

# THE COMPENSATION FUND ANNUAL PERFORMANCE PLAN FOR THE FINANCIAL YEAR 2023/24



**employment & labour**

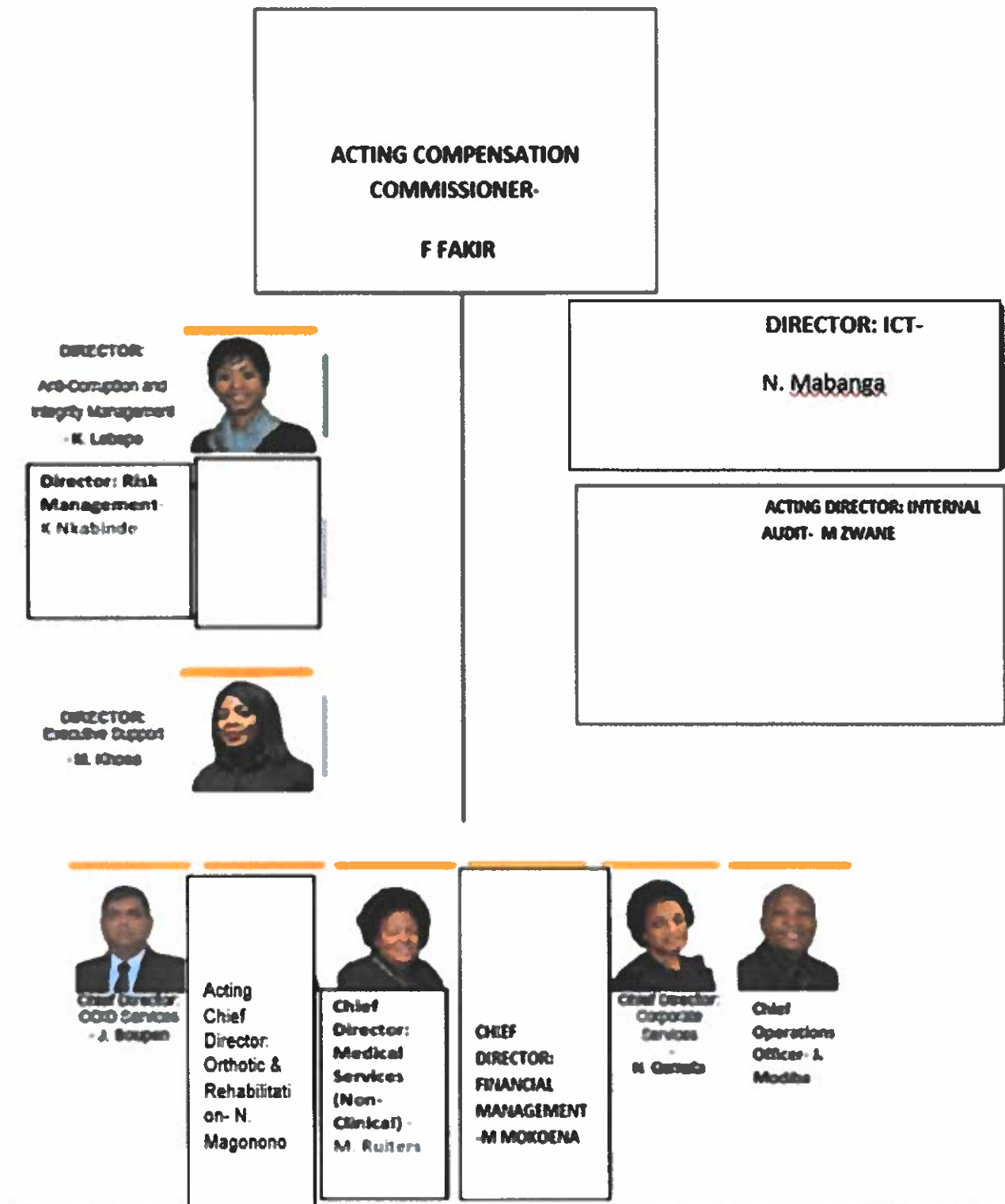
Department:  
Employment and Labour  
REPUBLIC OF SOUTH AFRICA



**Compensation Fund**  
WORKING FOR YOU

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## ORGANISATIONAL STRUCTURE



## EXECUTIVE AUTHORITY STATEMENT

The Compensation Fund is a Schedule 3A Public Entity of the Department of Employment and Labour. It is established in terms of Section 15 of the Compensation for Occupational Injuries and Diseases Act No 130 as amended by the Compensation for Occupational Injuries and Diseases Act No. 61 of 1997 to provide compensation in the event of an occupational injury or occupational disease.

This Annual Performance Plan (APP) sets out the performance measures and targets that the Compensation Fund will pursue during the 2023/24 Financial Year, the fourth year of the five-year Strategic Plan. The interventions identified in the APP are aligned to key government policies, including the MTSF (2019/20-2023/24) and the National Development Plan (NDP) 2030.

The Compensation Fund is committed to its vision of being a world-class provider of sustainable compensation for occupational injuries and diseases, rehabilitation and reintegration services. During the Financial Year 2021/22, the Compensation Fund introduced the amended Compensation for Occupational Injuries and Diseases Bill (COID Bill). We are happy to announce that His Excellency, President Cyril Ramaphosa has signed COID Amendment Bill into law. The significant proposed amendments are the following:

- i. the inclusion of domestic workers under the category of employees;
- ii. inclusion of a chapter dealing with rehabilitation of and a re-integration framework for, employees who are injured or have contracted occupational diseases; and review of the benefit structure to improve benefits payment to employees and their beneficiaries.

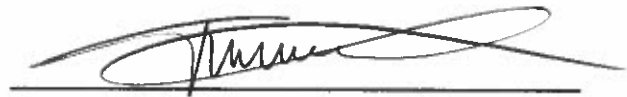
The Compensation Fund has over the past years, encountered a number of challenges among them being inefficient IT systems. It is on this basis that the Compensation Fund commissioned a new claims management system called CompEasy during the month of October 2019. The Fund expects to realise the benefits that come with the new system which, amongst others, include improved controls and efficient processing of claims.

Amongst other initiatives that will contribute towards the Compensation Fund achieving its set strategic priorities, was the publishing of the Regulations on Medical Services during the 2021/2022 Financial Year. These were finalised after receiving public comments and published during the 2022/2023 financial year

For a number of financial years, the Compensation Fund received a disclaimer audit opinion. Our focus this year is improving operational effectiveness and corporate governance, and strengthening the fight against fraud and corruption. The CF is working towards a clean audit by end of 2023/24 Financial Year. In this current year, there will be improvements on the previous audit outcome by full implementation of the Clean Audit Action Plan, eliminating wasteful, fruitless and irregular expenditure and providing high quality performance reports.

To realise the necessary improvements, and effective oversight, I have ensured that the Annual Performance Plan and the Strategic Plan are aligned to my performance agreement.

I would like to extend my appreciation to the Deputy Minister, the Director-General, the Compensation Commissioner, the Portfolio Committee on Employment and Labour and other oversight structures of Parliament, the Advisory Board of the Compensation Fund, the Audit Committee and Risk Committee, Officials, and all stakeholders of the Fund who will be assisting and supporting the Fund to achieve its set strategic priorities in the Financial Year 2023/24.

A handwritten signature in black ink, appearing to read 'TW Nxesi', is written over a horizontal line.

**Mr TW Nxesi, MP**

**Minister of Employment and Labour**

## **ACCOUNTING AUTHORITY STATEMENT**

The Compensation Fund fulfils an important constitutional mandate of ensuring that those employed have access to social security in the event of a workplace injury or disease. In order to fulfil this important mandate, this Annual Performance Plan contains transparent and clearly defined performance indicators, targets and objectives of the Compensation Fund.

It is my pleasure to present the 2023/24 Annual Performance Plan of the Compensation Fund. This APP marks the fourth year of the five-year Strategic Plan (2020/21-2024/25). We will continue to address the control weaknesses that have been identified by the assurance providers through the Implementation of the CF Audit Action Plan and Risk Mitigation Strategies.

The Compensation Fund introduced the new claims management system during the 2019/20 Financial Year which is aimed at improving efficiencies and to assist in achieving its set strategic priorities. In addition to the introduction of technology to continue on improving service delivery during 2023/24 Financial Year, the Compensation Fund will continue with the implementation of the Rehabilitation and Return to Work programmes to ensure that those who are injured in the workplace are reintegrated into the labour market.

I would like to express my sincere appreciation to all the officials, and the Executive team for their tireless dedication to achieving the Compensation Fund's objectives. I would also like to thank the Minister, the Deputy Minister and the oversight bodies for the support and guidance.



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**Mr TM Lamati**

**Accounting Authority of the Compensation Fund**

**Department of Employment and Labour**

# Official sign-off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Compensation Fund under the guidance of the Honourable Minister of Employment and Labour, T.W. Nxesi, MP.
- Takes into account all the relevant policies, legislation and other mandates for which the Compensation Fund is responsible.
- Accurately reflects the Outcomes and Outputs which the Compensation Fund will endeavour to achieve over the period 2023/24.

