



Government of Zimbabwe



**DEFOLD MINE
(PVT) Ltd**

Agency

**DEFOLD MINE (PRIVATE) LIMITED
STRATEGIC PLAN
2021-2025**

SECTION A: Profile of the Agency

i) Introduction

Defold Mine (Pvt) Ltd is a special purpose vehicle established by the Government under the Ministry of Mines and Mining Development. It was incorporated in 2015 under the Companies Act (now the Companies and Other Business Entities Act Chapter 24:31) under registration number 6030/2015. Defold Mine is expected to engage in commercial mining related enterprises which would amongst other issues fulfilling the following core objectives:

1. Entering viable mining joint ventures that would fully exploit the country's natural resources whilst declaring a dividend to Government
2. Ensure import substitution of mining generated products and consumables for Zimbabwe's economy.

ii) Background

Defold Mine (Pvt) Ltd was incorporated on 21 August 2015 as a Special Purpose Vehicle to spearhead national socio-economic development through operating in the extractives sector. Defold acquired its mandate through Cabinet Resolutions made to accelerate the sustainable socioeconomic development Zimbabwe.

Defold Mine's mandate spans the entire mineral value chain from exploration, extraction, mineral processing and value addition. Currently Defold has the following project under its portfolio:

| PROJECTS | |
|----------|---|
| 1. | Chrome mining in Guruve, Mahamara and Dande |
| 2. | Alluvial Gold Mining in The Gache Gache Area Mashonaland West |
| 3. | Processing of fresh refractory ores as well as the Kwekwe roasting plant takeover. |
| 4. | Development of the Gemstone industry through facilitating acquisition of mining title, mining, marketing and value addition of gemstones in the country. |
| 5. | Managing and maximising coal value chain to facilitate enhanced production of electricity and coke by-products. Defold will coordinate and maintain strategic extraction of coal in the country by making the necessary investment interventions. |
| 6. | Promotion of local assembly of vehicles utilising CBM Gas in liaison with Ministry of Industry and Commerce |
| 7. | To facilitate setting up of sodium cyanide manufacturing plant to aid in reducing the import bill |

iii) National Level Contribution:

- a. **National Vision:** “Towards a Prosperous & Empowered Upper Middle-Income Society by 2030”.
- b. **National Priorities the Agency is contributing to:**

| | Description of National Priority Area |
|--------------|---|
| NPA 1 | Moving the Economy up the Value Chain and Structural Transformation |
| NPA 2 | Economic Growth and Stability |

- c. **National Key Result Areas the Agency is contributing to:**

| | Description of National Key Result Area |
|---------------|---|
| NKRA 1 | Structurally Transformed Economy |
| NKRA 2 | Sustained Growth |

- d. **National Outcomes the Agency is contributing to:**

| | Description of National Outcome |
|---------------|--|
| NOUC 1 | Improved Ease of Doing Business |
| NOUC 2 | Improved Earnings from Beneficiated Minerals |

iv) Sectoral Level Contribution:

Sector Name: Mining

- a. **Sectoral Key Results Areas**

| | Description of Sector Key Result Area |
|---------------|--|
| SKRA 1 | Mineral Beneficiation and Value Addition |
| SKRA 2 | Economic Growth and Stability |

- b. **Sectoral Outcomes**

| | Description of Sectoral Outcome Description |
|---------------|---|
| SOUC 1 | Increased growth in the Mining Sector |
| SOUC 2 | Improved Mineral Beneficiation |

1. **AGENCY:** Defold Mine (Pvt) Limited
2. **AGENCY Vote Number:** N/A
3. **AGENCY Vision:** A sustainable mining development entity by 2025.
4. **AGENCY Mission Statement:** To harness investment opportunities for wealth creation through sustainable exploitation of minerals for the benefit of all Zimbabweans.
5. **Core Values:**
 - Transparency
 - Integrity
 - Excellency
6. **Terms of Reference:**
 - Defold Mine is incorporated as a Private Company under the Companies and Other Business Entities Act (Chapter 24:31)
 - Registration number 6030/2015
7. **Overall Functions:**
 - Entering commercially viable mining joint ventures that fully exploit the country's natural resources whilst developing the mining industry and declaring a dividend to the Government.
 - Development of a sustainable small scale gold mining sector that would minimise gold leakages and harness the potential of the gold sector in Zimbabwe.
 - Enter into strategic partnerships for the development of strategic minerals (including processing of refractory gold ores and rare earths minerals development)
 - Develop the hydrocarbons industry for maximum beneficiation and value addition of the hydrocarbons.
 - Promote small to medium scale mining through strategic interventions (including development of gemstones, manganese, chrome mining in the Artisanal and Small-Scale Miners).
 - Facilitate formalisation of artisanal and small-scale miners through title acquisition and forging partnerships with potential miners.
 - To act as a Special Purpose Vehicle for the sustainable development of the mining sector.

