will be recommended, where necessary.

Governance arrangements

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

Name of entity	Mandate	Outputs	Current annual budget (R'000)	Next evaluation date
South African Diamond and Precious Metals Regulator (SADPMR)	The South African Diamond and Precious Metals Regulator was established by the Diamonds Act, 1986 as amended in 2005, to administer the following legislation: • Diamonds Act, 1986 (as amended) • Precious Metals Act, 2005 • Diamond Export Levy Act, 2007, in collaboration with the South African Receiver of Revenue (SARS).	• Regulate the diamond and precious metals industries for the benefit of all South Africans. • Ensure efficient and cost-effective administration to the regulated industries at a minimum compliance cost. • Ensure that the precious metals and diamond resources of South Africa are exploited and developed in the best interest of the people of South Africa. • Promote equitable access to, and the local beneficiation of, South Africa's precious metals and diamonds. • Promote the sound development of precious metals and diamond enterprises in South Africa.	R39 374	
Council for Geoscience	The Council for Geoscience (CGS) was established in terms of the Geoscience Act, 100 of 1993 to develop and publish world-class Geoscience knowledge products and render related services to industry and the South African public.	• CGS growth and first economy development (ensuring organisational growth and contributing to economic development – people, scientific and financial). • Regulatory systems and stakeholder compliance? (ensuring compliance with legislative requirements and developing regulatory systems aligned with national mandates) • Rural development and poverty eradication (contributing to second economy development). • Innovation (developing products, systems and services). • Development in Africa (upgrading the continent's Geoscience infrastructure to support the development of Africa and its people). • Skills development (building capacity in scientific, administrative and managerial/leadership skills). • Transformation (helping to transform business and people).	R154 405	Annual

Name of entity	Mandate	Outputs	Current annual budget (R'000)	Next evaluation date
Council for Mineral Technology (MINTEK)	The Council for Mineral Technology (MINTEK) was established in terms of the Mineral Technology Act, 30 of 1989, to fulfill the following main functions: - Undertake research, development and technology transfer to promote mineral technology. - Foster the establishment and expansion of industries in the field of minerals and related products.	- Develop efficient mineral processing technologies and sustainable value-added products and services. - Play a significant role in the development of this second economy. - Support government's regional and continental interventions. - Develop human and organisational skills. - Uphold good governance practice.	R196 956	Annual
Mine Health and Safety Council (MHSC)	The Mine Health and Safety Council (MHSC) functions in terms of the Mine Health and Safety Act, 29 of 1996, to advise the Minister of Mineral Resources on Occupational Health Safety legislation and research outcomes focused on ameliorating and promoting occupational health and safety at South African mines.	- Promote and facilitate the development of a preventative Occupational Health and Safety (OHS) culture (promoting occupational health and safety in the mining industry). - Support the achievement of the mining industry's 2013 milestones (mainly implementing research outcomes and supporting the industry to drive OHS); - Promote the understanding and implementation of legislation. - Advise the Minister on health and safety issues. - Promote capacity development in OHS.	R5 288	Annual
State Diamond Trader (SDT)	The State Diamond Trader (SDT) was established by the Diamonds Act, 56 of 1986 as amended, to promote equitable access to and beneficiation of diamond resources and grow South Africa's diamond cutting and polishing industry.	- Promote equitable access to and the beneficiation of rough diamonds. - Facilitate development services to State Diamond Trader clients, - Facilitate research and development in the diamond trade. - Provide a clear strategic approach to the African diamond market.	Not funded by appropriation	Annual

14. Private partnerships

The Department of Mineral Resources does not have any public private partnerships (PPPs).



PART D: ANNUAL PERFORMANCE PLAN (2011/12 – 2013/14)

15. Overview of 2010 Budget and MTEF Estimates

15.1 Expenditure estimates

Table 1: Department of Mineral Resource

Budget Summary						
R thousands	Total to be appropriated		Current payments		Transfers and subsidies	Payments for capital assets
	R'000	R'000	Compensation of employees	Goods and services	R'000	R'000
Administration	247941	119576	117631		1118	9616
Promotion of Mine Health and Safety	147501	117645	24060		5288	508
Mineral Regulation	160368	98877	22117		39374	0
Mineral Policy and Promotion	480403	41512	46232		392659	0
Total expenditure estimates	1036213	377610	210040		438439	10124

Expenditure estimates						
Rand thousand	2007/08	2008/09	2009/10	2010/11		2013/14
	Outcome			Adjusted appropriation	Revised estimate	Medium term estimates
Programmes						
Administration	133820	160020	159341	223700	223700	274582
Promotion of Mine Health and Safety	98527	112698	132029	142069	142069	170095
Mineral Regulation	154156	155344	179543	212354	212354	175367
Mineral Policy and Promotion	331030	340265	382931	417719	417719	558663
Total	717533	768327	853844	995842	995842	1178707
Change to 2010 Budget Estimate				-34174	-34174	-53527

Expenditure estimates								
	2007/08	2008/09	2009/10	2010/11		2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Revised estimate	Medium term estimates		
Rand thousand								
Economic classification								
Current payments	375648	389577	425372	574040	574040	587649	624277	690015
Compensation of employees	210090	231013	275084	343663	343663	377610	400999	421847
Salaries and wages	180279	196990	242965	300228	300228	328753	349130	367225
Social contributions	29811	34023	32119	43435	43435	48857	51869	54622
Goods and services	165558	158564	150288	229322	229322	210039	223278	268168
Administrative fees	871	2296	2005	2904	2904	3700	3891	4153
Advertising	15857	13115	1464	4909	4909	3860	4276	4581
Assets less than the capitalisation threshold	1097	3076	3477	4592	4592	807	945	1292
Audit cost: External	1915	2428	2406	4290	4290	4203	4434	4678
Bursaries: Employees	1320	1895	1873	3086	3086	3559	3771	4115
Catering: Departmental activities	1558	1299	665	2221	2221	2625	2761	3024
Communication	10875	13288	15368	13853	13853	7371	8208	8876
Computer services	7450	13064	8623	17385	17385	21411	21568	22755
Consultants and professional services: Business and advisory services	39257	6595	26270	10388	10388	7504	6946	7351
Consultants and professional services: Infrastructure and planning	0	9660	0	49660	49660	26395	30039	54804
Consultants and professional services: Laboratory services	0	0	0	0	0	385	404	426
Consultants and professional services: Legal costs	4988	10126	7003	1201	1201	120	126	133
Contractors	5068	7978	11296	3680	3680	2933	3380	3572
Agency and support / outsourced services	668	143	261	212	212	5	5	6
Entertainment	0	10	13	441	441	656	666	765
Fleet services (including government motor transport)	7	0	0	0	0	0	0	0
Inventory: Food and food supplies	0	0	0	1	1	47	48	51



Expenditure estimates								
	2007/08	2008/09	2009/10	2010/11		2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Revised estimate	Medium term estimates		
Rand thousand								
Inventory: Fuel, oil and gas	10	18	10	25	25	93	98	103
Inventory: Learner and teacher support material	0	159	138	407	407	221	148	226
Inventory: Materials and supplies	109	132	292	550	550	314	335	358
Inventory: Medical supplies	89	25	3	36	36	0	16	23
Inventory: Medicine	34	0	0	0	0	0	0	0
Inventory: Other consumables	278	542	953	1569	1569	954	1112	3158
Inventory: Stationery and printing	3836	4943	5146	7091	7091	4219	4432	5194
Lease payments	19804	18155	13920	28609	28609	41126	42782	45135
Property payments	3150	2767	1998	3262	3262	570	601	636
Transport provided: Departmental activity	0	0	0	6	6	0	0	0
Travel and subsistence	35583	32481	30391	43383	43383	59380	63526	66294
Training and development	3966	5653	6061	5720	5720	6591	7218	7591
Operating expenditure	2931	2858	7963	15867	15867	4755	5001	9399
Venues and facilities	4837	5858	2695	3974	3974	6235	6541	9469
Interest and rent on land	0	0	0	1055	1055	0	0	0
Transfers and subsidies	336019	366915	395830	408626	408626	438439	472586	477478
Provinces and municipalities	0	0	0	0	0	0	0	0
Departmental agencies and accounts	170185	167581	178207	182506	182506	199067	209999	222858
Public corporations and private enterprises	164198	198046	217266	225120	225120	238254	261413	253381
Households	1636	1288	357	1055	1055	1118	1174	1239
Payments for capital assets	5866	11469	31968	14176	14176	10124	10630	11214
Machinery and equipment	4146	9707	18293	14176	14176	10124	10630	11214
Software and other intangible assets	1720	1762	914	0	0	0	0	0
Payments for financial assets	0	366	674	0	0	0	0	0
Total	717533	768327	853844	995842	995842	1036212	1107493	1178707

16. PROGRAMME I: Administration

This programme provides strategic support and management services to the Ministry and the Department of Mineral Resources. It consists of an Audit Services Chief Directorate, a Corporate Services Branch (Human Resources, Auxiliary Support Services, Communication and International Co-ordination, Legal Services and Special Projects and Programmes), and the Offices of the Chief Financial Officer (Finance, Information Technology and Supply Chain Management) and the Chief Operations Officer (Strategy, Risk Management, Public Entity Oversight, Monitoring and Evaluation).