J. Modiba

Signature: \_\_\_\_\_

**Chief Operations Officer**

S. Mhlungu

Signature: \_\_\_\_\_

**Acting Chief Director: Corporate Services**

N. Magonono

Signature: \_\_\_\_\_

**Acting Chief Director: Orthotics and Rehabilitation Services**

M. Ruiters

Signature: \_\_\_\_\_

**Chief Director: Medical Benefits**

J. Soupen

Signature: \_\_\_\_\_


**Chief Director: COLD Services**

M. Mokoena

Signature: MP Mokoena

**Chief Director: Financial Management**

F. Fakir

Signature: \_\_\_\_\_

**Acting Compensation Commissioner**

T. Lamati

Signature: \_\_\_\_\_

**Accounting Authority**

B.E. Moloi, MP

Signature: \_\_\_\_\_

**Deputy Minister of Employment and Labour**

**Approved by:**

**T.W. Nxesi, MP**

Signature: \_\_\_\_\_

**Minister of Employment and Labour**



# PART A: OUR MANDATE

## **1 Updates to relevant legislative and policy mandates**

The mandate of the Compensation Fund is derived from Section 27 (1) (c) of the Constitution of the Republic of South Africa. In terms of this Section, all South Africans have a right to social security.

The Compensation Fund is a Schedule 3A Public Entity of the Department of Employment and Labour. The Fund administers the Compensation for Occupational Injuries and Diseases Act No 130/1993 as amended by the Compensation for Occupational Injuries and Diseases Act No 61/1997. The main objective of the Act is to provide compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees, or for death resulting from injuries or diseases, and provide for matters connected therewith.

The Fund generates its revenue from levies paid by employers and this consists of annual assessments paid by registered employers on a basis of a percentage or fixed rate of the annual earnings of their employees. The COID Act, however, makes provision for a minimum assessment to ensure the assessment is not less than the administration costs incurred.

The operations of the Compensation Fund are also informed by the following legislations:

- Constitution of the Republic of South Africa, 1996, as amended;
- Occupational Health and Safety Act, 1993;
- National Economic Development and Labour Council Act (NEDLAC), 1994;
- Labour Relations Act, 1995, as amended;
- Basic Conditions of Employment Act, 1997, as amended
- Employment Equity Act, 1998, as amended;
- Skills Development Act, 1998, as amended;
- Unemployment Insurance Act, 2001, as amended;
- Unemployment Insurance Contributions Act, 2002;
- Employment Services Act, 2014;
- Public Finance Management Act, 1999, as amended;
- Public Service Act, 1994, as amended;
- Broad Based Black Economic Empowerment Act, 2003;

- Preferential Procurement Policy Framework Act, 2000;
- Prevention and Combating of Corrupt Activities Act, 2004;
- Promotion of Access to Information Act, 2000;
- Promotion of Administrative Justice Act, 2000;
- Promotion of Equality and Elimination of Unfair Discrimination Act, 2000.
- Protected Disclosure Act, 2000; and
- Prevention of Organised Crime, 2004, as amended
- Protection of personal information Act, 2013.

## 2 Updates to Institutional Policies and Strategies

The Compensation Fund shall focus on the following Strategies which will further inform Institutional Policies:

<p style="text-align: center;"><b><u>Financial Management</u></b></p> <p><b>1. Improve the system of internal control and maintain financial soundness</b></p> <p><i>- Eliminate adverse audit issues and strengthen financial sustainability (including compliance and enforcement)</i></p>	<p style="text-align: center;"><b><u>Customer</u></b></p> <p><b>2. Ensure appropriate benefits are delivered to intended beneficiaries, efficiently and at a reasonable cost.</b></p> <p><b>3. Contribute to employment and economic growth through rehabilitation and re-integration.</b></p> <p><i>- Product/service specific interventions</i></p>
<p style="text-align: center;"><b><u>Organisational Capacity</u></b></p> <p><b>4. Develop the capacity of the Fund to deliver according to its mandate</b></p> <p><i>- People management issues, ethics, skills and work cultures.</i></p>	<p style="text-align: center;"><b><u>Internal Business Process</u></b></p> <p><b>5. Improve operational efficiency through process reengineering and technological innovation.</b></p> <p><i>- Technological innovation, business process redesign, monitoring and evaluation.</i></p>
<p style="text-align: center;"><b><u>Anti-Fraud and Corruption elimination</u></b></p> <p><b>6. Improved ethics and zero tolerance to fraud and corruption</b></p>	

### **3 Updates to relevant Court Rulings**

The unconstitutionality of the express exclusion of domestic workers as employees as defined in the Compensation for Occupational Injuries and Diseases Act was declared unconstitutional by the North Gauteng High court Division.

In *Mahlangu and Another v/s Minister of Labour and others* case no 79180/15 the High Court, handed down an order on 28 May 2019, declaring that; Section 1(xix)(v) of COIDA is unconstitutional and invalid to the extent that it excludes domestic workers in private households from the definition of "employee", and directed that the offending section be severed from s1 of COIDA. The declaration of constitutional invalidity of the of section 1 (xix) (v) of the Compensation for Occupational Diseases Act 130 of 1993 was confirmed by Constitutional court in 2020.

The domestic employees case has now been finalised. This means that they are immediately covered from the date of the Constitutional Court ruling confirming all of the North Gauteng High Court orders on the matter. The coverage is retrospective from April 1994. The Bill has passed in Parliament it is currently before the President awaiting for his signature to pass it into law.

# **PART B: OUR STRATEGIC FOCUS**

## **1 Updated Situation Analysis**

In its endeavour to provide services effectively and efficiently, the Compensation Fund continues facing a number of challenges that are influenced by, amongst others, weak internal environment due to ICT system inefficiencies and skills levels.

The pressure for the Fund to provide improved quality services, effectively and efficiently, has never been greater particularly in the current depressed financial environment worsened by the COVID-19 Pandemic. Key to improved quality of services are the reliable and efficient ICT system, and adequate skills. Underlying these necessities is the viable internal environment. For a decade, the Fund has had to deal with high number of fraud cases, financial misconducts and a disclaimer audit opinion. There is, on the other end, an increase in demand for services rendered by the Fund.

To respond to these challenges, the Compensation Fund developed, the Clean Audit Action Plan during June 2021, which focuses on the following areas:

- A. Revenue and receivables from non-exchange transactions
- B. Benefits
- C. Provision for outstanding claims
- D. Payables from non-exchange transactions
- E. Consolidation of investment in associates
- F. Investment in financial assets and associates
- G. Prior period errors
- H. Contingencies
- I. Irregular Fruitless and wasteful expenditure
- J. Key Considerations for Improvement in the Control Environment

The plan focus on issues which have to be addressed in the short, medium and long term respectively.

The Compensation Fund is committed to its vision of being a world-class provider of sustainable compensation for occupational injuries and diseases, rehabilitation and reintegration services. The Compensation Fund has a critical role to play in the implementation of the MTSF (2019/20-2023/24) and the National Development Plan (NDP) 2030.

## 1.1 External Environment Analysis

The Tables below provide external trends affecting the Compensation Fund directly.

EXTERNAL	TREND
<b>Political factors</b>	<ol style="list-style-type: none"> <li>1. Change of Government. This may impact the policy environment and also the political stability of the country. This may further impact on Service delivery of the Fund.</li> <li>2. Impact of Operation Dudula Movement. This could result in political instability and more companies may be forced to close down resulting in a negative financial sustainability of the Fund due to low rate of employers submitting returns of earnings.</li> <li>3. Role of SCOPA. The perception of the Fund by SCOPA, oversight structure, will directly/indirectly influence the political direction the country may take on the Fund's future. The Fund has for some time being confronted with, amongst others, challenges pertaining to poor internal controls which is the concern at the heart of SCOPA.</li> <li>4. The Russian-Ukraine War - Is impacting negatively on global relationships between countries as tensions rises that could lead to the escalation of the War to other areas of the globe. The war is also resulting in the rise in food and other commodity prices that may lead to unrest in the country due to hunger. This may result in a decrease in employment opportunities, subsequently lead to social instability and less return of earnings for the Fund as well as poor investment performance.</li> <li>5. The impact of sustainable Globalisation. Globalization impacts on how the county is trading with countries, such as in SADC, i.e. trade rules. Globalisation is also being impacting on how technology has resulted in the world becoming more connected and interdependent place. Globalisation is therefore resulting in economic and social changes in the lives of people and the clients of the CF.</li> <li>6. The National Health Insurance- The introduction of the NHI is already creating uncertainty on the role of entities including the CF. The possible emigration of many doctors due to the introduction of the scheme may impact negatively on the health care system and the ability of the Fund to attract the required skills. The introduction of the NHI may also result in the Fund have to revisit its current policy direction. Uncertainty about the affordability of the scheme by CF beneficiaries and the quality services thereof is a concern.</li> <li>7. Increase in Labour Migration as people move from the rural areas to urban areas in order to improve their economic situation which may impact food security of individuals and the country as a whole and also on spatial development in the country as urbanization increases. As more people become urbanized and be formerly employed, this may put additional pressure on the Fund to provide social security.</li> </ol>
<b>Economic factors</b>	<ol style="list-style-type: none"> <li>1. <b>High Interest rates and Inflation rates</b> have an impact on the cost of living as the price of goods and services increases which will have a negative impact on the social security which may decrease the financial viability of the Fund as companies/ individuals are unable to provide sufficient Funding as required by COIDA. Furthermore, economic shocks such as high interest rates and inflation have an impact on investment returns. The high inflation also erode the benefits paid to beneficiaries as it reduces the purchasing power.</li> <li>2. <b>Load shedding and load reduction</b> contribute to the shrinking of economy as many businesses are unable to grow and in some instances close down, the persistence of this will impact on the financial sustainability of the Fund as revenue streams decrease.</li> <li>3. <b>Increasing rate of unemployment</b> decreases the social stability of the country as the gap between the rich and the poor increases. Social security is also decreased as high level of unemployment may increase the burden on the State to provide additional social services. The beneficiaries of the CF will also be affected since their benefits will be expected to be stretched in</li> </ol>