8. **Departments in the Agency and their functions:**

Finance and Administration

- Preparation of financial statements and reports
- Budgeting and budgetary controlling
- Ensuring compliance to all statutory financial requirements.
- Financial forecasting and risk analysis
- Administering payrolls and controlling income and expenditure
- Asset management
- Internal, transport and stores management

Procurement

- Preparation of procurement plans and documentation
- Procurement of goods and services for the entity
- Contract management – establishing terms, pricing, quality, and delivery requirements
- Managing vendor relationships and building effective supply chain partnerships
- Supplier monitoring and evaluation
- Act as an advisor to company procurement evaluation Committee

Legal and Corporate Affairs

- Maintains all required official corporate filings, documents, reports and records according to applicable laws and regulations.
- Responsible for shareholder relations, communicating with Board members and assisting with corporate communications with various stakeholders.
- Managing the coordination of Board meetings and the preparation of all necessary agendas and documents required for the meetings.
- Providing legal advice to the organisation on mining and other related issues
- Ensuring compliance to mining laws and regulations by the organisation
- Drafting legal documents, letters, and contracts for the organisation

Operations

- Management of a multi-disciplinary team of professionals in various mining projects.
- Management of a diversified portfolio of mining projects for the company.
- Production of reports on all projects under the company's portfolio.
- Engagement with key stakeholders to ensure project success.
- Coordination of activities at all joint ventures ensuring that the interests of the shareholder are adequately covered

Human Resources

- Recruitment, selection, and development of staff.
- Retention of critical skills
- Performance management
- Health, Safety and Welfare management
- Compensation and Benefits
- Disciplinary actioning

9. State Enterprises and Parastatals, Statutory Bodies and Grant Aided Institutions under the Agency and their functions.

Zimbabwe Consolidated Diamond Company

1. To enhance adequate investment in diamond mining beyond alluvial.
2. To explore for kimberlitic resources and build bankable mining reserves
3. To enhance contribution to the fiscus and community development.
4. To enable Government to manage more efficiently operations and exploitation of the country’s diamond resources.
5. To achieve better accountability and transparency in diamond mining.

10. Agency Key Result Areas

| KRA Ref | KRA Description | weight | SKRA REF | NKRA REF | NPA REF |
|---------|--------------------|--------|----------|----------|---------|
| 1 | Mining Development | 100% | 1, 2 | 1, 2 | 1, 2 |

11. Environmental Scan

11 a. PESTLEG Analysis.

| | |
|----------|--|
| 1 | <p>POLITICAL</p> <ul style="list-style-type: none"> ● Political will ● Relatively stable political environment enables Defold to successfully operate. ● Engagement and reengagement of the international community increases investor confidence, however the economic sanctions affecting the marketing of the minerals. ● Changes in taxation laws may deter investor confidence. |
| 2 | <p>ECONOMIC</p> <ul style="list-style-type: none"> ● Exchange rate fluctuation affect the viability of business and the institution at large. ● Delayed and limited government funding which delays Implementation of strategies ● Recession of diamond industry affecting full realisation of revenue. ● Limited foreign currency availability constraint in the Mining sector ● (Foreign currency availability through RBZ foreign currency facility revitalizes key economic activities in the mining sector) |
| 3 | <p>SOCIAL</p> <ul style="list-style-type: none"> ● Covid -19 easing of restrictions will allow business to normal. ● Illegal mining affects Defold's mine title administration and management. ● High quality education and training enable Defold to have fertile ground for hiring employees. ● Brain drain affects intellectual property protection and skills transfer. |