16.1 Strategic Objectives and Annual Targets for 2011/12 – 2013/14

BRANCH:CORPORATE SERVICES						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (Processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Equitable and sustainable benefit from mineral resources (customer / stakeholder)	Contribute to skills development	Number of career awareness initiatives undertaken	8	8	8	- Coordinate with learners, educators, mining industry and Government stakeholders, and Basic Education and Training Institutions in collaboration with the DMR state-owned enterprises (SOEs). - Market DMR and mineral and mining sector career opportunities/skills requirements at Higher Education Institutions in collaboration with the DMR SOEs.
	Sustainably develop vulnerable groups	Number of facilitated and initiated projects led by vulnerable groups	2	2	2	Implement vulnerable groups strategy.
	Communicate the DMR policies and programmes among internal and external stakeholders	Improved stakeholder perceptions and understanding about the DMR and its policies and programmes Number of media engagements held	Establish baselines 5	20% 6	20% 6	- Implement Communication Strategy and Plan. - Implement Communication Strategy and Plan.



BRANCH: CORPORATE SERVICES						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (Processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Equitable and sustainable benefit from mineral resources (customer / stakeholder)	Communicate the DMR policies and programmes among internal and external stakeholders	Development and maintenance of departmental website	1	1	1	Implement internal Communication Strategy and Plan.
		Number of positive or balanced news items published/ broadcast	80	100	120	Implement internal Communication Strategy and Plan
Efficient, effective and development-orientated department (internal processes)	Facilitate and support transformation initiatives	Number of main-streaming projects for women in mining initiated	2	3	4	Implement Women in Mining Strategy.
	Develop, review and improve internal processes/ guidelines/ procedures	Number of policies reviewed/developed	9	5	5	Develop and/or review Corporate Services policies, procedures and guidelines.
		Number of guidelines and procedures reviewed/ developed	3	3	3	
	Provide professional legal support and advisory service to Ministry and Department	Number of SLAs implemented	1	1	1	Develop, sign and implement service level agreements (SLAs).
		Percentage timeous response to opinions, appeals and litigation	75%	85%	100%	- Provide researched legal opinions and advice. - Draft legislation and regulations. - Manage litigation and appeals in terms of prescribed regulations/prescripts.
Effective implementation of the Performance Management Development System (PMDS)	Ensure implementation of the National Vetting Strategy	Percentage compliance with National Vetting Strategy	100%	100%	100%	Implement National Vetting Strategy.
	Effective implementation of the Performance Management Development System (PMDS)	Percentage of SMS agreements signed timeously	100%	100%	100%	Implement an awareness programme for PMDS focusing on Senior Management Service.

BRANCH:CORPORATE SERVICES					
Outcomes	Strategic objectives	Measures	MTEF targets		
			2011-12	2012-13	2013-14
Efficient, effective and development-orientated department (learning and growth)	Facilitate management and leadership development	Number of implemented management development programmes	6	8	10
		Number of trained and developed managers	12	16	20
	Filling of funded vacant positions	Percentage reduction in vacancy rate	50%	60%	80%
	Attract, develop and retain skills	Percentage improvement on identified EE targets	80%	90%	95%
		Percentage reduction in staff turnover rate	1%	2%	3%
Efficient, effective and development-orientated department (financial)		Human Resource Development (HRD) interventions implemented	10	10	10
	Align budget to strategy	Percentage of budget allocated to branch priorities	80%	90%	90%
	Maximise utilisation of resources	Percentage reduction in the number of branch assets disposed of prior to the end-of-lifespan	15%	10%	5%
	Manage costs effectively	Percentage variance (under spending) on allocated branch budget for goods and services	5%	5%	5%
		Reduction in wasteful, fruitless and irregular expenditure	60%	80%	90%
Initiatives (Processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing "what we do")					
Implement the HRD Strategy and National Skills Development Strategy.					
Review and implement the Human Resource (HR) Plan					
Implement the Employment Equity (EE) Plan.					
Implement Retention Strategy.					
Implement HRD Strategy and National Skills Development Strategy.					
Cost strategic initiatives.					
Develop spending plans.					
Implement loss management procedures.					
Monitor, review and implement corrective measures for irregular spending patterns.					
Contribute towards the development of the branch procurement plan.					
Take corrective measures in the event of identified non-compliance.					



BRANCH:CORPORATE SERVICES						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (Processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Efficient, effective and developed-orientated department (financial)	Promote Corporate Governance	Percentage reduction in repeat audit findings on internal audit follow-up report within the branch	30%	60%	90%	Develop and implement action plans for dealing with audit findings.
		PFMA compliance	100%	100%	100%	- Implement the PFMA compliance framework developed by Finance and compliance office. - Implement Risk Management Action Plans.
		Percentage execution of Fraud Prevention and Enterprise Risk Management Plans	100%	100%	100%	

BRANCH: OFFICE OF THE CFO						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (processes/actions/activities that used in a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Efficient, effective and development-orientated department (customer/ stakeholder perspective)	Provide reliable and timely information	Percentage of reports submitted within prescribed time frames	90%	95%	100%	Review legislative reporting calendar.
	Improve service delivery	Percentage adherence to defined turnaround times	80%	90%	95%	- Implement and monitor adherence. - Review and publish Service Catalogue.
		Customer Satisfaction Index (1-5 index)	3	3.5	3.5	Implement Service Catalogue.
						Monitor adherence and provide feedback.
	Educate and empower stakeholders	Percentage reduction in number of queries and complaints raised due to lack of information	10%	20%	30%	Develop and implement query management system.

BRANCH: OFFICE OF THE CFO

Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (processes/actions/activities that used in a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Efficient, effective and development-orientated department (customer / stakeholder perspective)	Educate and empower stakeholders	Percentage reduction in non-compliance with internal processes	50%	50%	50%	- Communicate policies and their implications to the Department. - Conduct workshops for targeted groups on new/enhanced systems.
	Provide ICT systems	Percentage availability of information systems	90%	94%	95%	- Monitor and generate reports from infrastructure systems monitoring tools - Remediate identified faults to restore systems.
	Provide adequate facilities for effective service delivery	Percentage alignment of facilities with business needs	50%	60%	70%	Develop and implement facilities management strategy.
	Promote transformation policies	Percentage procurement spend on targeted groups	40%	45%	50%	Develop and implement sourcing strategy.
Efficient, effective and development-orientated department (internal processes)	Implement policies, processes and procedures	Number of policies implemented	4	4	4	Develop, review and implement policies.
		Number of processes documented and implemented	4	4	4	Develop and implement processes.
	Improve turnaround times	Number of processes with improved turnaround times	6	6	6	Streamline identified processes.
		Percentage improvement in turn-around times	10%	10%	10%	Develop and implement identified service level agreements (SLAs).
	Align ICT with business objectives	Number of integrated business systems	1	1	1	Develop and implement Master Systems Strategy.
		Percentage reduction in licensing costs	10%	10%	10%	



BRANCH: OFFICE OF THE CFO						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (processes/actions/activities that used in a range of inputs to produce the desired outputs, in essence describing "what we do")
			2011-12	2012-13	2013-14	
Efficient, effective and development-orientated department (learning and growth)	Facilitate management and leadership development	Number of trained and developed managers	5	5	5	- Assess, identify and submit names to Corporate Services the names of employees with potential to be developed in line with programme. - Encourage and allow employees to attend scheduled training programmes.
	Fill funded vacancies	Percentage reduction in vacancy rate	50%	60%	80%	Implement the Human Resources Plan in accordance with the implementation plan.
	Attract, develop and retain skills	Percentage reduction in staff turnover rate	5%	10%	15%	Implement Retention Strategy in accordance with the implementation plan.
		Number of Human Resource Development interventions implemented	5	5	5	Implementation of HRD Strategy and National Skills Development Strategy in accordance with the implementation plan.
	Align budget with strategy	Percentage budget aligned with strategy	80%	90%	90%	Cost all strategic initiatives and develop spending plans.
Efficient, effective and development-orientated department (financial)	Maximise utilisation of resources	Percentage reduction in the number of assets disposed of prior to the end-of-lifespan	5%	10%	15%	- Develop asset loss management procedure. - Communicate and workshop loss procedure. - Monitor progress on the implementation plan.
	Manage costs effectively	Percentage variance (under spending) in the allocated budget for goods and services	5%	5%	5%	Develop and implement spending plans.
		Reduction in wasteful, fruitless and irregular expenditure	60%	80%	90%	Enforce compliance with allocated budget.
						Create awareness about the Department's policies and processes.
						Monitor compliance and implement recovery and disciplinary processes.

BRANCH: OFFICE OF THE CFO						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (processes/actions/activities that used in a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Efficient, effective and development-orientated department (financial)	Promote Corporate Governance	Percentage reduction in repeat audit findings of internal audit follow-up report	30%	60%	90%	• Develop and implement a tracking tool for resolving audit findings and queries.
		Auditor-General (A-G) Audit Report	Unqualified	Unqualified	Unqualified	
		Comply with PFMA	100%	100%	100%	• Review, implement and monitor PFMA compliance framework.
		Percentage execution of Fraud Prevention and Enterprise Risk Management Plans	100%	100%	100%	• Implement and monitor agreed action plans.

16.2 Quarterly targets for 2011/12

BRANCH: CORPORATE SERVICES							
Outcomes	Strategic objectives	Measures	2011/12 Targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Equitable and sustainable benefit from mineral resources (customer / stakeholder)	Contribute to skills development	Mining career awareness initiatives	1	2	3	4	- Coordinate with all stakeholders. - Promote mining-related learning areas within schools. - Facilitate the identification of learners regarding <i>Ingxoxo</i> pledges and implement the recommendations from the Learners Focus Week Programme Impact Study.
			2	4	6	8	Market DMR and mineral and mining sector career opportunities/skills requirements at Higher Education Institutions and career exhibitions.