	<p>the process of taking care of their families who are affected by unemployment. At present the Unemployment rate decreased by 0,8 of a percentage point to 34,5%. The absorption rate (37,3%) and labour force participation rate (56,9%) increased by 0,8 and 0,6 of a percentage point respectively. The number of those employed increased by 370 000 and the number of those unemployed decreased by 60 000 in Q1:2022 compared to Q4:2021.</p> <p>(<a href="https://www.statssa.gov.za/publications/P0211/Presentation%20QLFS%20Q1%202022.pdf">https://www.statssa.gov.za/publications/P0211/Presentation%20QLFS%20Q1%202022.pdf</a> ).</p> <p>4. <b>Global diseases/pandemics such as Covid-19</b> impact the global economy as this results mainly in many businesses and even countries having to do re-evaluation of their economic models. This, then, impacts the global trade of good and services as the prices of goods and services, such as the shipping costs, have been disrupted. Future disease/pandemics, especially those occurring within the workplaces, may result in more claims being submitted to the Fund, which may negatively impact the financial stability of the Fund.</p>
<b>Social factors</b>	<ol style="list-style-type: none"> <li>1. <b>Emerging Diseases.</b> The emergence and long term effect of emerging diseases, such as COVID-19, in the workplaces with possible increase in COID related cases. There is a likelihood of slow business growth and the Fund will in all probability receive less revenue from employers. All these will have a negative effect on the Fund's ability to grow the investment portfolio and ultimately impact on the Fund's responsibility to ensure a full implementation on its mandate.</li> <li>2. <b>Increase in Civil unrests</b> as a result of decreases in economic and social stability, which may lead to more job losses with ultimate impact on the Fund's financial stability possibly due to lesser return earnings by employers.</li> <li>3. <b>New ways of working not catered for in the legislation.</b> Many employees and employers have re-assessed the work-live balance as a result of environmental changes e.g. the Covid-19 pandemic. Legislation will therefore have to be reviewed in order to accommodate business continuity.</li> <li>4. <b>Increasing awareness of health and safety in the workplace</b> is impacting positively on employers as they are now expected to comply with various pieces of COID and OHS legislation.</li> <li>5. <b>Changes in the social and health environment</b> result in the rise of Lifestyle diseases e.g. increase utilization of Fast Food outlets. This may require employers, such as the Fund, to increase awareness amongst employee about healthier lifestyle options.</li> <li>6. <b>Shortage of Skills and Education</b> is impacting negatively on the employment environment, resulting in fewer people entering the work force with the required skills.</li> <li>7. <b>Urbanisation.</b> Increase in Labour Migration as people move from the rural areas to urban areas in order to improve their economic situation which may impact food security of individuals and the country as a whole and also on spatial development in the country as urbanization increases. This will affect the service delivery norms and standards with expected possible overloading.</li> <li>8. <b>Disability Inclusion:</b> Legislative frameworks for progressive transformation have not gone as far as to compel the complete inclusion of people with disabilities in the mainstream economy through employment, skills development, enterprise and supplier development and socio-economic initiatives. The return-to-work program and departmental priorities are both significantly impacted by this.</li> </ol>
<b>Technological factors</b>	<ol style="list-style-type: none"> <li>1. <b>Increase demand in technology infrastructure.</b> New technological innovations and implementation of best systems will, possibly, increase accessibility to COID services and improve service delivery due to high automation.</li> <li>2. <b>Security glitches</b> affecting the integrity of data with the Fund being prone to fraud</li> <li>3. <b>Rising of cybercrime</b> - development of technology comes with the rise of cybercrime which will affect data and etc.</li> </ol>

	4. <b>Increase in automation</b> in workplaces affecting increase in unemployment.
<b>Legal factors</b>	<ol style="list-style-type: none"> <li>1. <b>Working from home policy</b> as employees and employers are re-evaluating the working environment</li> <li>2. <b>Lack of capacity in law enforcement</b> – dependency on state attorneys resulting in lawlessness and lack of accountability</li> <li>3. <b>Transformation to new ways of working</b> impacting on policies/ legislation (digital platform and green economy)</li> <li>4. <b>The National Health Insurance</b>. In terms of how to finance the scheme and the impact on the Fund.</li> <li>5. <b>Introduction of new regulations in supply chain</b> - might results in none compliance.</li> </ol>
<b>Environmental factors</b>	<ol style="list-style-type: none"> <li>1. <b>The Impact of Globalisation</b>. This is impacting on the environment ie Global Warming. It is resulting in countries and business re-evaluation the way they are conducting business</li> <li>2. <b>Global diseases/pandemics</b> leading to decreased numbers of the population which will impact negatively on the labour markets resulting in skills shortages</li> <li>3. <b>Natural disasters</b> resulting in unnecessary deaths and or casualties which will impact negatively on the labour markets resulting in skills shortages</li> <li>4. <b>Riots</b> threatening stability of the country</li> <li>5. <b>Climate change</b> - reduction in employment especially in the Agricultural Sector which may impact on the Fund ability to remain sustainable in the long term</li> </ol>

## 1.2 Internal Environmental Analysis

The Tables below provides internal trends affecting the Compensation Fund directly.

Strategy Analysis	
<b>Strengths</b> <ol style="list-style-type: none"> <li>1. Industry Partnerships</li> <li>2. National Footprint</li> <li>3. Enabling Legislation (Monopoly)</li> <li>4. Strategic Direction created</li> <li>5. Financial viability and strength</li> <li>6. Business recovery during COVID</li> </ol>	<b>Weaknesses</b> <ol style="list-style-type: none"> <li>1. Mandate is currently broad</li> <li>2. No differentiation between the player and referee</li> <li>3. DPSA Framework</li> <li>4. Lack of DRP</li> <li>5. Weak control environment</li> <li>6. Lack of BI</li> </ol>
<b>Opportunities</b> <ol style="list-style-type: none"> <li>1. Economic opportunities to contribute towards job creation</li> <li>2. Expanding access channels</li> <li>3. Introduce social protection for the gig economy</li> <li>4. Collaboration with other/3rd party organisations and across government</li> <li>5. Support Government Priorities</li> <li>6. The inclusion of domestic workers as part of the revised COIDA Amendment Bill process.</li> </ol>	<b>Threats</b> <ol style="list-style-type: none"> <li>1. Ukraine &amp; Russian war - International impacts</li> <li>2. Third parties taking over</li> <li>3. Government regulation / red tape / bureaucracy</li> <li>4. National Health Insurance (NHI)</li> <li>5. Natural and political instability</li> <li>6. Economic growth</li> <li>7. Employer non-compliance</li> <li>8. Change of governing party</li> </ol>



Structure Analysis	
<b>Strengths</b> <ol style="list-style-type: none"> <li>1. Good Governance Structures</li> <li>2. Biggest Medical Aid</li> <li>3. Leader in Africa when it comes to compensation</li> </ol>	<b>Weaknesses</b> <ol style="list-style-type: none"> <li>1. Current structure is not fit for purpose.</li> <li>2. Office space</li> <li>3. Dependency on the Department of Employment and Labour - Need to cut the umbilical cord</li> <li>4. ICT Organisational Structure / Capacity</li> <li>5. VRP organisational structure/ capacity</li> <li>6. Inability to leverage on new technology to detect fraud and report on financials as a result of aging ICT infrastructure</li> </ol>
<b>Opportunities</b> None Identified	<b>Threats</b> Lack of integration between government departments
Processes Analysis	
<b>Strengths</b>  None identified	<b>Weaknesses</b> <ol style="list-style-type: none"> <li>1. Backlogs on claims adjudication</li> <li>2. Collections on Employers' return of earnings</li> <li>3. Fraud and corruption</li> <li>4. HR is not an enabler</li> <li>5. Long SCM/procurement processes</li> </ol>
<b>Opportunities</b> <ol style="list-style-type: none"> <li>1. Process re-engineering &amp; redefinition</li> <li>2. Enable real-time service delivery</li> </ol>	<b>Threats</b> <ol style="list-style-type: none"> <li>1. Collections - Inability to collect due to process</li> </ol>
Digitisation/Technology Analysis	
<b>Strengths</b> <ol style="list-style-type: none"> <li>1. Database of all injured workers</li> <li>2. A system does exist</li> </ol>	<b>Weaknesses</b> <ol style="list-style-type: none"> <li>1. Dependency on SITA &amp; DEL for tech services</li> <li>2. System / Technology</li> <li>3. Lack of business accountability for ICT/digital projects</li> </ol>
<b>Opportunities</b> <ol style="list-style-type: none"> <li>1. Digitisation of the organisation</li> <li>2. Modernise online service</li> <li>3. Improve Service Delivery through systems</li> <li>4. Expansion and growth of the ICT area within the organisation</li> <li>5. Comprehensive security system</li> </ol>	<b>Threats</b> <ol style="list-style-type: none"> <li>1. Technology</li> <li>2. Collections - Inability to collect due to systems</li> <li>3. System/ Cyber Security</li> <li>4. 4IR and mechanisation means less jobs and less contributions</li> </ol>



People Analysis	
<b>Strengths</b> <ol style="list-style-type: none"> <li>1. Resilient</li> <li>2. Subject Matter Expertise</li> <li>3. Minister Support and Buy-In</li> <li>4. Staff attitude (Always willing to work)</li> </ol>	<b>Weaknesses</b> <ol style="list-style-type: none"> <li>1. Low morale</li> <li>2. Brand positioning/negative publicity/reputation</li> <li>3. Poor organisational culture</li> <li>4. Capacity</li> <li>5. Lack of talent management, succession planning and career pathing</li> <li>6. Salary discrepancy between private and government</li> <li>7. Attraction and retention</li> <li>8. Silos and siloed mentality</li> </ol>
<b>Opportunities</b> <ol style="list-style-type: none"> <li>1. Correctly defining institutions for outsourcing</li> </ol>	<b>Threats</b> <ol style="list-style-type: none"> <li>1. Loss of intellectual property</li> <li>2. Collections - Inability to collect due to capacity and skills</li> <li>3. High staff turnover (Skilled people leave)</li> <li>4. Collusion of ex-employees with current employees (Insider Trading)</li> </ol>