| | |
|---|---|
| 4 | <p>TECHNOLOGY</p> <ul style="list-style-type: none"> • Technological transfer in the industry is largely focused on mineral extraction as compared to value addition . • Product substitution- e.g., Synthetic diamonds affect the marketing of country's diamonds being produced by the industry / Loss of market due to substitutes. |
| 5 | <p>ECOLOGY</p> <ul style="list-style-type: none"> • Environmental protection, climate resilience and natural resources management • Rampant environmental degradation within the mining industry poses strategic risk. |
| 7 | <p>LEGAL</p> <ul style="list-style-type: none"> • Outstanding amendments to the Mines and Minerals act bring uncertainty to the investment environment . |
| 8 | <p>Governance</p> <ul style="list-style-type: none"> • Domestication of conventions and other regional/ international laws might affect the mining of certain minerals. • Bureaucratic and red tape tendencies delay critical implementation of various mining projects. |

11 b. SWOT Analysis.

| Strengths | Weakness |
|--|--|
| Diverse Mineral Assets | Low staff compliment |
| Supportive shareholder Subsidiary (ZCDC) in strong operational performance | Low capacitation (Human and Financial Resources) |
| | Lack of Competitive remuneration framework. Lack of skills mix within the board |
| Opportunities | Threats |
| <ul style="list-style-type: none"> ● Large unexploited mineral endowment in the country. ● Diverse and growing asset portfolio. | <ul style="list-style-type: none"> ● Competition from rivals and existing companies for funding and acquisition of mineral resources. |
| <ul style="list-style-type: none"> ● Availability of beneficiation and value addition policies on minerals. ● Potential in Kamativi Tailings dump ● Potential listing of Sandawana on the Victoria Falls stock exchange | <ul style="list-style-type: none"> ● Potential to fail by JV partners ● Contagion effects of sanctions on Defold ● Liabilities associated with acquired assets (Todal and Kamativi Tin Mine) ● Litigation against ZCDC (Grandwell) |
| <ul style="list-style-type: none"> ● Strategic projects in the National Development 1 (2021-2025) which the company must pursue. | |

12. Agency Programmes and Outcomes:

| Prog. Ref | Programme Name | Programme Outcome/s | Weight | Responsible Department | Contributing AGENCYs/ Other Partners | Type of Contribution | Sector Outcome Ref. | National Outcome Ref | SDG Ref |
|-----------|--|--|--------|--|--------------------------------------|--|---------------------|----------------------|------------------|
| 1 | Governance & Administration | 1.Improved Service Delivery (20%) 2.Improved Corporate Governance (20%) | 40 | Finance And Administration Procurement Legal & Corporate Affairs Human Resources | MMMD, MOFED, ZSM, IMR, MPC | Policy guidance Budget Approval | 1,2 | 1, 2 | 8, 9, 10, 12, 17 |
| 2 | Mining Development | 1.Increased mineral output (30%) 2.Increased revenue (30%) | 60 | Operations | MMCZ, MMD MOEPD, Justice ZDA, | Mining Licences Investment approval | 1,2 | 1, 2 | 8, 9, 10, 12, 17 |

13. Policies Applicable for the Agency:

| | External Policy | Programme Ref | Internal Policy | Programme Ref |
|-----|--|---------------|------------------------|---------------|
| 1. | Africa Mining Vision | 1,2 | NA (Ministry guidance) | 1,2 |
| 2. | Cabinet and Treasury Circulars | 1,2 | Finance Policies | 1,2 |
| 3. | Audit Office Act | 1,2 | | |
| 4. | Public Finance Management Act (Chapter 22:19) No. 3 of 2014. | 1,2 | Accounts SOPs | 1 |
| 5. | Zimbabwe National Water Authority Act [Chapter 20:25] (Act no. 11 of 1998). | 1,2 | | |
| 6. | Zimbabwe Investment and Development Agency Act [Chapter 14:37] | 1,2 | | |
| 7. | Chamber of Mines of Zimbabwe Incorporation (Private) Act [Chapter 21:02]. | 1,2 | Board Charter | 1 |
| 8. | Public Procurement and Disposal of Public Assets Act [Chapter 22:23] | 1,2 | Procurement SOP | 1,2 |
| 9. | Public Entities and Corporate Governance Act [Chapter 10:31] | 1,2 | | |
| 10. | Gold Trade Act [Chapter 21:03]. | 1,2 | | |
| 11. | Precious Stones Trade Act [Chapter 21:06]. | 1,2 | | |
| 12. | Roasting Plant Corporation Act [Chapter 21:07]. | 1,2 | | |
| 13. | Base Minerals Export Control Act [Chapter 21:01]. | 1,2 | | |
| 14. | Custom Milling Regulations. | 1,2 | | |
| 15. | Mining (Health and Sanitation) Regulations 1977 (in liaison with the Minister of Health and Child Care). | 1,2 | | |