BRANCH: CORPORATE SERVICES							
Outcomes	Strategic objectives	Measures	2011/12 Targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Equitable and sustainable benefit from mineral resources (customer / stakeholder)	Sustainably develop vulnerable groups	Number of projects led by vulnerable groups	0	0	1	2	• Conduct workshops and information sessions for vulnerable groups (women in mining, youth and people with disabilities).
		Number of workshops and information sessions for vulnerable groups	1	2	3	4	
	Communicate DMR policies and programmes to internal and external stakeholders	Number of media engagements held	1	3	4	5	• Undertake a multi-media campaign about the policies and programmes of the DMR. • Develop and implement issue-specific (Acid Mine Drainage ... • Host information sharing sessions in the prevalent mining provinces on the MPRDA. • Mining Charter in partnership with Mineral Regulation , Policy & Promotion • Issue statements and arrange media interaction for the Minister/D-G in all domestic and international engagements. • Maintain the re-launched DMR website and hand-over to IT for departmental hosting • Submission to the D-G.
		Number of public participation programmes	1	2	3	4	
		Number of positive and balanced news items published/ broadcast	20	40	69	80	
		Number of opinion pieces placed by DMR	2	4	6	8	
		Number of perception surveys conducted	0	1	1	1	
		Develop and implement a new website and intranet	0	0	1	1	
		Women in Mining Strategy approved	0	0	1	1	
		Number of women mainstreaming projects initiated	0	0	2	4	

BRANCH: CORPORATE SERVICES						
Outcomes	Strategic objectives	Measures	2011/12 Targets			
			Q1	Q2	Q3	Q4
Efficient, effective and development-orientated department (internal processes)	Develop, review and improve internal processes/ guidelines/ procedures	Number of policies reviewed/ developed	2	2	2	3
			Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing "what we do")			
			Develop and review the following policies: • HR policies - Sexual Harassment Policy - Job Evaluation Policy - Leave Policy - Recruitment and Selection Policy - Resettlement Policy. • HRD policies - Bursary Policy - Internship Policy - Career Development and Assessment Policy. • Security risk - Security Policy.			
			• Review of the PAIA process. • Review of the appeals process. • Prepare guidelines on investigation of HRM cases. • Agree on service level standards • Develop and sign service level agreements (SLAs). • Manage appeals emanating from the implementation of the DMR legislation and regulations. • Manage litigation by and against the Department. • Manage the drafting/vetting of agreements on behalf of the department. • Provide legal opinions to advise Ministry and DMR.			
		Number of guidelines and procedures reviewed/ developed	0	1	1	1
		Number of SLAs implemented	0	0	1	1
		Percentage timeous response to opinions, appeals and litigation	75%	75%	75%	75%
	Provide professional legal support and advisory service to Ministry and Department					



BRANCH: CORPORATE SERVICES							
Outcomes	Strategic objectives	Measures	2011/12 Targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Efficient, effective and development-orientated department (internal processes)	Ensure implementation of National Vetting Strategy	Number of employees vetted	20	40	60	80	• Identify and vet strategic positions.
		Percentage of new employees screened	100%	100%	100%	100%	• Screen all DMR contractors.
		Percentage of service providers and contractors screened	100%	100%	100%	100%	• Facilitate screening of service providers and contractors by security agencies.
		Percentage of performance agreements signed within the prescribed period	100%	100%	100%	100%	• Facilitate submissions of performance agreements linked to business plans by members of SMS on or before 31 May 2011.
	Facilitate management and leadership development	Number of management programmes implemented	0	2	2	2	• Facilitate the implementation of the following management programmes: Executive Development, AMDP, EMP, LR Training, Anti-Corruption, Orientation and Induction, Gender Mainstreaming.
Number of managers who completed management courses		0	4	8	12	• Facilitate the implementation of the HRD Strategy/ National Skills Development Strategy. Facilitate the development of managers.	
Reduction in vacancy rate		10%	20%	30%	50%	• Facilitate the filling of vacancies within 3 months of becoming vacant.	
Efficient, effective and development-orientated department (learning and growth)	Filling of funded vacancies	Improved percentages for identified EE categories:	80%	80%	80%	80%	• Facilitate the implementation of Departmental Employment Equity Plan. • Provide line function with EE targets for recruitment and selection processes. • Provide guidance on attainment of EE targets.
		Reduction in staff turnover rate	1%	1%	1%	1%	• Conduct exit interview analysis and communicate findings and recommendations to the Department. • Coordinate wellness programmes. • Facilitate and coordinate a climate survey and communicate findings and recommendations to the Department.

BRANCH: CORPORATE SERVICES							
Outcomes	Strategic objectives	Measures	2011/12 Targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Efficient, effective and development-orientated department (learning and growth)	Attract, develop and retain skills	Number of HRD initiatives implemented	0	3	7	10	- Facilitate the development of employees (training and bursaries). - Facilitate the recruitment and selection of interns and learners.
Efficient, effective and development-orientated department (financial)	Align budget to strategy	Percentage budget allocated to branch priorities	80%	80%	80%	80%	- Cost strategic initiatives. - Develop spending plans.
	Maximise utilisation of resources	Percentage reduction in the number of branch assets disposed prior to the end-of-lifespan	15%	15%	15%	15%	Implement loss management procedures.
	Manage costs effectively	Percentage variance (under spending) on allocated budget for goods and services	20%	15%	10%	5%	- Monitor, review and implement corrective measures on irregular spending patterns. - Contribute towards the development of the branch procurement plan.
		Reduction in wasteful, fruitless and irregular expenditure	60%	60%	60%	60%	Take corrective measures in the event of identified non-compliance.
	Promote Corporate Governance	Percentage reduction in repeat audit findings on internal audit follow-up report	30%	30%	30%	30%	Develop and implement action plans for dealing with audit findings.
		Comply with PFMA	100%	100%	100%	100%	Implement the PFMA compliance framework developed by Finance and compliance office.
		Percentage execution of Fraud Prevention and Enterprise Risk Management Plans	100%	100%	100%	100%	Implement Risk Management Action Plans.



BRANCH: OFFICE OF THE CHIEF FINANCIAL OFFICER (CFO)						
Outcomes	Strategic Objectives	Measures	2011/12 targets			
			Q1	Q2	Q3	Q4
Efficient, effective and development-orientated department (customer/stakeholder perspective)	Provide reliable and timely information	Percentage of reports submitted within prescribed timeframes	70%	70%	80%	90%
	Improve service delivery	Percentage adherence to defined turnaround times	60%	60%	70%	80%
		Customer Satisfaction index conducted	0	0	0	3
	Educate and empower stakeholders	Percentage reduction in the number of queries and complaints raised to lack of information	0	0	5%	10%
		Percentage reduction in non-compliance with internal processes	0%	15%	30%	50%
	Provide ICT systems	Number of ICT monitoring tools procured	1	1	1	1
		Percentage availability of information system	60%	70%	80%	90%
	Provide adequate facilities for effective service delivery	Percentage alignment of facilities with business needs	0	40%	45%	50%
	Promote transformation policies	Percentage spent on targeted groups	10%	20%	30%	40%
Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, In essence describing "what we do")						
			- Review legislation reporting calendar. - Submit reports in line with reporting calendar.			
			- Align service catalogue with reviewed turnaround times. - Submit quarterly achievement reports against the defined turnaround times. - Conduct a Customer Satisfaction Survey.			
			Develop and implement query management system.			
			- Communicate policies and their implication to the Department. - Conduct workshops for targeted groups on new/enhanced systems. - Procure ICT monitoring tools.			
			- Monitor and generate reports from system monitoring tools. - Remediate identified faults to restore systems. - Develop and implement Facilities Management Strategy.			
			- Develop and implement a sourcing strategy. - Provide BEE stats in compliance with transformation policies.			

BRANCH: OFFICE OF THE CHIEF FINANCIAL OFFICER (CFO)

Outcomes	Strategic Objectives	Measures	2011/12 targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, In essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Efficient, effective and development-orientated department (internal department processes)	Implement policies, processes and procedures	Number of approved policies implemented	0	2	3	4	- Conduct gap analysis. - Develop and implement policies.
		Number of approved processes & procedures implemented	0	2	3	4	Develop and implement processes for newly defined policies.
	Improve turnaround times	Number of processes with improved turnaround times	0	2	4	6	Develop or amend processes.
		Number of SLAs signed	0	6	6	6	Align the SLAs with departmental standard contracts.
		Percentage improvement in turnaround times	0%	3%	5%	10%	Implement and monitor adherence to SLAs.
		Number of integrated systems implemented	1	1	1	1	Develop Core Business System Integration Plan.
Efficient, effective and development-orientated department (learning and growth)	Align ICT with business objectives	Percentage reduction in licensing costs	0	0	0	10%	Implement Core Business System Plan.
		Approved master system plan	0	0	0	1	Develop Master System Plan.
		Number of managers completed management courses	0	3	4	5	Conduct performance assessments of subordinates and identify development areas, complete and submit a signed Personal Development Plan.
							Encourage and allow employees to attend planned programme.
	Fill funded vacancies	Percentage reduction in vacancy rate	10%	20%	30%	50%	Ensure that funded vacancies are filled within three months after becoming vacant.
		Attract, develop and retain skills	15%	10%	7%	5%	Implement Retention Strategy according to the implementation plan.