### Combined External and Internal Analysis

Internal & External Analysis	Strengths	Weaknesses	Opportunities	Threats
<b>Economical</b>	Financial viability through investments and ability to assess employers	The work done through Employers audits not effective	<ul style="list-style-type: none"> <li>•Partnership with stakeholders e.g. SARS</li> <li>•Investment in number of Entities including SMMEs</li> <li>•The establishment of new business can result in an increase in revenue generation</li> <li>•The World Bank said the R38.8 billion relief package to support businesses and the R350 monthly payment to households that were affected by the pandemic as well as by riots and lootings, respectively, had boosted economic activity</li> <li>•Accelerated COVID-19 vaccination rates will assist in further opening the economic sectors and contribute to</li> </ul>	<ul style="list-style-type: none"> <li>•Poor return on investments</li> <li>•Threat to the Balance sheet due to changes in interest rates as the results of the economy not doing well</li> <li>•Fraud and Corruption (<b>Finance</b>)</li> <li>• Lack disability inclusive culture drive by business to optimise the integration of Persons with Disabilities</li> </ul>

Internal & External Analysis	Strengths	Weaknesses	Opportunities	Threats
			improve the economic outlook on the Country	
<b>Social</b>	The Fund continue to offer social security services through its Programmes	Inadequate capacity and skill to fully implement the mandate	<ul style="list-style-type: none"> <li>•Increased access to social security services by the public (i.e. Pensions) can improve living standards</li> <li>•Improved quality of life for people with disabilities including clients of the Compensation Fund</li> <li>•New and innovative ways of discharging the functions (Organisational Architectural Review)</li> <li>•Readiness (financial strength of the Fund) to respond (either through Vaccinations) to pandemics like COVID-19 .</li> </ul>	<ul style="list-style-type: none"> <li>•Volatile socio-economic environment</li> <li>•Inability of clients to access the Fund services due to travelling distances</li> <li>•Breakdown in the public health sector will result in an increase of diseases which will further impact on society</li> <li>•Health of key CF employees, resulting in disruptions to key programmes.</li> </ul> <p>The inclusion of Domestic Workers as employees who can access Compensation Fund benefits might have unintended consequences for the Fund if not well managed. (This will surely broaden the social security net of vulnerable employees) (Legal Services, Programmes 2 and 3)</p>
<b>Technological</b>	Financial viability enabling the deployment of best systems	The Fund dependence of ICT infrastructure and governance structures outside the Fund	<ul style="list-style-type: none"> <li>•Information security controls</li> <li>•Continuous implementation and refinement to the claims management systems in the Compensation Fund such as the implementation of CompEasy and the new employer assessment model (Using new technology/4th industrial revolution)</li> <li>•Social media a platform to market CF</li> <li>•Data analytics</li> </ul>	<ul style="list-style-type: none"> <li>•Cyber crime</li> <li>•Poor reputation of the Fund.</li> <li>•Limited access to the Fund's Services i.e. medical services</li> <li>•Dependence and aging of ICT infrastructure (ICT)</li> </ul>
<b>Legal</b>	Legislative framework (COID Act) being implemented		•COID Bill to address some exclusions like the Domestic workers.	<ul style="list-style-type: none"> <li>•Litigations</li> <li>•Tamished Compensation Fund reputation.</li> <li>•Conflict of interest for Mutuals and other organisations.</li> <li>•Unethical conduct by users of the services of the Fund.</li> <li>•Reliance on the state attorney. (Customer care, Legal Services and all Programmes)</li> </ul>

# PART C: MEASURING OUR PERFORMANCE

## **1 Institutional Programme Performance Information**

**Office of the Compensation Commissioner**

**Purpose:** To oversee the administration of the Fund in line with COID

### **1.1 PROGRAMME 1: ADMINISTRATION**

**1.1.1 Purpose:** The purpose of the programme is to provide an effective and efficient client oriented support services through the strengthening of the institutional capacity of the Organisation

#### **1.1.2 Sub Programmes**

**Sub Programme: Information and Communication Technology**

**Purpose:** To provide Information and communication technology management Services

**Sub Programme: Executive Support**

**Purpose:** To provide strategic support services in the office of the Commissioner

**Sub Programme: Internal Audit**

**Purpose:** To provide an independent and objective assurance service in the Fund.

**Sub Programme: Risk Management**

**Purpose:** To provide risk management services.

**Sub Programme: Anti-Corruption and integrity management**

**Purpose:** To provide anti-corruption and integrity management services.

**Sub Programme: Office of the Chief Operations Officer**

**Purpose:** To strategically oversee the management of operations services.

**Sub Programme: Financial Management**

**Purpose:** To provide sound and compliant financial management services to the Fund.

**Sub Programme: Corporate Services**

**Purpose:** To provide corporate services and strengthen the institutional capacity to the Fund.

### 1.1.3 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance				Estimated Performance	MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Claim registration requirements reviewed and turnaround times for payment of benefits reduced	Implemented ICMS project plan through the participation in the National Social Protection Information System	Compensation Fund's Participation in the National Social Protection Information System	N/A	N/A	N/A	Not in the APP 2021/22	Not in the APP 2022/23	100% Compensation on Fund's Participation in the National Social Protection Information System.	
Black Asset Managers supported	Black Asset Manager Programme developed	Percentage of assets under Management allocated to Black Asset Managers annually	N/A	N/A	N/A	Not in the APP 2021/22	As at 31 December 2022, the PIC had submitted the Black Asset Manager allocation strategy to the	13% of assets under Management allocated to Black Asset Managers annually	20% of assets under Management allocated to Black Asset Managers annually

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance				Estimated Performance	MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
							Compensation Fund for approval.		
More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	Small and Medium Enterprises supported	Funds allocated to Small and Medium Enterprises annually	N/A	N/A	Not Achieved [Process to review and approve the Mandate not completed]	Not Achieved R76 million was allocated to SME as at 28 February 2022.	CF's instructed the PIC not to invest in the Social Responsible Investments (SRIs). This was after consideration of the SRIs reporting challenges which affected CF's accountability (CF's disclaimer of	R700 million	R1 billion

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance				Estimated Performance	MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
							audit opinion).		
	Decent jobs created	Number of decent jobs created through job summit initiatives annually (Investment activities)	N/A	N/A	Not Achieved 119	Not achieved 260	118 at the end of Q3	2000	2000
		Number of jobs created through the Presidential Comprehensive Youth Employment interventions annually (Human Resources Management)	N/A	N/A	*100 Not achieved 65	Not in the APP 2021/22	115 Youth appointment in Developmental Programmes and 168 Permanent appointment of youth as at the end of Q3	135	
Organisation	Assets	Percentage	R70,3 billion	R69,8	Achieved	Achieved	21% increase	10%	10%

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance				Estimated Performance	MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Financial viability maintained	Increased	Increase in total assets per annum		billion	22,2%	13.3%	at 31 December 2022 (31 March 2022: R87.8 billion to 31 December 2022: R106 billion) (Management Accounts)		
	Improved audit outcome through stringent controls and implementation by all Programme	Audit opinion received on audit matters	Disclaimer	Disclaimer	Not Achieved 4.35% increase	Not Achieved As at 31 March 2021, overall progress for the Action Plan 2.0 is at 59%.	Qualified	Unqualified	Unqualified audit opinion obtained by 31 March 2024

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance				Estimated Performance	MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Heads.								
	Wasteful and fruitless expenditure reduced	Percentage of wasteful and fruitless expenditure reduced annually	R452,299 million	R492,258 million	Not Achieved 18.5% Increase 0% of wasteful and fruitless expenditure eliminated	Not Achieved 0.01% (182-183/183)	1.45% (139-137/137 % increase at the end of Q3  17.51% (113-137/137 % decrease	100%	100%
	Reduced irregular expenditure	Percentage of irregular expenditure reduced annually	R769,138 million	R770,284 million	Not Achieved 0.65% increase	Not achieved 0%(110-110/110)	4.63% (103-108/108 % decrease at the end of Q3 0.97% (102-103/103 % decrease	75%	75%
Improved accessibility and visibility of COVID services	Implementation of Visibility and Accessibility Strategy for the Fund	Percentage implementation of programmes in the approved visibility and	N/A	N/A	Achieved 31% The implementation	Achieved 31% For the implementation	14% Implementation of programmes in the	30% Implementation of programmes in the	10% Implementation of programmes in the



Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance				Estimated Performance	MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		accessibility strategy.			of projects in the VAS approved strategy for Quarter 4 is at 31% (24 projects/initiatives implemented out of a total of 77 projects/initiatives)	of projects in the VAS approved Strategy, out of 77 projects/initiatives a total of 24 were completed in the 2021/2022 financial year.	approved visibility and accessibility strategy at the end of Q3.	approved visibility and accessibility strategy.	approved visibility and accessibility strategy.
Programme to prevent and fight corruption in the Fund implemented	Reported fraud cases reduced	Percentage of cases recorded in the case register investigated in the current financial year	N/A	N/A	Achieved 61% of reported cases investigated	Achieved 111% cumulatively achievement on finalised cases to date constituting of 68% of backlog cases finalised and 43% newly reported cases	48% (13 finalised cases/ 27 cases on the register x100) at the end of Q3	75%	95%