| | | | | |
|-----|--|-----|--|--|
| 16. | Mining (Alluvial Gold) (Public Streams) Regulations | 1,2 | | |
| 17. | Mining (Management and Safety) Regulations, 1990. | 1,2 | | |
| 18. | Atmospheric Pollution Prevention Act [Chapter 20:03] (Co-administered with the Minister of Health and Child Care). | 2 | | |
| 19. | Mining (General) Regulations 1977. | 2 | | |
| 20. | Gold Trade Act [Chapter 21:03]. | 1,2 | | |
| 21. | Precious Stones Trade Act [Chapter 21:06]. | 1,2 | | |

14 CLIENT NEEDS/PROBLEMS ANALYSIS:

| Direct Clients | Needs/Problems | Extent (<i>Magnitude/seriousness</i>) |
|---|---|--|
| Artisanal and Small-Scale Miners | Needs 1. Regularisation of mining titles. | 100% of Small-Scale Miners require regularisation in at least 8 Mining Districts |
| Fidelity Gold Printers & Refiners | Needs 1. Increased Gold and Silver output. Problems 1. Gold leakages . | 100% of produced Gold and Silver is required |
| Minerals Marketing Corporation of Zimbabwe | Needs 1. Increased mineral output. Problems 2. Delayed operationalisation of mining projects . | 100% of produced minerals is required |
| Treasury | Needs 1. Mineral revenue proceeds | 100% need for revenue contribution. |

15. STAKEHOLDERS ANALYSIS

| Direct Stakeholders | Demands/ Expectations | Extent (<i>Magnitude/seriousness</i>) |
|---|--|---|
| 1. Ministry of Mines and Mining Development | <ol style="list-style-type: none"> Adherence to mining legislations Good Corporate Governance. Reports and Statistics Effective utilisation of resources | 100% adherence |
| 2. Ministry of Finance and Economic Development | <ol style="list-style-type: none"> Regulatory compliance | 100% adherence |
| 3. Office of the President & Cabinet | <ol style="list-style-type: none"> Compliance with Corporate Governance Alignment with NDS1 | 100% adherence |
| 4. Miners Associations | <ol style="list-style-type: none"> Technical collaboration on mining issues. | 100% assistance rendered. |
| 5. Communities | <ol style="list-style-type: none"> Sustainable Mining Community development. | 100% compliance to the expectation |
| 6. Investors | <ol style="list-style-type: none"> Joint Venture Agreements. | 100% investment expectations |
| 7. Procurement Regulatory Authority of Zimbabwe | <ol style="list-style-type: none"> Adherence to procurement regulations | 100% compliance to procurement regulations |
| 8. Environmental Management Agency | <ol style="list-style-type: none"> Compliance to environmental regulations. | 100% Compliance with environmental regulations. |
| 9. Auditor General | <ol style="list-style-type: none"> Accountability for the financial resources allocated or generated revenue Maintenance of accurate and reliable financial data | 100% compliance to the expectation |
| 10. Mutapa Investment Fund | <ol style="list-style-type: none"> Payment of Dividend, Strategic and Annual Plans | 100% compliance to the expectation |
| 11. Zimbabwe Investment Development Agency | <ol style="list-style-type: none"> Compliance to ZIDA Act | 100% compliance to the expectation |
| 12. Zimbabwe Anti Corruption Commission | <ol style="list-style-type: none"> Compliance to the Anti-Corruption Commission Act | 100% compliance to the expectation |
| 13. Chartered Institute of Procurement and Supply | <ol style="list-style-type: none"> Membership & Association | Membership expectations |
| 14. Zimbabwe Institute of Procurement & Supply | <ol style="list-style-type: none"> Membership & Association | Membership expectations |
| 15. Public Accountants & Auditors Board | <ol style="list-style-type: none"> Membership & Association | Membership expectations |

14. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Strategies: Game plan to achieve the targets

Assumptions: Positive factors that can assist in the achievement of the targets

Risks: Factors which militate against the achievement of results

Mitigation: Interventions to reduce the gravity or intensity of the damage

| Period | Strategies | Assumptions | Risks | Mitigations |
|---|--|---|--|---|
| Programme 1 Governance and Administration | | | | |
| Outcome 1 Improved corporate governance & administration | | | | |
| Budget Year | Develop a competitive remuneration framework | Approval of competitive conditions of service | Concentration risk of revenue streams | Operationalize all joint ventures. Monetize all mining claims |
| | Uphold a high level of integrity | Availability of a matrix of SOPs | Collusion to work against the system | Putting in place checks and balances Implement disciplinary procedures |
| | Securing of Company offices | Readily available office space. | Budget over run due to high rentals. | Source accommodation from other sister parastatals. |
| | Purchase of tools of trade | Timeous approval of tenders by PRAZ. | Price fluctuations | Lobby for supplementary budget. |
| | Implementation, Monitoring and Evaluation of strategic plan | High Worker Commitment | Limited resources | Low-cost measures |
| | Upscale Corporate Branding -putting up signage -media campaigns and advocacy -Communication and media campaigns on strategic direction | Availability of office space | Competing priorities. | Sourcing funds from developing partners |
| | Securing membership of associations e.g. Chamber of Mines | MMMD buy in | Costly membership fees / subscriptions | Payment plans |

| | | | | |
|-----------|--|--|--|---|
| | Develop a succession plan | Availability of expertise | Costly due to outsourcing | Man power development |
| | Concertize staff on internal Policy Document | Employee buy in | Policy inconsistency | Continuous conscientisation |
| 2-3 Years | Recruitment of fit-for-purpose personnel | Availability of competent skills in the market | Failure to offer competitive packages | Review and implement a competitive remuneration package |
| | Enhance Human Capital development (Board, Management & Staff) | Availability of funding | Skills flight | Review and develop a competitive remuneration package Continuous professional development opportunities through the Public Service Academy |
| | Develop a competitive remuneration framework | Approval of the remuneration framework | Fluctuating capacity to pay Exchange rate | Addressing corporate governance issues raised in Compliance Assessment Survey Report 2020 issued by OPC CGU. |
| | Redesign organisational structure to deliver on strategy | Approval of the reviewed structure | Delayed regulatory approval on reviewed remuneration package | Continuous engagement to the principals. |
| | Development of internal policies | Availability of expertise | Changes in priorities | outsourcing of expertise |
| | | | | |

| | | | | |
|-----------|--|--|--|---|
| | Develop company website for information dissemination | Ability to attract and retain the relevant expertise | Delayed regulatory approval on reviewed remuneration package | Outsourcing of expertise |
| 4-5 Years | Integration of projects management with technology | Availability of expertise and tools for implementation | Costly | Allocation of Advanced budget. |
| | Continuous Research and Development | Availability of a Research and Development budget | Skills gap | Out sourcing of skills / internal skills up grade |
| | Development of medium-term business plan | Stable Operating environment | Force Majeure | Risk Insurance Policy in place |