BRANCH: OFFICE OF THE CHIEF FINANCIAL OFFICER (CFO)						
Outcomes	Strategic Objectives	Measures	2011/12 targets			
			Q1	Q2	Q3	Q4
Efficient, effective and development-orientated department (learning and growth)	Attract, develop and retain skills	Number of HRD initiatives implemented	0	1	3	5
			Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing "what we do")			
			- Conduct performance assessments of subordinates. - Identify development areas. - Complete and submit Personal Development Plans. - Identify scarce and critical fields for allocation of bursaries. - Identify scarce related internship position and compile a developmental programme.			
			- Cost all strategic initiatives and develop spending plans. - Report on cash flow vs spending plan.			
			- Develop asset loss management procedure. - Communicate and workshop loss procedure. - Monitor progress on the implementation plan.			
Efficient, effective and development-orientated department (financial)	Align budget with strategy	Percentage budget allocated to branch priorities	80%	80%	80%	80%
			0%	10%	0%	5%
			80%	100%	100%	100%
			5%	5%	5%	5%
			- Develop and implement procurement check list - Enforce compliance with allocated budget. - Develop and implement spending plans. - Enforce compliance with allocated budget.			
	Maximise utilisation of resources	Percentage reduction in the number of departmental assets disposed prior to the end-of-lifespan	0%	10%	0%	5%
			80%	100%	100%	100%
			5%	5%	5%	5%
	Manage costs effectively	Percentage of spending plans Implemented	80%	100%	100%	100%
			5%	5%	5%	5%
			- Percentage variance (under-spending) on allocated departmental budget for goods and services - Report on compliance and implement recovery and disciplinary processes.			
	Promote Corporate Governance	Percentage reduction in repeat audit findings on internal audit report	0%	20%	40%	60%
			30%	30%	30%	30%
			Develop and implement action plan for resolving audit findings and queries.			

BRANCH: OFFICE OF THE CHIEF FINANCIAL OFFICER (CFO)							
Outcomes	Strategic Objectives	Measures	2011/12 targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Efficient, effective and development-orientated department (financial)	Promote Corporate Governance	Suspense and control accounts cleared within set targets (in days)	90	60	60	45	• Timely processing of financial transactions in accordance with PFMA.
		Zero balance on key control accounts cleared as prescribed	90%	90%	90%	100%	
		Percentage execution of Fraud Prevention and Enterprise Risk Management Plans	100%	100%	100%	100%	• Monitor and implement agreed action plans.
		A-G Report				Unqualified	



16.3 Reconciling performance targets with the budget and MTEF

Detail per sub-programme and economic classification

Expenditure estimates								
	2007/08	2008/09	2009/10	2010/11		2011/12	2012/13	2013/14
		Outcome		Adjusted appropriation	Revised estimate	Medium term estimates		
Rand thousand								
Ministry	1055	1474	1702	1808	1808	191827	200693	209445
Corporate Services	106759	130861	142175	174689	174689	28517	28901	34450
Management	9964	11990	15438	24553	24553	24102	25426	26824
Office Accommodation	16042	15695	26	22650	22650	191827	200693	209445
Total	133820	160020	159341	223700	223700	247940	258689	274582

Economic classification							
Current payments	127505	147581	141176	210026	210026	237206	262691
Compensation of employees	50578	62099	73656	103734	103734	119576	134288
Salaries and wages	39644	47407	65046	89756	89756	103921	116683
Social contributions	10934	14691	8610	13978	13978	15655	17605
Goods and services	76927	85482	67520	105237	105237	117630	128403
Administrative fees	345	1664	922	1689	1689	1657	1847
Advertising	854	1031	503	2357	2357	2413	2686
Assets less than the capitalisation threshold	932	1673	3390	1703	1703	503	560
Audit cost: External	1915	2428	2406	4194	4194	4203	4678
Bursaries: Employees	731	771	595	1454	1454	1449	1612
Catering: Departmental activities	1101	768	338	1099	1099	1803	2007
Communication	5118	7178	7640	8085	8085	1447	1610
Computer services	7324	8232	7214	8104	8104	20075	21289
Consultants and professional services: Business and advisory services	4262	2948	7844	9441	9441	5884	5767
Consultants and professional services: Legal costs	1168	2323	1197	546	546	0	0

Expenditure estimates								
Rand thousand	2007/08	2008/09	2009/10	2010/11		2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Revised estimate	Medium term estimates		
Contractors	4824	7926	865	3141	3141	2241	2364	2494
Agency and support / outsourced services	668	135	222	197	197	0	0	0
Entertainment	0	5	7	237	237	420	443	468
Fleet services (including government motor transport)	7	0	0	0	0	0	0	0
Inventory: Fuel, oil and gas	10	15	10	25	25	90	95	100
Inventory: Learner and teacher support material	0	74	44	234	234	45	47	50
Inventory: Materials and supplies	35	106	268	516	516	290	306	322
Inventory: Medical supplies	31	25	0	20	20	0	0	0
Inventory: Medicine	20	0	0	0	0	0	0	0
Inventory: Other consumables	268	371	209	469	469	111	117	124
Inventory: Stationery and printing	3197	4584	5077	5204	5204	3104	3275	3455
Lease payments	19728	17796	8518	28311	28311	39405	40975	43228
Property payments	2620	2424	1734	2152	2152	72	76	80
Travel and subsistence	12971	15684	11590	18457	18457	22343	22572	24811
Training and development	2423	2214	2606	3079	3079	4452	4697	4956
Operating expenditure	2887	2241	2409	3004	3004	3289	3470	3661
Venues and facilities	3488	2866	1913	1519	1519	2334	2463	2598
Transfers and subsidies	535	1265	315	1055	1055	1118	1174	1239
Households	535	1265	315	1055	1055	1118	1174	1239
Payments for capital assets	5780	10959	17309	13674	13674	9616	10097	10652
Machinery and equipment	4060	9197	12697	13674	13674	9616	10097	10652
Software and other intangible assets	1720	1762	914	0	0	0	0	0
Payments for financial assets	0	215	541	0	0	0	0	0
Total	133820	160020	159341	223700	223700	247941	258689	274582



17. PROGRAMME 2: Mine Health and Safety

This programme is responsible for the safe mining of minerals under healthy working conditions. The programme is comprised of two sub- programmes: Mine Health and Safety (Regions) and Governance Policy and Oversight. Mine Health and Safety (Regions) is responsible for conducting audits, inspections, investigations, enquiries and examination services, as well as enforcing the Mine Health and Safety Act and its provisions and providing professional advice. The Policy and Oversight sub-programme develops policy and legislation to guide enforcement, provide technical support to regional offices, chair tripartite structures and facilitate HIV and AIDS work in the sector.

17.1 Strategic Objectives and Annual Targets for 2011/12 – 2013/14

BRANCH: MINE HEALTH AND SAFETY						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Transformed minerals sector (stakeholder)	Promote health and safety	Percentage reduction in occupational injuries, fatalities, diseases and dangerous occurrences	20%	20%	20%	- Conduct investigations and enquires. - Conduct qualitative inspections and audits. - Implement OHS Strategy. - Implement enforcement guidelines. - Disseminate OHS information. - Review legislative framework.
Sufficient and relevant skills in the mining sector (stakeholder)	Contribute to skills development	Percentage increase in Certificates of Competency issued	10%	10%	10%	Engage with Mining Qualifications Authority and other stakeholders to ensure proper accreditation of service providers.
Efficient, effective and development-orientated department (internal processes)	Ensure compliance with Service Level Agreements (SLAs)	Number of SLAs implemented	2	2	2	Implement and monitor SLAs
	Develop and review internal process	Percentage adherence to SLAs	10%	10%	10%	Monitor and report on progress.
	Improve turnaround times	Percentage of identified internal processes developed, implemented and reviewed	100%	100%	100%	Develop, implement and review policies, procedures and guidelines.
		Percentage improvement in adherence to prescribed time frames	80%	90%	95%	Track and monitor finalisation of actions.

BRANCH: MINE HEALTH AND SAFETY

Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Efficient, effective and development-orientated department (learning and growth)	Facilitate Management and Leadership development programmes	Number of implemented management development programmes	6	8	10	Implement the HRD Strategy and National Skills Development Strategy.
		Number of managers trained and developed	12	16	20	
	Fill funded vacancies	Percentage reduction in vacancy rate	20%	30%	40%	Review and implement the Human Resources Plan.
	Attract, develop and retain skills	Percentage improvement in identified EE targets	80%	90%	95%	Implement Employment Equity Plan
		Percentage reduction in staff turnover rate	1%	2%	3%	Implement Retention Strategy.
Efficient, effective and development-orientated department (financial)	Align budget with strategy	HRD interventions implemented	10	10	10	Implement HRD Strategy and National Skills Development Strategy.
		Percentage budget allocated to branch priorities	80%	90%	90%	- Cost strategic initiatives. - Develop spending plans.
	Maximise utilisation of resources	Percentage reduction in the number of branch assets disposed prior to the end-of-lifespan	15%	10%	5%	Implement loss management procedures.
	Manage costs effectively	Percentage variance (under spending) on allocated branch budget for goods and services	5%	5%	5%	Monitor, review and implement corrective measures on irregular spending patterns.
		Reduction in wasteful, fruitless and irregular expenditure	60%	80%	90%	- Contribute towards the development of the branch procurement plan. - Take corrective measures in the event of identified non-compliance.