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance				Estimated Performance	MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
						finalised			
	Improved ethical culture in the Fund	Implement ethics management Programme	N/A	N/A	Achieved Social and ethics steering Committee has been established. Quarterly ethics committee meetings have been convened	Achieved 15 Ethics Risk Assessments conducted and finalised during the 2021/22 FY.	Draft ethics strategy developed at the end of Q3	65% of activities from the ethics implementation plan due in the current financial year implemented	Monitoring and reporting of trends
Strengthened institutional capacity of the Fund	Vacancies reduced	Percentage reduction in vacancy rate	N/A	N/A	Not Achieved 16.52%	Not Achieved 14.73%	11.86% at the end of Q3 (126 vacant posts/1062 number of posts)	8.9%	8%

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance				Estimated Performance	MTEP Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
							including contracts and permanent = 11.86% vacancy rate)		
Improved monitoring and evaluation oversight of the Mutuels	The Mutuels performance monitored	Number of quarterly and annual reports on monitored performance of Mutuels reporting to the Fund	N/A	N/A	Achieved Quarter 4 reports and the Annual reports for Rand Mutual Association and Federated Employers Mutual Assurance were received for monitoring of performance in line with the terms and conditions	Achieved 4 Quarterly report 1 Annual Report	3 quarterly reports at the end of Q3	4 quarterly reports and 1 annual report	4 quarterly reports and 1 annual report

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance				Estimated Performance	MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
					of the license. Performance reports were brought to the attention of the Executive Authority.				

N/A (Not Applicable) implies that the Audited/Actual Performance could not be provided because the Output Indicator was not set for being measured during the Reporting Period (Financial Year)

#### 1.1.4 indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Compensation Fund's Participation in the National Social Protection Information System.	100% Compensation Fund's Participation in the National Social Protection Information System.	-	-	-	100% Compensation Fund's Participation in the National Social Protection Information System.
Percentage of assets under Management allocated to Black Asset Managers annually	13% of assets under Management allocated to Black Asset Managers annually	-	-	-	13% of assets under Management allocated to Black Asset Managers annually
Funds allocated to Small and Medium Enterprises annually	R700 million	-	-	-	R700 million

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of decent jobs created through job summit initiatives annually (Investment activities)	2000	-	-	-	2000
Number of jobs created through the Presidential Comprehensive Youth Employment interventions annually (Human Resources Management)	135	-	-	-	135
Percentage Increase in total assets per annum	10%	-	-	-	10%
Audit opinion received on audit matters	Unqualified	-	-	-	Unqualified
Percentage of wasteful and fruitless expenditure reduced annually	100%	-	-	-	100%
Percentage of irregular expenditure reduced annually	75%	-	-	-	75%
Percentage implementation of programmes in the approved visibility and accessibility strategy	30% Implementation of programmes in the approved visibility and accessibility strategy.	5%	10%	25%	30%
Percentage of cases recorded in the case register investigated in the current financial year	75%	-	-	-	75%
Implement ethics management Programme	65% of activities from the ethics implementation plan due in the current financial year implemented	-	-	-	65% of activities from the ethics implementation plan due in the current financial year implemented
Percentage reduction in vacancy rate	8.9%	15%	13.3%	11.6%	8.9%
Number of quarterly and annual reports on monitored performance of Mutuals reporting to the Fund.	4 quarterly reports and 1 annual report	1 quarterly report	1 quarterly report	1 quarterly report	1 quarterly report and 1 annual report

## **1.2 PROGRAMME 2: COID SERVICES**

**1.2.1 Purpose:** To administer compensation claims, medical adjudication and accounts and customer care.

### **1.2.2 Sub Programmes**

#### **Sub Programme: Compensation Benefits**

**Purpose:** To monitor compensation benefits services

#### **Sub Programme: Employer Services**

**Purpose:** To provide registration and assessment services of employers within the Fund.

#### **Sub Programme: Treasury, Investment and Actuarial Services**

**Purpose:** To provide strategic management of the Funds treasury, investment and actuarial services

### 1.2.3 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance				Estimated Performance	MTEF Period	
			2018/19	2019/20	2020/21	2021/22			
Revenue generation increased	Assessment of the Return of Earning received	Percentage of received return of earnings assessed annually.	55% (219 050 of 401 536) of active registered employers assessed annually	52% There are a total of 459 229 Active registered Employers in Compensation Fund database. Of the total registered, 238 824 were Assessed in 2019/20 Financial Year.	Achieved 99% [ 220 382 (ROE's assessed / 223 644 (ROE's received))]	Achieved 99% [324 176 (ROE's assessed / 327 701(ROE's received))]	99% achieved at end of Q3	90%	95%
Claim registration requirements reviewed and turnaround times for payment of benefits reduced	Claims adjudicated	Percentage of claims received adjudicated within 25 working days	94% (146 664 of 156 223) of claims adjudicated within 40 working days of receipt.	83% 851 88 of 102 773 claims were adjudicated within 30 working days of receipt	Not Achieved 79% Of the 99 175 received, 78 385 were adjudicated within 30 working days	Not Achieved 79% Of the 100, 427 received, 79, 291 were adjudicated within 30 working days	83% of claims received adjudicated within 30 working days at end of Q3	90% of claims received adjudicated within 25 working days	90% of claims received adjudicated within 20 working days

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance				Estimated Performance	MTEF Period	
			2018/19	2019/20	2020/21	2021/22			
	Benefits paid	Percentage of approved benefits paid within 10 working days	98% (R 3,864,064,683 .41 of R 3,962,853,774.76) of approved benefits paid within 5 working days, yearly.	80% The total amount approved to be paid towards benefits was R 3 369 370 476 However, the amount paid within 5 working days was R 2 694 112 194	Not Achieved 86.2% Of the R4 284 681 931.60 Benefits approved, R3 694 130 767.10 was paid within 5 workings days	Not Achieved 87.5% Of the R4 339 986 096,11 Benefits approved, R3 797 701 353.03 was paid within 5 workings days	90% of approved benefits paid within 5 working days	90% of approved benefits paid within 10 working days	95% of approved benefits paid within 10 working days

#### 1.2.4 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of received return of earnings assessed annually.	90%	-	-	-	90%
Percentage of claims received adjudicated within 25 working days	90% of claims received adjudicated within 25 working days	90%	90%	90%	90%
Percentage of approved benefits paid within 10 working days	90% of approved benefits paid within 10 working days	90%	90%	90%	90%



## **1.3 PROGRAMME 3: MEDICAL BENEFITS**

**1.3.1 Purpose:** To provide strategic support and medical expertise to claims processing.

### **1.3.2 Sub Programmes**

#### **Sub Programme: Medical Services**

**Purpose:** To provide best practice standards regarding occupational diseases and injuries to support the Fund's claims process

#### **Sub Programme: Medical Claims**

**Purpose:** To manage the processing of medical claims and the administration of medical tariffs.

### 1.3.3 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance				Estimated Performance	MTEF Period	
			2018/19	2019/20	2020/21	2021/22		2022/23	2024/25
Access to medical services increased	Medical Interventions pre- authorised	** Percentage of request for pre- authorisation for re-openings finalised within 10 working days of receipt of accepted claims	93% (1 539 of 1 657) of pre- authorisations responded to within 10 working days on previously finalised cases.	97% (1 983 of 2 041) pre- authorisations responded to within 10 working days.	95% Of the 10 429 requests, 9918 were authorised within 10 working days	96% (10997 of preauthorisation requests received, 10539 Were finalised within 10 working days	98% at the end of Q3 Of 4203 the pre – authorization requests received, 4110 were finalized within 10 workings days.	95% of requests for pre- authorisation for re- openings finalised within 10 working days of receipt of accepted claims	95% of requests for pre- authorisation for re-openings finalised within 10 working days of receipt of accepted claims

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance				Estimated Performance	MTEF Period	
			2018/19	2019/20	2020/21	2021/22			
	Medical Invoices finalised	Percentage of medical invoices finalised within 30 working days of receipt	93% (867 381 of 934 742) of medical invoices finalised within 60 working days of receipt.	69% (358 449 of 519 830) of medical invoices finalised within 40 working days of receipt.	Achieved 87% Of the 791 580 medical invoices received, 689 192 were finalised within 60 workings days	Achieved 87% Of the 709 678 medical invoices received, 619 534 were finalised within 40 workings days	89% at the end of Q3 Of the 575 008 medical invoices received, 512 252 finalised within 30 working days	85% of medical invoices finalised within 30 working days of receipt	85% of medical invoices finalised within 25 working days of receipt

\*\* The indicator revised from 'Percentage of requests for pre-authorisation of Specialised Medical Interventions finalised within 10 working days of receipt of accepted claims' to 'Percentage of requests for pre-authorisation for re-openings within 10 working days of receipt of accepted claims'

#### 1.3.4 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of request for pre-authorisation for re-openings finalised within 10 working days of receipt of accepted claims	95% of request for pre-authorisation for re-openings finalised within 10 working days of receipt of accepted claims	95%	95%	95%	95%
Percentage of medical invoices finalised within 30 working days of receipt	85% of medical invoices finalised within 30 working days of receipt	85%	85%	85%	85%

## **1.4 PROGRAMME 4: ORTHOTIC AND REHABILITATION SERVICES**

**1.4.1 Purpose:** To provide support in the Orthotic and Rehabilitation services for the Fund, which aims to promote the rights of injured workers with disabilities, their dependents and all beneficiaries of a COIDA system.