| Period | Strategies | Assumptions | Risks | Mitigations |
|---|---|--|---|---|
| Programme 2: Mining Development | | | | |
| Outcome 2: Increased mining partnerships | | | | |
| Budget Year | Foster strong relationships with ZIDA and other regulatory bodies to facilitate approvals and timeous processing of proposed agreements. | Timeous approvals of the proposed agreements | Changes in stakeholder priorities Policy inconsistencies | Continuous engagement Lobby for exemptions |
| | Facilitating formalisation of Gemstone Mining communities for the Mashonaland West province (Hurungwe and Karoi areas) | Community buy in. | Inconsistency in mining legislation | alignment of mining legislation. |
| | Develop a portfolio of strategic minerals including but not limited to Diamonds, Copper, Nickel, Lithium, Rare earth minerals and Iron Ore | Area is open for prospecting and pegging | Competition for the resources | Speedily apply for mining titles |
| | Review and conclude operating agreements that secure value to Defold with the new joint venture partners under the following joint ventures (Sandawana-Lithium, Jena Mines-Gold, Kamativi Tin Mine-Lithium,) Secure value for money in the disposal of Defold's 20% shareholding in Todal | Timeous cooperation from ZMDC | Liability greater than value of asset | Lobby Treasury for funds |
| 2-3 Years | | | | |

| | | | | |
|------------------|--|-------------------------------------|--|---|
| | Develop structure and controls to ensure optimum value is obtained from signed mining agreements.(Guruve mining claims) | Existing encumbrances are resolved. | Sterilisation of the resource through illegal mining | Continuous engagement with Ministry of Mines |
| | Negotiate a shareholding of 40-50% in the proposed joint venture with Tonga Resources for the alluvial gold mining project in Gache Gache area in line with Private Public Partnership (PPP) committee recommendations | Community buy-in | Environmental degradation | Implement sustainable environmentally friendly mining methods |
| | Conduct exploration through MPC on all acquired mining titles to determine resource mineralization | | | |
| 4-5 Years | Identification of potential investors for partnering in exploitation of strategic minerals | Cooperation from stakeholders | increase in green mining global policy | Adoption of environment friendly technologies |

SECTION B: PERFORMANCE FRAMEWORK FOR THE AGENCY

15. Programme Performance Framework 16.a Outcome Performance Framework

| Ref | Outcome Description | KPI: | Measurement Criterion (time; \$;rate; etc) | Baseline | | TARGETS | | | | | | | | | |
|-----|--|--|--|----------|-------|---------|-----|------|--------|------|------|------|--------|------|------|
| | | | | | | 2021 | | 2022 | | 2023 | | 2024 | | 2025 | |
| | | | | Year | Value | T | ALV | T | ALV | T | ALV | T | ALV | T | ALV |
| 1 | Improved Corporate Governance & administration | i) Compliance level | % | - | - | 100% | 0 | 100% | 0 | 100% | 0 | 100% | 0 | 100% | 0 |
| | | ii) Employee satisfaction | | | | | | 60% | +/-6 | 70% | +/-7 | 75% | +/-7.5 | | |
| | | iii) Budget utilization | | | | | | 65% | +/-6.5 | 100% | 0 | 100% | 0 | | |
| 2 | Increased mining partnerships | i) Signed contracts ie Joint Ventures, MOU's | | | | | | 3 | +/-1 | 1 | 1 | 4 | +/-1 | 4 | +/-1 |

T = Target; ALV = Allowable Variance

18. Outputs -Performance Framework

| No. & Prog. Code | Outputs | 5-year target | Baseline | | Previous Year | | | Current Year | | Targets | | | | | | | |
|--|---|---------------|----------|------|---------------|---|----|--------------|-----|---------|------|------|------|------|------|------|------|
| | | | Value | Year | 2020 | | | 2021 | | 2022 | | 2023 | | 2024 | | 2025 | |
| | | | | | T | A | AV | T | ALV | T | ALV | T | ALV | T | ALV | T | ALV |
| Programme 1: Governance and Administration | | | | | | | | | | | | | | | | | |
| OUC 1: Improved Corporate Governance & Administration | | | | | | | | | | | | | | | | | |
| OP 1.1 | Staff recruited | 35 | - | - | | | | 4 | | 2 | +/-1 | 3 | +/-1 | 10 | +/-1 | 16 | +/-2 |
| OP 1.2 | Training programmes conducted | 10 | - | - | | | | - | | 2 | +/-1 | 2 | +/-1 | 5 | +/-1 | 5 | +/-1 |
| OP 1.3 | Company Offices Secured | 1 | - | - | | | | | | - | | - | | 1 | | - | |
| OP 1.4 | Goods & services Procured | 100% | - | - | | | | 50% | 5 | 55% | 5.5 | 65% | 6.5 | 100% | 0 | 100% | 0 |
| OP 1.5 | Financial Statements produced and submitted | 65 | - | - | | | | - | | 6 | +/-1 | 10 | +/-1 | 13 | 0 | 13 | 0 |
| OP 1.6 | ICT Network maintained | | - | - | | | | | | 80% | 8 | 100% | 0 | 100% | 0 | 100% | 0 |
| OP 1.7 | Board Charter reviewed | 1 | - | - | | | | - | | - | | - | | - | | 1 | 0 |
| OP 1.8 | Code of conduct produced | 1 | - | - | | | | - | | - | | - | | 1 | 0 | - | |
| OP 1.9 | Code of ethics reviewed | | | | | | | | | | | | | | | 1 | 0 |