BRANCH: MINE HEALTH AND SAFETY						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Efficient, effective and development-orientated department (financial)	Promote Corporate Governance	Percentage reduction in repeat audit findings on internal audit follow-up report	30%	60%	90%	Develop and implement action plans for dealing with audit findings.
		Comply with the PFMA	100%	100%	100%	Implement the PFMA compliance framework developed by Finance and compliance office.
		Percentage execution of Fraud Prevention and Enterprise Risk Management Plans	100%	100%	100%	Implement Risk Management Action Plans.

17.2 Quarterly targets for 2011/12

BRANCH: MINE HEALTH AND SAFETY							
Outcomes	Strategic objectives	Measures	2011/12 targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Transformed minerals sector (stakeholder)	Promote health and safety	Percentage reduction in occupational injuries, fatalities, diseases and dangerous occurrences	20%	20%	20%	20%	- Conduct investigations and enquires. - Conduct qualitative inspections and audits. - Implement OHS Strategy. - Implement enforcement guidelines. - Disseminate OHS information. - Review legislative framework. - Conduct investigations.
		Percentage of investigations completed	80%	80%	80%	80%	
		Percentage of enquiries completed	70%	70%	70%	70%	Conduct enquiries.

BRANCH: MINE HEALTH AND SAFETY

Outcomes	Strategic objectives	Measures	2011/12 targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Transformed minerals sector (stakeholder)	Promote health and safety	Number of inspections conducted	2,000	4,000	6,000	8,000	- Develop regional OHS profiles. - Develop Regional Inspection Plans. - Record inspection findings. - Perform corrective actions.
		Number of audits conducted	108	216	324	396	Conduct qualitative audits.
		Enforcement Guideline implemented	1	1	1	1	- Arrange training sessions. - Train staff on implications and requirements of the Guideline. - Monitor implementation of the Guideline.
		Annual Performance Report prepared	1	1	1	1	Compile Annual Performance Report.
		Quarterly newsletters published	1	2	3	4	Compile newsletters.
		Information workshops conducted	9	18	27	36	- Plan workshops. - Conduct workshops.
		Legislative framework reviewed	0	0	0	1	Provide inputs to Mineral Policy and Promotion
Sufficient and relevant skills in the mining sector	Contribute to skills development	Percentage increase in Certificates of Competency issued	10%	10%	10%	10%	- Examination Boards and Commissions. - Invigilating and administer examinations.
		Percentage of Examination Board meetings held	100%	100%	100%	100%	- Schedule Examination Board meetings. - Conduct Examination Board meetings.
		Number of Examination Commission meetings held	3	5	8	10	Schedule Examination Commission meetings.
		Commission meetings held					Conduct Examination Commission meetings.



BRANCH: MINE HEALTH AND SAFETY							
Outcomes	Strategic objectives	Measures	2011/12 targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Efficient, effective and development-orientated department (internal processes)	Implement Service Level Agreements (SLAs)	Number of SLAs implemented	0	0	0	2	• Implement and monitor SLAs.
		Percentage adherence to SLAs	0	0	0	100%	• Monitor and report on progress.
	Develop and review internal processes	Percentage of identified internal processes developed, implemented and reviewed	100%	100%	100%	100%	• Develop, implement and review policies, procedures and guidelines.
		Percentage of identified procedures and guidelines implemented	70%	80%	90%	100%	• Arrange training sessions. • Train staff on implications and requirements of the Guideline.
		Percentage improvement in adherence to prescribed time frames	80%	80%	80%	80%	• Monitor implementation of the Guideline. • Track and monitor finalisation of actions.
	Improve turnaround times	Percentage appeals completed	70%	80%	90%	100%	• Record appeals. • Consider appeals. • Inform appellants of the outcomes.
		Percentage MPRDA applications completed	100%	100%	100%	100%	• Provide inputs and reports on MPRDA applications.
		Percentage administrative tasks completed	70%	80%	90%	100%	• Record all administrative work. • Monitor progress of all administrative work.
		Number of management programmes implemented	0	2	2	2	• Assess, identify and submit to CS names of employees with potential to be developed in line with programmes. • Encourage and allow employees to attend scheduled training programmes.

Initiatives
(processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)

- Implement and monitor SLAs.
- Monitor and report on progress.
- Develop, implement and review policies, procedures and guidelines.
- Arrange training sessions.
- Train staff on implications and requirements of the Guideline.
- Monitor implementation of the Guideline.
- Track and monitor finalisation of actions.
- Record appeals.
- Consider appeals.
- Inform appellants of the outcomes.
- Provide inputs and reports on MPRDA applications.
- Record all administrative work.
- Monitor progress of all administrative work.
- Assess, identify and submit to CS names of employees with potential to be developed in line with programmes.
- Encourage and allow employees to attend scheduled training programmes.

BRANCH: MINE HEALTH AND SAFETY

Outcomes	Strategic objectives	Measures	2011/12 targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Efficient, effective and development-orientated department (learning and growth)	Facilitate Management and Leadership development	Number of managers completed management courses	0	4	8	12	- Conduct performance assessments of subordinates and identify development areas, complete and submit a signed Personal Development Plan (PDP). - Encourage and allow employees to attend planned programmes. - Ensure that funded vacancies are filled within three months from becoming vacant.
	Fill funded vacancies	Reduction in vacancy rate	30%	30%	30%	30%	- Ensure that recruitment and selection processes are aligned with set targets for the component - Ensure accessibility of facilities (building, rest rooms, conference rooms, equipment, etc) for employees with disabilities.
	Attract, develop and retain skills	Improved percentages for identified EE categories	80%	80%	80%	80%	- Ensure a conducive working environment with appropriate management styles and fair treatment of employees. - Encourage employees to participate in the climate surveys/culture audits
		Reduction in staff turnover rate	1%	1%	1%	1%	- Conduct performance assessments of subordinates - Identify development areas - Complete and submit PDPs - Identify scarce and critical skills for allocation of bursaries - Identify scarce related internship positions and compile a developmental programme.
		Number of HRD initiatives implemented	0	3	7	10	



BRANCH: MINE HEALTH AND SAFETY							
Outcomes	Strategic objectives	Measures	2011/12 targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Efficient, effective and development-orientated department (financial)	Align budget with strategy Maximise utilisation of resources	Percentage budget allocated to branch priorities	80%	80%	80%	80%	- Cost strategic initiatives. - Develop spending plans.
		Percentage reduction in the number of branch assets disposed of prior to the end-of-lifespan	15%	15%	15%	15%	Implement loss management procedures.
	Manage costs effectively	Percentage variance (under spending) on allocated branch budget for goods and services	5%	5%	5%	5%	- Monitor, review and implement corrective measures for irregular spending patterns. - Contribute towards the development of the branch procurement plan.
		Reduction in wasteful, fruitless and irregular expenditure	60%	60%	60%	60%	Take corrective measures in the event of identified non-compliance.
	Promote Corporate Governance	Percentage reduction in repeat audit findings in internal audit follow-up report	30%	30%	30%	30%	Develop and implement action plans for dealing with audit findings.
		Comply with PFMA	100%	100%	100%	100%	Implement the PFMA compliance framework developed by Finance and compliance office.
		Percentage execution of Fraud Prevention and Enterprise Risk Management Plans	100%	100%	100%	100%	Implement Risk Management Action Plans.

17.3 Reconciling Performance Targets with the Budget and Medium-term

Detail per sub-programme and economic classification

Expenditure estimates						
Rand thousand	2007/08	2008/09	2009/10	2010/11		2011/12
	Outcome			Adjusted appropriation	Revised estimate	Medium term estimates
Governance Policy and Oversight	34408	51753	59256	45684	45684	46600
Mine Health and Safety (Regions)	64119	60945	72773	96385	96385	100901
Total	98527	112698	132029	142069	142069	147501
						157524
						170095

Economic classification						
Current payments	93695	107291	126787	136233	136233	141705
Compensation of employees	77871	83397	92086	115006	115006	117645
Salaries and wages	68947	74828	82119	101259	101259	102848
Social contributions	8924	8569	9967	13747	13747	14797
Goods and services	15824	23894	34701	21227	21227	24060
Administrative fees	158	214	576	334	334	598
Advertising	1159	1381	535	460	460	494
Assets less than the capitalisation threshold	69	18	60	168	168	120
Bursaries: Employees	491	979	1115	1562	1562	1730
Catering: Departmental activities	157	144	74	89	89	102
Communication	991	919	1074	1052	1052	1073
Computer services	0	2156	1409	2458	2458	502
Consultants and professional services:	702	3614	5717	502	502	495
Business and advisory services						
Consultants and professional services:						
Infrastructure and planning						
Consultants and professional services: Legal costs	27	0	0	80	80	120
Contractors	34	-42	5440	231	231	565
						683
						726