### **1.4.2 Sub Programmes**

#### **Sub Programme: Vocational Rehabilitation**

**Purpose:** To implement vocational rehabilitation programmes for injured workers, their dependents and all beneficiaries of a COIDA system in order to promote and improve their access to skills and employment.

#### **Sub Programme: Orthotics and Prosthetic**

**Purpose:** To manage the process of aiding clinical/medical rehabilitation through the provision of Orthotic and Prosthetic devices and services to injured workers in order to promote their integration into the home, community and work environment.

#### **Sub Programme: Rehabilitation and re-integration**

**Purpose:** To implement and monitor medical/clinical as well social rehabilitation programmes for injured workers and their dependents in order to:

- provide socio-economic support;
- aid efficient and cost-effective the recovery,
- return to work and integration to community, family and work life.
- to advise the Compensation Fund on all matters pertaining to healthcare, rehabilitation, and promotion and access to opportunities for injured workers and their dependents.

#### 1.4.3 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Rehabilitation and reintegration Programmes implemented which promote the rights of injured workers with disabilities	Requests for assistive devices finalised to promote accessibility of home, community and work environments	Percentage of requests for assistive devices finalised within 15 working days	93% (1079 of 1160) of compliant assistive devices requests responded to within 15 working days of receipt.	85% (877 of 1 031) of compliant assistive devices requests responded to within 15 working days of receipt.	Achieved 89% Of the 1 260 requests received, 1 127 were finalised within 15 workings days	Achieved 94% Of the 1365 requests received, 1279 were finalised within 15 workings days	92% at the end of Q3  of the 1257 requests received in the month of December 1157 were finalised within 15 working days	95%	95%
	Eligible Post-School Education and Training (PSET) learners funded to improve the prospect of employment	Number of learners funded annually at Post School Education and training institutions	N/A	N/A	Achieved 473 of learners enrolled at Post-School Education and Training (PSET) institutions in priority qualifications funded Consisting of 259 continuing learners and 214 new cohorts.	Achieved 842 new learners funded annually at Post School Education and training institutions	901 new students at the end of Q3, including dependents (36) and general young persons (865), were funded	920	1040

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Persons with Disabilities funded to promote access to education and prospects of employment	Number of Persons with Disabilities funded annually for Vocational Rehabilitation Programme	N/A	N/A	Achieved  52 Persons with disabilities were enrolled	Not Achieved 41 new COID Persons with Disabilities funded annually for Vocational Rehabilitation Programme	92 new students with disabilities were funded at the end of Q3, including COID PWDs (91) and general persons with disabilities (1).	300	300
Rehabilitation and reintegration Programmes implemented which promote the rights of injured workers with disabilities	Developed Protocol document to identify severely injured employees for rehabilitation programmes	Protocol document developed to identify severely injured employees for rehabilitation programmes	N/A	N/A	N/A	N/A	N/A	Approved protocol document to identify severely injured employees for rehabilitation programmes	Implement the protocol document to identify severely injured employees for rehabilitation programmes

#### 1.4.4 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of requests for assistive devices finalised within 15 working days	95%	95%	95%	95%	95%
Number of learners funded annually at Post School Education and training institutions	920	-	-	-	920
Number of Persons with Disabilities funded annually for Vocational Rehabilitation Programme	300	-	-	-	300
Protocol document developed to identify severely injured employees for rehabilitation programmes	Approved protocol document to identify severely injured employees for rehabilitation programmes	-	-	-	Approved protocol document to identify severely injured employees for rehabilitation programmes

## 2 Explanation of planned performance over the medium-term period

MTSF PRIORITY 1: CAPABLE, ETHICAL AND DEVELOPMENTAL STATE						
MTSF PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND BASIC SERVICES						
CF PRIORITY 1: TO IMPROVE THE SYSTEM OF INTERNAL CONTROL AND TO MAINTAIN FINANCIAL SOUNDNESS						
CF Impact Statement	CF Outcome	CF Outcome Indicator	Baseline	Five Year Target	CF Output	CF Output Indicator
2. Sustainable Compensation Fund based on ethical principles	Revenue generation increased	Improved assessment on the return of earnings	55% (219 050/401 536) of active registered employers assessed	95% of received return of earnings assessed	Assessment of the Return of Earning received	Percentage of received return of earnings assessed annually
	Organisational financial viability maintained	Increased assets	R70, 4 billion	10% increase in assets per annum	Assets increased	Percentage increase in total assets per annum
		Improved audit outcome through stringent controls and implementation by all Programme Heads	Disclaimer	Unqualified audit opinion obtained by 31 March 2024	Improved audit outcome through stringent controls and implementation by all Programme Heads.	Audit opinion received on audit matters
		Wasteful and fruitless expenditure eliminated	R488, 875 million	100% elimination of wasteful and fruitless expenditure by 31 March 2024	Wasteful and fruitless expenditure reduced	Percentage wasteful and fruitless expenditure reduced annually
		Reduced irregular expenditure	R769, 878 million	75% reduction of irregular expenditure by 31 March 2024	Reduced irregular expenditure	Percentage irregular expenditure reduced annually
	Programme to prevent and fight corruption in the	Percentage resolution of reported incidents of corruption in the	New Indicator	80% resolution of reported incidents of corruption by 31 March 2025	Reported fraud cases reduced	Percentage of cases recorded in the case register investigated in the current financial year



<b>MTSF PRIORITY 1: CAPABLE, ETHICAL AND DEVELOPMENTAL STATE</b>						
<b>MTSF PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND BASIC SERVICES</b>						
<b>CF PRIORITY 1: TO IMPROVE THE SYSTEM OF INTERNAL CONTROL AND TO MAINTAIN FINANCIAL SOUNDNESS</b>						
CF Impact Statement	CF Outcome	CF Outcome Indicator	Baseline	Five Year Target	CF Output	CF Output Indicator
	Fund implemented	Fund				
		Improved ethical culture within the Fund	Draft terms of reference	Established ethics committees and adhere to terms of reference	Improved ethical culture in the Fund	Implement ethics management Programme

<b>MTSF PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION</b>						
<b>MTSF PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES</b>						
<b>CF PRIORITY 2: TO ENSURE THAT APPROPRIATE BENEFITS ARE DELIVERED TO INTENDED BENEFICIARIES, EFFICIENTLY AND AT A REASONABLE COST</b>						
<b>CF PRIORITY 3: CONTRIBUTE TO EMPLOYMENT AND ECONOMIC GROWTH THROUGH REHABILITATION AND RE-INTEGRATION.</b>						
CF Impact Statement	Outcome	Outcome Indicator	Baseline	Five Year Target	CF Output	CF Output Indicator
1. Sound and sustainable control environment, transformed financial sector, enhanced institutional	Black Asset Managers supported	Improved support of assets managed by Black Asset Managers	Reviewed PIC Mandate for the empowerment of Black Asset managers	20% of Assets managed by Black Asset Managers supported	Black Asset Manager Programme developed	Percentage of <del>assets</del> under Management allocated to Black Asset Managers annually
	Strengthened institutional capacity of the Fund	Improved Human Resource Capacity	16,43%	8% vacancy rate by March 2025	Vacancy reduced	Percentage reduction in vacancy rate

MTSF PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION						
MTSF PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES						
CF PRIORITY 2: TO ENSURE THAT APPROPRIATE BENEFITS ARE DELIVERED TO INTENDED BENEFICIARIES, EFFICIENTLY AND AT A REASONABLE COST						
CF PRIORITY 3: CONTRIBUTE TO EMPLOYMENT AND ECONOMIC GROWTH THROUGH REHABILITATION AND RE-INTEGRATION.						
CF Impact Statement	Outcome	Outcome Indicator	Baseline	Five Year Target	CF Output	CF Output Indicator
capacity to deliver and improved accessibility and visibility of COID services.	Improved monitoring and evaluation oversight of the Mutuels	Performance by Mutuels monitored and evaluated	Licence issued by the Minister	Licenses with the Mutuels fully implemented.	The Mutuels performance monitored	Number of quarterly and annual reports on monitored performance of Mutuels reporting to the Fund.
	More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	Number of jobs created through the Presidential Comprehensive Youth Employment interventions	0	300 by 31 March 2025	Decent jobs created	Number of jobs created through the Presidential Comprehensive Youth Employment interventions annually (Human Resources Management)
		Number of decent jobs created through job summit initiatives (Investment activities)	9 314	7000 by March 2025	Small and Medium Enterprises supported	Funds allocated to Small and Medium Enterprises annually
					Decent jobs created	Number of decent jobs created through job summit initiatives annually (Investment activities)
3. Ethical, effective, efficient, accessible and cost effective compensation of	Claim registration requirements reviewed and turnaround times for payment of benefits reduced	Integrated claims management System (ICMS) implemented.	0	Support the implementation of the integrated claims management system by 31 March 2023	Implemented ICMS project plan through the participation in the National Social Protection Information System	Compensation Fund's Participation in the National Social Protection Information System.