| | | | | | | | | | | | | | | | | | |
|--|---|----------------|---|---|--|--|--|--|--|--|--|--|--|-------------|-------------|-------------|-------------|
| OP 2.0 | Policies Reviewed | 100% | - | - | | | | | | | | | | 100% | 0 | 100% | 0 |
| OP 2.1 | Reports Produced | 36 | - | - | | | | | | | | | | 12 | 0 | 12 | 0 |
| OP 2.2 | Statutory Meetings convened | 111 | - | - | | | | | | | | | | 37 | +/-4 | 36 | +/-4 |
| OP 2.3 | Litigation/ disputes cases handled | 100% | - | - | | | | | | | | | | 100% | 0 | 100% | 0 |
| OP 2.4 | Contracts/ Agreements executed | 100% | - | - | | | | | | | | | | 100% | 0 | 100% | 0 |
| OP 2.5 | Revenue collected | 100% | | | | | | | | | | | | 100% | 0 | 100% | 0 |
| OP 2.6 | Wellness programs conducted | 8 | | | | | | | | | | | | 4 | | 4 | |
| OP 2.7 | Budget produced | 4 | | | | | | | | | | | | 1 | 0 | 1 | 0 |
| OP 2.8 | Procurement plan produced | 3 | | | | | | | | | | | | 1 | 0 | 1 | 0 |
| OP 2.9 | Vehicles maintained | 100% | | | | | | | | | | | | 100% | 0 | 100% | 0 |
| OP 3.0 | Asset register maintained | 3 | | | | | | | | | | | | 1 | 0 | 1 | 0 |
| OP 3.1 | Audited financial statements produced 2021-2023 | 100% | | | | | | | | | | | | 100% | 0 | 100% | 0 |
| OP 3.2 | Legal opinions produced | 100% | | | | | | | | | | | | 100% | 0 | 100% | 0 |
| OP 3.3 | Interest generated from investment portfolios | 50%p. a | | | | | | | | | | | | 50% | +5 | 50% | +/-5 |
| Programme 2: Mining Development | | | | | | | | | | | | | | | | | |

| OUC 3: Increased Mining Partnerships | | | | | | | | | | | | | | | | | |
|--------------------------------------|---|------|---|---|--|--|------|---|------|---|------|---|------|------|------|------|------|
| OP 1.1 | Mining partnerships established | 11 | - | - | | | | 0 | | 3 | +/-1 | 1 | +/-1 | 3 | +/-1 | 4 | +/-1 |
| OP 1.2 | Mining Titles registered (Chrome,Gold,Graphite,Lithium,rare earth minerals) | 9 | | | | | 0 | | 1 | 0 | 1 | 0 | 4 | +/-1 | 3 | +/-1 | |
| 1.3 | Mining titles maintained | 100% | | | | | 100% | 0 | 100% | 0 | 100% | 0 | 100% | 0 | 100% | 0 | |