Expenditure estimates								
	2007/08	2008/09	2009/10	2010/11		2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Revised estimate	Medium term estimates		
Rand thousand								
Agency and support / outsourced services	0	1	20	5	5	0	0	0
Entertainment	0	4	0	37	37	88	68	75
Inventory: Food and food supplies						1	0	0
Inventory: Fuel, oil and gas	0	2	0	0	0	0	0	0
Inventory: Learner and teacher support material	0	73	90	110	110	174	99	106
Inventory: Materials and supplies	10	4	2	6	6	6	10	16
Inventory: Medical supplies	58	0	2	11	11	0	16	23
Inventory: Medicine	14	0	0	0	0	0	0	0
Inventory: Other consumables	10	1	356	517	517	330	454	586
Inventory: Stationery and printing	136	81	38	126	126	206	204	224
Lease payments	70	28	3629	0	0	0	0	0
Property payments	0	2	0	8	8	12	15	18
Travel and subsistence	10014	10384	11003	10061	10061	14823	15990	16569
Training and development	1541	3253	3009	2350	2350	1459	1807	1884
Operating expenditure	4	478	387	671	671	484	499	518
Venues and facilities	179	200	165	389	389	378	479	507
Transfers and subsidies	4789	4922	5125	5358	5358	5288	5576	5904
Departmental agencies and accounts	4674	4909	5118	5358	5358	5288	5576	5904
Households	115	13	7	0	0	0	0	0
Payments for capital assets	43	480	0	478	478	508	533	562
Machinery and equipment	43	480	0	478	478	508	533	562
Software and other intangible assets	0	0	0	0	0	0	0	0
Payments for financial assets	0	5	117	0	0	0	0	0
Total	98527	112698	132029	142069	142069	147501	157524	170095

Expenditure Framework (MTEF)

18. PROGRAMME 3: Mineral Regulation

This programme regulates the minerals and mining sector to promote economic development and employment and ensure transformation and environmental compliance. Mineral Regulation is also responsible for the administration of prospecting and mining rights licensing, and compliance with the Mineral and Petroleum Resource Development Act, 2002, which includes mine environmental compliance.

18.1 Strategic objectives and annual targets for 2011/12 – 2013/2014

BRANCH: MINERAL REGULATION						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Equitable and sustainable benefit from mineral resources	Promote job creation	Number of potential jobs created through the issuing of new mining rights	14,000	10% increase	10% increase	• Adjudicate and grant compliant applications for mining rights. • Adjudicate Mine Work Programmes and/or adjudicate Social and Labour Plan.
		Number of new SMME development projects implemented by companies	40	10% increase	10% increase	• Adjudicate Social and Labour Plan and verify through inspections.
		Number of new LED projects created through SLP	76	10% increase	10% increase	• Adjudicate Social and Labour Plan and verify through inspections.
	Promote sustainable resource use and management	Percentage of adjudicated work programmes relative to rights issued	100%	100%	100%	• Adjudicate PWP/MWP and • Verify through inspections.
		Percentage of adjudicated social and labour plans relative to rights issued	100%	100%	100%	• Adjudicate Social and Labour Plan and verify through inspections.
		Percentage of approved Environmental Management Plans (EMPs) relative to rights issued	100%	100%	100%	• Adjudicate EMP/programme and verify through inspections.



BRANCH: MINERAL REGULATION						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Equitable and sustainable benefit from mineral resources	Reduce state environmental liability and financial risk	Identified rights and/or with inadequate financial provision	90	90	90	- Conduct inspections - Review EMP with concomitant financial provision.
		Percentage of mines issued with closure without residual state liability	100%	100%	100%	Assess the closure requirements in line with the provisions of section 43 of the Mineral and Petroleum Resources Development Act, 2002.
		Number of rights issued to new Historically Disadvantaged South Africans (HDSA Entities)	27	30	33	Facilitate entrance of HDSA Entities through licensing process.
Transformed minerals sector	Ensure implementation of transformation policies	Number of consultations/ engagements with communities	50	40	40	Participate in consultation/engagement sessions.
		Number of industry workshops conducted	27	27	27	Facilitate industry workshops.
		Number of new HDSA entrants supplying the mining industry	200	400	600	Coordinate HDSA participation in procurement activities.
Efficient, effective and development-orientated department (internal processes)	Monitor and enforce compliance	Number of Mining Charter inspections (SLP and BEE)	160	180	200	- Develop Inspection Plan. - Conduct Mining Charter inspections. - Issue statutory instructions.
		Number of legal compliance inspections (MLA)	65	65	65	- Develop Inspection Plan. - Conduct legal compliance inspections. - Issue statutory instructions.
		Number of Mining Work Programme/Prospecting Work Programme inspections (ME)	565	600	650	- Develop Inspection Plan. - Conduct Mining and Prospecting Work Programme inspections. - Issue statutory instructions.
		Number of EMPs inspections (MEM)	1,740	1,800	1,900	- Develop Inspection Plan. - Conduct Mine Environmental Management inspections. - Issue statutory instructions.

BRANCH: MINERAL REGULATION						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Efficient, effective and development-orientated department (internal processes)	Monitor and enforce compliance	Percentage adherence to prescribed time frames (granting/refusing)	75%	100%	100%	• Adhere to prescribed time frames.
		Percentage adherence to prescribed time frames in respect of (issuing) complying applications	100%	100%	100%	• Adhere to prescribed time frames.
		Percentage of adherence to business processes for Mining Titles	95%	100%	100%	• Adhere to prescribed time frames.
		Number of guidelines implemented	8	8	8	• Implement approved guidelines.
Efficient, effective and development-orientated department (learning and growth)	Facilitate management and leadership development	Percentage of revenue collected	80%	90%	95%	• Adhere to revenue collection procedure.
		Number of implemented management development programmes	6	8	10	• Implement the HRD Strategy and National Skills Development Strategy.
		Number of trained and developed managers	12	16	20	
	Fill funded vacancies	Percentage reduction in vacancy rate	50%	60%	80%	• Implement the Human Resources Plan.
		Attract, develop and retain skills		90%	95%	• Implement Employment Equity Plan.
		Percentage reduction in staff turnover rate	1%	2%	3%	• Implement the Retention Strategy.
		HRD interventions implemented	10	10	10	• Implement HRD Strategy and National Skills Development Strategy.



BRANCH: MINERAL REGULATION						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Efficient, effective and development-orientated department (financial)	Align budget with strategy	Percentage budget allocated to branch priorities	80%	90%	90%	Cost strategic initiatives.
	Maximise utilisation of resources	Percentage reduction in the number of branch assets disposed of prior to the end-of-lifespan	15%	10%	5%	- Develop spending plans. - Implement loss management procedures.
	Manage costs effectively	Percentage variance (under spending) on allocated branch budget for goods and services	5%	5%	5%	- Monitor, review and implement corrective measures on irregular spending patterns. - Contribute towards the development of the branch Procurement Plan.
		Reduction in wasteful, fruitless and irregular expenditure	60%	80%	90%	Take corrective measures in the event of identified non-compliance.
	Promote Corporate Governance	Percentage reduction in repeat audit findings in internal audit follow-up report	30%	60%	90%	Develop and implement action plans for dealing with audit findings.
		PFMA compliance	100%	100%	100%	Implement the PFMA compliance framework developed by Finance and compliance office.
		Percentage execution of Fraud Prevention and Enterprise Risk Management Plans	100%	100%	100%	Implement Risk Management Action Plans.

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BRANCH: MINERAL REGULATION						
Outcomes	Strategic objectives	Measures	2011/12 Targets			
			Q1	Q2	Q3	Q4
Transformed minerals sector	Implement transformation policies/legislation	Number of rights issued to new HDSA Entities		9	9	27
		Number of consultations/engagements with communities	15	30	45	50
		Number of industry workshops conducted		9	18	27
		Number of new HDSA entrants supplying the mining industry	50	100	150	200
Efficient and effective and development-orientated department	Monitor and enforce compliance	Number of Mining Charter inspections (SLP and BEE)	40	80	120	160
		Conduct legal compliance inspections	17	34	51	65
		Number of Mining Work Programme/Prospecting Work Programme inspections (ME)	163	326	498	650
		Number of Environmental Management Plan/Programme inspections	435	870	1,305	1,740
	Improve turnaround times	Percentage adherence to prescribed time frames (granting/refusing)	70%	80%	90%	95%
		Percentage adherence to prescribed time frames (issuing)	70%	80%	90%	100%

Initiatives
(processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)

- Conduct workshops around the country.
- Facilitate entrance of designated groups.
- Participate in consultation/ engagement sessions.
- Facilitate industry workshops.
- Coordinate HDSA participation in procurement activities.
- Develop Inspection Plan.
- Conduct Mining Charter and legal compliance inspections.
- Issue statutory instructions.
- Develop Inspection Plan.
- Conduct Mining Charter and legal compliance inspections.
- Issue statutory instructions.
- Develop inspection plan.
- Conduct Mining Charter and legal compliance inspections.
- Issue statutory instructions.
- Adhere to prescribed time frames.
- Adhere to prescribed time frames.