<b>MTSF PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION</b>						
<b>MTSF PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES</b>						
<b>CF PRIORITY 2: TO ENSURE THAT APPROPRIATE BENEFITS ARE DELIVERED TO INTENDED BENEFICIARIES, EFFICIENTLY AND AT A REASONABLE COST</b>						
<b>CF PRIORITY 3: CONTRIBUTE TO EMPLOYMENT AND ECONOMIC GROWTH THROUGH REHABILITATION AND RE-INTEGRATION.</b>						
<b>CF Impact Statement</b>	<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five Year Target</b>	<b>CF Output</b>	<b>CF Output Indicator</b>
beneficiaries.	Claim registration requirements reviewed and turnaround times for payment of benefits reduced	Improved finalisation of compensation benefits	98%	95% of compensation claims adjudicated	Claims adjudicated	Percentage of claims received adjudicated within 25 working days
			100% compensation benefits paid within 5 working day	95% of compensation benefits finalised	Benefits paid	Percentage of approved benefits paid within 10 working days
	Improved accessibility and visibility of COVID services	Percentage implementation of the accessibility and visibility programme.	Draft Visibility and Accessibility Strategy for the Fund	100% implementation of the visibility and accessibility programme by 31 March 2025.	Implementation of Visibility and Accessibility Strategy for the Fund	Percentage implementation of programmes in the approved visibility and accessibility strategy.
4. Reliable, efficient and cost effective medical benefits system	Access to medical services increased	Improved medical benefits	85%	95% of medical benefits finalised	Specialised Medical Interventions pre-authorised	Percentage of request for pre-authorisation for re-openings finalised within 10 working days of receipt of accepted claims
					Medical invoices finalised	Percentage of medical invoices finalised within 30 working days of receipt

MTSF PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION						
MTSF PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES						
CF PRIORITY 2: TO ENSURE THAT APPROPRIATE BENEFITS ARE DELIVERED TO INTENDED BENEFICIARIES, EFFICIENTLY AND AT A REASONABLE COST						
CF PRIORITY 3: CONTRIBUTE TO EMPLOYMENT AND ECONOMIC GROWTH THROUGH REHABILITATION AND RE-INTEGRATION.						
CF Impact Statement	Outcome	Outcome Indicator	Baseline	Five Year Target	CF Output	CF Output Indicator
5. Efficient, effective and reliable rehabilitation and return to work services for the promotion of rights of injured workers with disabilities	Rehabilitation and re-integration Programmes implemented which promote the rights of injured workers with disabilities	Improved rehabilitation and reintegration of injured workers	0%	90% of severely injured workers enrolled into rehabilitation programmes	Requests for assistive devices finalised to promote accessibility of home, community and work environments	Percentage of requests for assistive devices finalised within 15 working days
					Eligible Post-School Education and Training (PSET) learners funded to improve the prospect of employment	Number of learners funded annually at Post School Education and training institutions
					Persons with Disabilities funded to promote access to education and prospects of employment	Number of Persons with Disabilities funded annually for Vocational Rehabilitation Programme
					Developed Protocol document to identify severely injured employees for rehabilitation programmes	Protocol document developed to identify severely injured employees for rehabilitation programmes

### 3 Programme Resource Considerations

The total approved revenue allocation for the financial year 2023-2024 is R 21.8 billion, this is the estimated revenue collection from the employer contributions and the investments revenue, and is allocated as follows:

Financial Performance Data		CF MTEF 2023-2026 Budget Forecast	
Economic Classification	2023/24 Budget Estimates	2024-2025 Forecasts	2025-2026 Forecasts
<b>EXECUTIVE SUMMARY</b>			
Revenue	R'000	R'000	R'000
Revenue from Assessments	8 950 413	9 308 430	9 680 767
Revenue from Interest and penalties	1 511 147	1 571 593	1 634 457
Interest earned on bank accounts	124 374	129 349	134 523
Dividends received	1 268 211	1 318 940	1 371 698
Interest earned on investments	6 569 510	6 832 290	7 105 582
Administrative contributions by employers	8 239	8 569	8 911
Rental income	1 763	1 834	1 907
Other Revenue	1 080	1 123	1 168
Profit/(loss) on disposal of assets	-	-	-
Fair value adjustments	3 339 942	3 473 539	3 612 481
Acturial gains/losses	-	-	-
<b>Total Revenue</b>	<b>21 774 680</b>	<b>22 645 667</b>	<b>23 551 494</b>

The Compensation fund budget structure consist of four programmes which are allocated as follows for the 2023-24 financial year:

2023-26 CF EXPENDITURE BUDGET PER DIRECTORATE		ANNEXURE C	
2023-26 Expenditure Estimates Per Directorate	2023/24 Expenditure Estimates	MTEF ESTIMATES	
		2024/25 MTEF Forecasts	2025/2026 MTEF Forecasts
Programmes	R'000	R'000	R'000
Programme: 1 Administration	4 753 798	4 896 412	5 092 268
Programme 2: COID Services	1 772 915	1 826 102	1 899 147
Programme: 3 Medical Benefits	5 469 170	5 633 245	5 858 575
Programme: 4 Orthotic and Medical Rehabilitation	372 415	383 587	398 930
<b>Total Expenditure Budget</b>	<b>12 368 297</b>	<b>12 739 346</b>	<b>13 248 920</b>

The total approved Compensation Fund expenditure budget for the 2023-24 financial year amounts to R 12.4 billion which consist of the following economic classifications:

**Compensation of Employees:** The total approved allocation for Compensation of employees is R 1.3 billion for the 2023-24 financial year.

**Goods and Services:** The total approved allocation for the Goods and services is R 2.5 billion for the 2023-24 financial year.

**Claims and benefits:** The total approved allocation for the Claims and benefits (*Transfer payments*) is R 6.5 billion for the 2023-24 financial year.

**Capital Expenditure:** The total approved allocation for the Capital expenditure is R 72 million for the 2023-24 financial year.

**Depreciation and Amortisation:** The total approved allocation for the Depreciation and Amortisation is R 23 million for the 2023-24 financial year.

**Finance costs:** The total approved allocation for the Finance costs is R 2 billion for the 2023-24 financial year.

**Impairment loss:** The total approved allocation for the Impairment loss is R 2 million for the 2023-24 financial year.



2023-26 Expenditure Estimates Per Directorate	MTEF ESTIMATES		
	2023/24 Expenditure Estimates	2024/25 MTEF Forecasts	2025/2026 MTEF Forecasts
Programmes	R'000	R'000	R'000
<b>Programme: 1 Administration</b>	<b>4 753 798</b>	<b>4 896 412</b>	<b>5 092 268</b>
Compensation Commissioner	2 043	2 104	2 188
Internal Audit	7 545	7 771	8 082
Risk Management	2 336	2 406	2 503
Dir: Anti Corruption and Integrity Management	97 664	100 594	104 618
Dir: Executive Support (Board)	1 720	1 772	1 842
<b>CD: Office of the Chief Financial Officer (Sub-dir Internal Control)</b>	<b>90 299</b>	<b>93 008</b>	<b>96 728</b>
Dir: Supply Chain Management	109 152	112 427	116 924
Dir: Financial Control	1 681 672	1 732 122	1 801 407
Dir: Financial Reporting	5 377	5 538	5 760
Dir: Income Management	102 708	105 789	110 020
<b>CD: Corporate Services</b>	<b>276</b>	<b>284</b>	<b>295</b>
Human Resources Management	1 326 076	1 365 858	1 420 492
Dir: Organisational Effectiveness	23 162	23 857	24 811
Dir: Communications and Stakeholder Management	133 652	137 662	143 168
Legal Services	31 117	32 051	33 333
Dir: Support Services	144 277	148 605	154 550
<b>CD: Chief Operating Officer</b>	<b>182 544</b>	<b>188 020</b>	<b>195 541</b>
Dir: Strategic Planning, Policy, Monitoring and Evaluation	267	275	286
Dir: Information and Communication Technology	705 332	726 492	755 552
Dir: Customer Care	106 580	109 777	114 168
<b>Programme 2: COID Services</b>	<b>1 772 915</b>	<b>1 826 102</b>	<b>1 899 147</b>
<b>CD: COID Services</b>	<b>714</b>	<b>735</b>	<b>765</b>
Dir: Compensation Benefits	1 539 787	1 585 981	1 649 420
Dir: Employer Services	37 462	38 586	40 129
Dir: Treasury Investments and Actuarial Services	90 106	92 809	96 521
<b>CD: Provincial Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
Gauteng	17 087	17 599	18 303
Free State	9 958	10 257	10 667
Kwazulu Natal	15 462	15 926	16 563
Eastern Cape	14 421	14 854	15 448
Western Cape	13 430	13 833	14 386
North West	8 790	9 054	9 416
Northern Cape	5 288	5 446	5 664
Mpumalanga	10 057	10 359	10 773
Limpopo	10 355	10 665	11 092
<b>Programme: 3 Medical Benefits</b>	<b>5 469 170</b>	<b>5 633 245</b>	<b>5 858 575</b>
<b>CD: Medical Benefits</b>	<b>926</b>	<b>954</b>	<b>992</b>
Dir: Medical Services	452 742	466 324	484 977
Dir: Medical Claims	5 015 502	5 165 967	5 372 606
<b>Programme: 4 Orthotic and Medical Rehabilitation</b>	<b>372 415</b>	<b>383 587</b>	<b>398 930</b>
<b>CD: Orthotic, LAP and Rehabilitation</b>	<b>984</b>	<b>1 014</b>	<b>1 054</b>
Dir: Labour Activation Programmes	369 237	380 314	395 527
Dir: Orthotics and Prosthetics	1 382	1 423	1 480
Dir: Rehabilitation and Re-integration	812	836	870
<b>Total Administrative Budget</b>	<b>12 368 297</b>	<b>12 739 346</b>	<b>13 248 920</b>