T = Target A = Actual AV = Actual Variance ALV = Allowable Variance

19. Programme Budget

| Programme | | Programme Outputs | Budget Last Year (2022) | Budget Current Year (2023) ZWL\$ | Budget Year 1 (2024) ZWL\$ | Budget Year 2 (2025) ZWL\$ | Budget Year 3 (2026) ZWL\$ |
|--|---|--|-------------------------|----------------------------------|----------------------------|----------------------------|----------------------------|
| Programme 1 Governance and Administration | Sub-Prog 1: -Board and CEOs Office | <ul style="list-style-type: none"> • Communication strategy developed/ reviewed • Board Charter Produced • Code of conduct and ethics produced • Policies developed/Reviewed • Client Service Charter Produced/Long term plan produced • Board meetings convened • AGM conducted • Financial Statements produced and submitted • ICT Network established/maintained • Litigation/ disputes cases handled • Contracts drafted/Agreements handled | 1,165,404,704 | 2,996,971,438 | 12,671,248,433 | 20,273,997,493 | 24,328,796,992 |
| | Sub-Prog 2: Finance, Administration & Procurement | <ul style="list-style-type: none"> • Company Offices secured • Furniture procured • Vehicles procured • Satellites Office Established | 854,630,117 | 2,197,779,055 | 9,292,248,851 | 14,856,598,162 | 17,841,117,794 |
| | Sub-Prog 3: Human Resources | <ul style="list-style-type: none"> • Staff recruited • Human capital capacitated | 569,753,411 | 1,465,186,037 | 6,194,832,567 | 9,911,732,108 | 11,894,078,529 |

| | | | | | | | |
|---|--|--|----------------------|----------------------|-----------------------|-----------------------|-----------------------|
| | and Information Technology | | | | | | |
| Total Programme Budget | | | 2,589,788,232 | 6,659,936,530 | 28,158,329,851 | 45,053,327,762 | 54,063,993,315 |
| Programme 2 Mining Development | Sub-Prog 1 : Chrome Sub-Prog 2: Gemstones | <ul style="list-style-type: none"> ● Mining projects established (Gache-Gache & Mahamara) ● Manganese processing plant constructed ● Iron ore deposits title acquired ● CBM research partnerships finalised ● Refractory Ore Technology Processing Facility Established. ● Joint Ventures Operationalised ● Sodium Cyanide Plant Established. | | | | | |
| Total Programme Budget | | | 117,833,364 | 1,753,900,145 | 12,398,987,429 | 19,838,379,886 | 23,806,055,863 |
| TOTAL AGENCY BUDGET | | | 2,707,621,596 | 8,413,836,674 | 40,557,317,280 | 64,891,707,648 | 77,870,049,178 |

20. Human Resources for the Strategic Period.

| No. | Category | Programme 1 | Programme 2 | Agency Total Personnel Requirements By Category |
|-----|-------------------------------|-------------|-------------|---|
| 1 | Top Management | 0 | 1 | 4 |
| 2 | Middle Management | 0 | 5 | 5 |
| 3 | Supervisory Management | 1 | 0 | 8 |
| 4 | Operational and Support staff | 2 | 0 | 21 |
| 5 | Total | 3 | 6 | 38 |

21. Other Resources

I. Materials, Equipment and ICTs

| Materials/ Equipment /ICT | 2021 | | 2022 | | 2023 | | 2024 | | 2025 | |
|------------------------------|----------|---------|----------|-----------|----------|---------------|----------|---------------|----------|------------|
| | Quantity | Cost | Quantity | Cost | Quantity | Cost | Quantity | Cost | Quantity | Cost |
| Motor Vehicle | 0 | 0 | 0 | 0 | 5 | 1,300,000,000 | 19 | 8,050,095,000 | 0 | 0 |
| Laptops | 5 | 850,000 | 5 | 1,850,000 | 5 | 9,500,000 | 20 | 606,375,000 | 5 | 55,000,000 |

II. Space Requirements

| Location | 2021 | | 2022 | | 2023 | | 2024 | | 2025 | |
|-------------|----------------------------|-----------|----------------------------|------------|----------------------------|---------------|----------------------------|------|----------------------------|------|
| | Quantity (m ²) | Cost | Quantity (m ²) | Cost | Quantity (m ²) | Cost | Quantity (m ²) | Cost | Quantity (m ²) | Cost |
| Head Office | 1000 | 1,020,000 | 1000 | 42,500,000 | -4000 | - | - | - | - | - |
| | | | | | | 2,640,000,000 | | | | |



List of Participants

1. Chaired by the Acting General Manager of Defold Mine
2. All Staff members of Defold Mine as at 23 October 2023
3. Facilitated by Public Services Commission
4. Presented to the Board of Directors on 15 December 2023