BRANCH: MINERAL REGULATION

Outcomes	Strategic objectives	Measures	2011/12 Targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Efficient and effective and development-orientated department	Improve turnaround times	Percentage adherence to Mining Titles internal processes	70%	80%	90%	95%	Adhere to prescribed time frames.
		Number of guidelines implemented	8	8	8	8	Implement approved guidelines.
	Facilitate management and leadership development	Percentage of revenue collected	80%	80%	80%	80%	Adhere to revenue collection procedures.
		Number of management programmes implemented	0	2	2	2	Implement HRD Strategy and National Skills Development Strategy.
		Number of trained and developed managers	0	4	8	12	Implement HRD Strategy and National Skills Development Strategy.
		Percentage reduction in vacancy rate	10%	20%	30%	50%	Ensure that funded vacancies are filled within 3 months from being vacant.
		Percentage improved percentages for identified EE targets	80%	80%	80%	80%	Implement EE Plan.
		Percentage reduction in staff turnover rate	1%	1%	1%	1%	Implement Retention Strategy.
		Number of HRD initiatives implemented	0	3	7	10	Implement HRD Strategy and National Skills Development Strategy.
		Percentage budget allocated to branch priorities	80%	80%	80%	80%	- Cost strategic initiatives. - Develop spending plans. - Implement loss management procedures.
Efficient, effective and development-orientated department (financial)	Maximise utilisation of resources	Percentage reduction in the number of branch assets disposed of prior to the end-of-lifespan	15%	15%	15%	15%	- Monitor, review and implement corrective measures for irregular spending patterns. - Contribute towards the development of the branch Procurement Plan.
		Percentage variance (under spending) on allocated branch budget for goods and services	5%	5%	5%	5%	Take corrective measures in the event of identified non-compliance.
		Percentage reduction in wasteful, fruitless and irregular expenditure	60%	60%	60%	60%	



BRANCH: MINERAL REGULATION							
Outcomes	Strategic objectives	Measures	2011/12 Targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Efficient, effective and development-orientated department (financial)	Promote Corporate Governance	Percentage reduction in repeat audit findings in the internal audit follow-up report	30%	30%	30%	30%	Develop and implement action plans for dealing with audit findings.
		PFMA compliance	100%	100%	100%	100%	Implement the PFMA compliance framework developed by Finance and compliance office.
		Percentage execution of Fraud Prevention and Enterprise Risk Management Plans	100%	100%	100%	100%	Implement Risk Management Action Plans.

18.3 Reconciling Performance Targets with the Budget and MTEF

Detail per subprogramme and economic classification

Expenditure estimates								
	2007/08	2008/09	2009/10	2010/11		2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Revised estimate	Medium term estimates		
Rand thousand								
Mineral Regulation and Administration	127360	108017	119662	166210	166210	113312	121425	122689
Management Mineral Regulation	6796	7327	20469	5501	5501	7682	8069	8709
South African Diamond and Precious Metals Regulators	20000	40000	39412	40643	40643	39374	41526	43969
Total	154156	155344	179543	212354	212354	113312	121425	122689

Economic classification							
Current payments	133222	115190	125425	171687	171687	120994	129494
Compensation of employees	63730	68815	88142	90448	90448	98877	104198
Salaries and wages	55882	60143	77493	78128	78128	85740	90356
Social contributions	7848	8672	10649	12320	12320	13137	13842
Goods and services	69492	46375	37283	81239	81239	22117	25296
Administrative fees	82	66	406	197	197	290	302
Advertising	13408	10448	160	1458	1458	448	632
Assets less than the capitalisation threshold	76	1364	24	2569	2569	140	247
Audit cost: External	0	0	0	36	36	65	69
Bursaries: Employees	27	91	163	30	30	547	574
Catering: Departmental activities	188	282	197	818	818	4011	4711
Communication	4549	4997	6488	3938	3938	123	129
Computer services	1	2534	0	6002	6002	42	44
Consultants and professional services:	33598	33	11331	0	0	65	69
Business and advisory services							
Consultants and professional services:	0	9660	0	49618	49618	0	0
Infrastructure and planning							
Consultants and professional services: Legal costs	3793	7803	5806	575	575	385	404
							426



Expenditure estimates								
	2007/08	2008/09	2009/10	2010/11		2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Revised estimate	Medium term estimates		
Rand thousand								
Contractors	210	94	2921	0	0	0	0	0
Agency and support / outsourced services	0	7	19	10	10	127	333	352
Entertainment	0	1	6	126	126	5	5	6
Inventory: Food and food supplies	0	0	0	1	1	39	41	43
Inventory: Fuel, oil and gas	0	1	0	0	0	3	3	3
Inventory: Learner and teacher support material	0	12	4	8	8	2	2	2
Inventory: Materials and supplies	64	22	22	28	28	18	19	20
Inventory: Medical supplies	0	0	1	5	5	0	0	0
Inventory: Other consumables	0	170	388	518	518	482	509	537
Inventory: Stationery and printing	67	72	31	664	664	285	299	315
Lease payments	0	331	1773	298	298	303	318	336
Property payments	530	336	264	502	502	486	510	538
Transport provided: Departmental activity	0	0	0	6	6	15	18	29
Travel and subsistence	12251	5621	5950	12332	12332	13106	14875	15700
Training and development	0	126	393	90	90	251	264	278
Operating expenditure	22	51	412	775	775	153	160	170
Venues and facilities	626	2253	524	635	635	658	691	729
Transfers and subsidies	20903	40010	39447	40643	40643	39374	41526	43969
Departmental agencies and accounts	20000	40000	39412	40643	40643	39374	41526	43969
Public corporations and private enterprises	0	0	0	0	0	0	0	0
Households	903	10	35	0	0	0	0	0
Payments for capital assets	31	11	5596	24	24	0	0	0
Machinery and equipment	31	11	5596	24	24	0	0	0
Payments for financial assets	0	133	12	0	0	0	0	0
Total	154156	155344	179543	212354	212354	160368	171020	175367

19. PROGRAMME 4: Mineral Policy and Promotion

The programme consists of two sub-programmes: Mineral Policy develops new policies, reviews existing policies and amends legislation to achieve transformation in the minerals and mining industry. Mineral Promotion promotes mineral development and gives advice about trends in the mining industry to attract investment. Economic Analysis conducts macro-economic analysis on a continuous basis and locates the developments in the mining industry within the country's macro-economic environment. The Economic Advisory Services also assesses the regulatory impact on the laws and policies implemented by the Department. The unit also monitors and evaluates developments with respect to deracialisation in the mining industry.

19.1 Strategic Objectives and Annual Targets for 2011/12 – 2013/14

BRANCH: MINERAL POLICY AND PROMOTION						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			2011-12	2012-13	2013-14	
Increased investment in the minerals and mining sector (stakeholder)	Promote investment in the mining sector	Percentage growth in fixed capital investment in the mining sector	10%	10%	10%	- Conduct economic research. - Produce publications. - Engage with strategic partners. - Coordinate and engage in investment promotion activities.
Equitable and sustainable benefit from mineral resources (stakeholder)	Promote sustainable resource use and management	Framework for mine environmental management	1	1	1	Provide a framework for effective management of the environment.
Transformed minerals sector (stakeholder)	Ensure transformation in the mining and minerals sector	Number of derelict and ownerless mine sites rehabilitated	10	20	40	Implement rehabilitation projects.
Efficient, effective and development-orientated department (internal processes)	Develop and review internal processes	Legislative framework to effect transformation	2	2	2	Review and amend mining and minerals legislation, regulations and instruments.
		Number of internal branch business procedures developed and reviewed	5	6	6	- Develop/review and implement new business processes beneficiation. - Develop/review and implement business processes for small-scale mining.
	Improve turnaround times	Percentage adherence to prescribed time frames	90%	95%	95%	Adhere to prescribed time frames.



BRANCH: MINERAL POLICY AND PROMOTION						
Outcomes	Strategic objectives	Measures	MTEF targets			Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing "what we do")
			2011-12	2012-13	2013-14	
Efficient, effective and development-orientated department (learning and growth)	Facilitate Management and Leadership development	Number of implemented management development programmes	1	2	2	Implement the HRD Strategy and National Skills Development Strategy.
		Number of trained and developed managers	5	7	7	
	Fill funded vacancies	Percentage reduction in vacancy rate	50%	60%	80%	Advertise vacated posts within a month of employment termination.
		Percentage of improvement in identified EE targets	80%	90%	95%	Implement Employment Equity Plan.
		Percentage reduction in staff turnover rate	1%	2%	3%	- Encourage a culture of high performance by implementing recognition measures for the top 10% of performers in the Branch. - Implement retention strategy.
	Align budget with strategy	HRD interventions implemented	10	10	10	Implement HRD Strategy and National Skills Development Strategy.
		Percentage budget allocated to branch priorities	80%	90%	90%	- Cost strategic initiatives. - Develop spending plans.
Efficient, effective and development-orientated department (financial)	Maximise utilisation of resources	Percentage reduction in the number of branch assets disposed of prior to the end-of-lifespan	15%	10%	5%	Implement loss management procedures.
	Manage costs effectively	Percentage of variance (under spending) on allocated branch budget for goods and services.	5%	5%	5%	Monitor, review and implement corrective measures for irregular spending patterns.
		Reduction in wasteful, fruitless and irregular expenditure	60%	80%	90%	- Contribute towards the development of the Branch Procurement Plan. - Take corrective measures in the event of identified non-compliance.

BRANCH: MINERAL POLICY AND PROMOTION					
Outcomes	Strategic objectives	Measures	MTEF targets		
			2011-12	2012-13	2013-14
Efficient, effective and development-orientated department (financial)	Promote Corporate Governance	Percentage reduction in repeat audit findings in internal audit follow-up report	30%	60%	90%
		PFMA compliance	100%	100%	100%
		Percentage execution of Fraud Prevention and Enterprise Risk Management Plans	100%	100%	100%
			Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)		
			- Implement action plans for dealing with audit findings. - Implement the PFMA compliance framework developed by Finance and compliance office. - Implement Risk Management Action Plans.		

I9.2 Quarterly Targets for 2011/12

BRANCH: MINERAL POLICY AND PROMOTION							
Outcomes	Strategic objectives	Measures	2011/12 Targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Increased investment in the minerals and mining sector	Promote investment in the mining sector	Number of publications	0	0	0	1	Number of publications released by the branch.
		Number of technical strategic partnerships	1	3	4	5	Establish technical strategic partnerships with research institutions, SOEs, etc.
		Number of economic strategic partnerships implemented	0	2	2	2	Establish strategic political partnerships at regional, continental and international levels.
		Number of SMEs supported	33	48	60	67	Provide non-financial support for small-scale mining and mineral beneficiation SMEs.
	Beneficiation Strategy Implementation plan developed	0	0	1	1	Conduct mineral value chain specific industry consultation workshops.	

BRANCH: MINERAL POLICY AND PROMOTION							
Outcomes	Strategic objectives	Measures	2011/12 Targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Equitable and sustainable benefit from mineral resources	Promote sustainable resource use and management	Framework for mining environmental management developed	0	0	1	1	- Conduct workshops/meetings on implementation of derelict and ownerless mines strategy. - Finalise adoption of regional - Rehabilitate prioritised derelict and ownerless mines.
		Number of derelict and ownerless mine sites rehabilitated	0	1	4	10	
	Ensure transformation in the mining and minerals sector	Policy impact study on investment	0	0	1	1	- EAS: (!) Compile BEE mining directory. - Collate BEE data and analyse the extent of BEE participation in mining. - Establish a baseline study on the level of transformation in the mining industry (including all pillars of transformation encapsulated in the mining charter, as amended).
		Legislative framework to effect transformation	0	0	2	2	Review MHSA, MPRDA, Diamonds Amendment Act and Precious Metals Act.
Efficient, effective and development-orientated department (internal processes)	Develop and review internal process	Number of internal business processes developed	0	1	3	5	Identify, develop/review and implement standardised business processes.
	Improve turnaround times	Percentage adherence to prescribed time frames	90%	90%	90%	90%	Adhere to prescribed time frames.
	Implement Service Level Agreements (SLAs)						

BRANCH: MINERAL POLICY AND PROMOTION

Outcomes	Strategic objectives	Measures	2011/12 Targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Efficient, effective and development-orientated department (learning and growth)	Facilitate Management and Leadership development	Number of management programmes implemented	0	2	2	2	- Assess, identify and submit to CS names of employees with potential to be developed in line with programmes. - Encourage and allow employees to attend scheduled training programmes.
		Number of managers completed management courses	0	20	20	20	- Conduct performance assessments of subordinates and identify development areas, complete and submit a signed PDP. - Encourage and allow employees to attend planned programmes.
	Fill funded vacancies	Reduction in vacancy rate	10%	20%	30%	50%	Ensure that funded vacancies are filled within three months after becoming vacant.
	Attract, develop and retain skills	Improved percentages for identified EE categories:	80%	80%	80%	80%	- Ensure that recruitment and selection processes are aligned to set targets for the component. - Ensure accessibility of facilities (building, rest rooms, conference rooms, equipment, etc) for employees with disabilities.
		Reduction in staff turnover rate	1%	1%	1%	1%	- Ensure a conducive working environment with appropriate management styles and the fair treatment of employees. - Encourage employees to participate in the climate surveys and culture audits.



BRANCH: MINERAL POLICY AND PROMOTION							
Outcomes	Strategic objectives	Measures	2011/12 Targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Efficient, effective and development-orientated department (learning and growth)	Attract, develop and retain skills	Number of HRD initiatives implemented	0	3	7	10	- Conduct performance assessments of subordinates. - Identify development areas. - Complete and submit PDPs. - Identify scarce and critical skills for allocation of bursaries. - Identify scarce related internship positions and prepare a developmental programme.
			80%	80%	80%	80%	- Cost strategic initiatives. - Develop spending plans.
			15%	15%	15%	15%	Implement loss management procedures.
			5%	5%	5%	5%	Monitor ; review and implement corrective measures for irregular spending patterns.
							- Contribute towards the development of the Branch Procurement Plan. - Take corrective measures in the event of identified non-compliance.
Efficient, effective and development-orientated department (financial)	Align budget with strategy	Percentage budget allocated to branch priorities	80%	80%	80%	80%	
	Maximise utilisation of resources	Percentage reduction in the number of branch assets disposed of prior to the end-of-lifespan	15%	15%	15%	15%	
	Manage costs effectively	Percentage of variance (under spending) in allocated branch budget for goods and services	5%	5%	5%	5%	Monitor ; review and implement corrective measures for irregular spending patterns.
		Reduction in wasteful, fruitless and irregular expenditure	60%	60%	60%	60%	- Contribute towards the development of the Branch Procurement Plan. - Take corrective measures in the event of identified non-compliance.

BRANCH: MINERAL POLICY AND PROMOTION							
Outcomes	Strategic objectives	Measures	2011/12 Targets				Initiatives (processes/actions/activities that use a range of inputs to produce the desired outputs, in essence describing “what we do”)
			Q1	Q2	Q3	Q4	
Efficient, effective and development-orientated department (financial)	Promote Corporate Governance	Percentage reduction in repeat audit findings in internal audit follow up report	30%	30%	30%	30%	Develop and implement action plans for dealing with audit findings.
		PFMA compliance	100%	100%	100%	100%	Implement the PFMA compliance framework developed by Finance and compliance office.
		Percentage execution of Fraud Prevention and Enterprise Risk Management Plans	100%	100%	100%	100%	Implement Risk Management Action Plans.



19.3 Reconciling performance targets with Budget and MTEF

Detail per subprogramme and economic classification

Expenditure estimates		2007/08	2008/09	2009/10	2010/11		2011/12	2012/13	2013/14
Rand thousand		Outcome			Adjusted appropriation	Revised estimate	Medium term estimates		
Management		1893	1865	13169	13111	13111	10453	11653	20605
Mineral Policy		3120	3596	8401	7108	7108	8943	9390	9868
Mineral Promotion		31798	38119	36476	52241	52241	57133	60910	64071
Assistance to Mines		24139	38178	31100	35671	35671	18000	18000	18000
Council for Geoscience		145511	122672	132677	136505	136505	154405	162897	172985
Council for Mineral Technology		124569	135835	161108	165840	165840	196956	218848	209370
Economic Advisory Services		0	0	0	3559	3559	2702	2836	2980
Mine Environmental Management		0	0	0	3684	3684	31811	35726	60784
Total		331030	340265	382931	417719	417719	480403	520260	558663

Economic classification		2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Current payments		21226	19514	31984	56094	87744	95950	132297
Compensation of employees		17911	16702	21200	34475	41512	44657	46719
Salaries and wages		15806	14611	18307	31085	36244	39008	40815
Social contributions		2105	2091	2893	3390	5268	5649	5904
Goods and services		3315	2813	10784	21619	46232	51293	85578
Administrative fees		286	352	101	684	1155	1213	1373
Advertising		436	255	266	634	505	531	642
Assets less than the capitalisation threshold		20	21	3	152	44	46	347
Audit cost: External		0	0	0	60	0	0	0
Bursaries: Employees		71	54	0	40	315	330	484
Catering: Departmental activities		112	105	56	215	173	182	298
Communication		217	194	161	778	840	881	1042
Computer services		125	142	0	821	711	747	788
Consultants and professional services: Business and advisory services		695	0	1378	445	1083	1138	944

Expenditure estimates								
	2007/08	2008/09	2009/10	2010/11		2011/12	2012/13	2013/14
	Outcome			Adjusted appropriation	Revised estimate	Medium term estimates		
Rand thousand								
Consultants and professional services: Infrastructure and planning	0	0	0	42	42	26095	29724	54472
Consultants and professional services: Legal costs	0	0	0	0	0	0	0	0
Contractors	0	0	2070	308	308	384	486	499
Agency and support / outsourced services	0	0	0	0	0	0	0	0
Entertainment	0	0	0	41	41	0	0	58
Inventory: Food and food supplies	0	0	0	0	0	7	7	8
Inventory: Fuel, oil and gas	0	0	0	0	0	0	0	0
Inventory: Learner and teacher support material	0	0	0	55	55	0	0	68
Inventory: Other consumables	0	0	0	65	65	31	32	1911
Inventory: Stationery and printing	436	206	0	1097	1097	624	654	1200
Lease payments	6	0	0	0	0	1418	1489	1571
Property payments	0	5	0	600	600	0	0	0
Transport provided: Departmental activity	0	0	0	0	0	0	0	0
Travel and subsistence	347	792	1848	2533	2533	9108	10089	9214
Training and development	2	60	53	201	201	429	450	473
Operating expenditure	18	88	4755	11417	11417	829	872	5050
Venues and facilities	544	539	93	1431	1431	2865	2908	5635
Transfers and subsidies	309792	320718	350943	361625	361625	392659	424310	426366
Departmental agencies and accounts	145511	122672	133677	136505	136505	154405	162897	172985
Public corporations and private enterprises	164198	198046	217266	225120	225120	238254	261413	253381
Households	83	0	0	0	0	0	0	0
Payments for capital assets	12	19	0	0	0	0	0	0
Machinery and equipment	12	19	0	0	0	0	0	0
Payments for financial assets	0	13	4	0	0	0	0	0
Total	331030	340265	382931	417719	417719	480403	520260	558663



PART E: Links to other plans

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

The DMR does not have any long-term infrastructure and capital plans.

21. Conditional Grants

The DMR does not administer any conditional grants.

22. Public-private partnerships

The DMR does not have any public-private partnerships (PPPs).

23. Annexure

Refer to the Department's website at www.dmr.gov.za for detailed descriptions of all programme measures contained in the Annual Performance Plan.



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