#### 4 Updated Key Risks and Mitigation from the Strategic Plan

##### Programme 1: Administration

Outcome	Link to Strategic Priorities	Strategic Risk	Risk Mitigation
Organizational financial viability maintained	Priority 1: Improve the system of internal control and maintain financial soundness	<p><b>Strategic risk: Revenue collection and leakage risk:</b> Loss of revenue due to inability of CF to raise and collect revenue from employers.</p> <p><b>Strategic risk: Inaccurate financial reporting:</b> Inaccurate financial reporting, which could lead to poor strategic decision making, negative audit outcome and adverse impact on the viability of the Fund.</p> <p><b>Operational risk:</b> Failure to manage financial resources will result in irregular, fruitless and wasteful expenditure.</p> <p><b>Operational risk:</b> Lack of management monitoring and review resulting in increased errors, fraud and operational losses</p> <p><b>Operational risk:</b> 'Inadequate/ ineffective / undocumented standard operating procedures and processes to support business operations.</p>	<ul style="list-style-type: none"> <li>Identify and close system weaknesses in applications by defining business rules (COID).</li> <li>Implement the Anti-Fraud and Corruption Strategy (Detailed actions outlined in the Operational Risk Register).</li> <li>Migrate all revenue functions and employer services onto compeasy.</li> <li>Review SLA/MOU between CF and IES, DeL, CDPOs with clear performance indicators that are quantifiable as well as time bound.</li> <li>Develop an internal SOP on monitoring transversal services which includes escalation for non-performance</li> <li>Quarterly Monitoring and enforcing of the SLA/MOUs</li> <li>Develop a process for Implementing Section 87 - 4(a) and (b) of the COIDA</li> <li>Amend section of the COID to remove the use of estimates in relation to ROE forms</li> <li>Automate the process for revisions (requirements included in the underwriting Terms of Reference)</li> <li>Perform payroll audits using audit firms</li> <li>Implement IES requirement to submit monthly reports that indicate a list of employers that are not registered with the CF and steps taken to compel such employers to register</li> <li>Augment the capacity to outbound employers for all outstanding debts</li> <li>Enhance the automated debt collection</li> </ul>



Outcome	Link to Strategic Priorities	Strategic Risk	Risk Mitigation
			<ul style="list-style-type: none"> <li>• Conduct a comprehensive (end-to-end) review of the revenue generation and collection process</li> <li>• Conduct monitoring of compliance to SOPs (management first level assurance)</li> <li>• Review the financial and operations transacting SOPs to ensure adequately designed controls are embedded (long term action)</li> <li>• Stop-gap train all affected stakeholders on the revised month-end and year-end procedures on SAP ECC and S4I</li> <li>• Perform business process re-engineering (BPR)</li> <li>• Implement fit-for-purpose financial management system based on the defined business processes</li> <li>• Implement the full financial management modules in Compeasy (S4i)</li> <li>• Conduct control adequacy and effectiveness for IF&amp; WE controls.</li> <li>• Monthly monitoring on adherence of Standard Operating Procedures by line managers.</li> <li>• Conduct processes reviews from the results of conformance checks.</li> </ul>
Black Asset Managers supported	CF Priority 3: Contribute to employment and economic growth through rehabilitation and re-integration	<p><b>Investment risk:</b> Failure to adequately monitor and manage performance of PIC investment manager in line with CF investment mandate</p> <p><b>Strategic risk; Governance Risk:</b> Lack of effective management, implementation and monitoring of third party dependencies to effectively execute the CF strategy</p>	<ul style="list-style-type: none"> <li>• Review the current control framework between CF and investment manager to ensure that it is adequate</li> <li>• Appoint the external investment managers within PIC to mitigate the impact of a single class under-performing</li> <li>• Review SLA/MOU between CF and DeL and CDPOs with clear performance indicators that are quantifiable as well as time bound.</li> <li>• Quarterly Monitoring and enforcing of the SLA/MOUs.</li> <li>• Review the organisational architecture using McKenzie 7 S's model</li> <li>• Develop the micro structure with business processes</li> <li>• Perform business process re-engineering (BPR) (long term action)</li> </ul>

Outcome	Link to Strategic Priorities	Strategic Risk	Risk Mitigation
<b>Strengthened the institutional Capacity of the Fund</b>	<p><b>Priority 3:</b> Develop the capacity of the Fund to deliver according to its mandate</p> <p><b>Priority 4:</b> Improve Operational efficiency through process reengineering and technological innovation.</p>	<p><b>Strategic risk: Governance Risk:</b> Lack of effective management, implementation and monitoring of third party dependencies to effectively execute the CF strategy</p> <p><b>Strategic risk: Stakeholder Risk:</b> Failure to engage and effectively manage stakeholder expectations and relationships</p> <p><b>Operational risk: Lack of succession planning:</b> Lack of succession planning resulting in loss of knowledge and experience and lack of continuity.</p>	<ul style="list-style-type: none"> <li>• Review SLA/MOU between CF and DeL, and CDPOs with clear performance indicators that are quantifiable as well as time bound.</li> <li>• Quarterly Monitoring and enforcing of the SLA/MOUs.</li> <li>• Review the organisational architecture using McKenzie 7 S's model</li> <li>• Develop the micro structure with business processes</li> <li>• Perform business process re-engineering (BPR) (long term action)</li> <li>• Conduct a stakeholder satisfaction survey (external) to assess the return on investment and identify areas of improvements.</li> <li>• Roll out the awareness programme on stakeholder management that will include SOPs, strategy and plans</li> <li>• Full implementation of the feasibility and accessibility of the Fund Services.</li> <li>• Pilot the service delivery centres in hospitals and other areas</li> <li>• Implementation of the short, medium and long term plans from the architecture review process AS-IS report</li> <li>• Implementation of succession planning strategy</li> </ul>

## Programme 2: COID Services

Outcome	Link to Strategic Priorities	Strategic Risk	Risk Mitigation
Revenue generation Increased	Priority 1: Improve the system of internal control and maintain financial soundness	<p><b>Strategic risk: Revenue collection and leakage risk:</b> Loss of revenue due to inability of CF to raise and collect revenue from employers.</p> <p><b>Strategic risk: Inaccurate financial reporting:</b> Inaccurate financial reporting, which could lead to poor strategic decision making, negative audit outcome and adverse impact on the viability of the Fund.</p> <p><b>Strategic risk: Technology risk:</b> Inability of ICT to adequately enable CF's operations, service delivery and strategic objectives</p>	<ul style="list-style-type: none"> <li>Identify and close system weaknesses in applications by defining business rules (COID).</li> <li>Implement the Anti-Fraud and Corruption Strategy (Detailed actions outlined in the Operational Risk Register).</li> <li>Migrate all revenue functions and employer services onto compeasy.</li> <li>Review SLA/MOU between CF and IES, DeL, CDPOs with clear performance indicators that are quantifiable as well as time bound.</li> <li>Develop an internal SOP on monitoring transversal services which includes escalation for non-performance</li> <li>Quarterly Monitoring and enforcing of the SLA/MOUs</li> <li>Develop a process for Implementing Section 87 - 4(a) and (b) of the COIDA</li> <li>Amend section of the COID to remove the use of estimates in relation to ROE forms</li> <li>Automate the process for revisions (requirements included in the underwriting Terms of Reference)</li> <li>Perform payroll audits using audit firms</li> <li>Implement IES requirement to submit monthly reports that indicate a list of employers that are not registered with the CF and steps taken to compel such employers to register</li> <li>Augment the capacity to outbound employers for all outstanding</li> </ul>

			<p>debts.</p> <ul style="list-style-type: none"> <li>• Enhance the automated debt collection</li> <li>• Conduct a comprehensive (end-to-end) review of the revenue generation and collection process</li> <li>• Conduct monitoring of compliance to SOPs (management first level assurance)</li> <li>• Review the financial and operations transacting SoPs to ensure adequately designed controls are embedded (long term action)</li> <li>• Stop-gap train all affected stakeholders on the revised month-end and year-end procedures on SAP ECC and S4I</li> <li>• Perform business process re-engineering (BPR)</li> <li>• Implement fit-for-purpose financial management system based on the defined business processes</li> <li>• Implement the full financial management modules in Compeasy (S4i)</li> <li>• Re-architecture of the entire ICT structure and service offering</li> <li>• Implementation of the MISS (The managed Information Security Services (MISS) - this will include amongst others services the establishment of Security Operations Centre, Vulnerability Tracking Management, Patch Management, Cyber Security Insider Threat Management, Cyber Security Compliance Management Services, Cyber Security Monitoring and Security Information and Event Management.</li> <li>• Implementation of the DR Project</li> </ul>
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Claim registration requirement reviewed and turnaround times for payment of benefits reduced	Priority 2: Ensure appropriate benefits are delivered to intended beneficiaries, efficiently and at a reasonable cost.	<p><b>Strategic risk: Governance Risk:</b> Lack of effective management, implementation and monitoring of third party dependencies to effectively execute the CF strategy</p> <p><b>Strategic Risk: Stakeholder Value:</b> Failure to engage and effectively manage stakeholder expectations and relationships</p> <p><b>Operational Risk: Fraud &amp; Corruption:</b> Fraudulent or corrupt activities committed against CF by either own employees, collusion, service providers, members of the public, or groups targeting CF for personal gain.</p> <p><b>Operational risk: Management and supervisory controls:</b> Lack of management monitoring and review resulting in increased errors, fraud and operational losses</p>	<ul style="list-style-type: none"> <li>• Review SLA/MOU between CF and DeL, and CDPOs with clear performance indicators that are quantifiable as well as time bound.</li> <li>• Quarterly Monitoring and enforcing of the SLA/MOUs.</li> <li>• Review the organisational architecture using McKenzie 7 S's model</li> <li>• Develop the micro structure with business processes</li> <li>• Perform business process re-engineering (BPR) (long term action)</li> <li>• Conduct a stakeholder satisfaction survey (external) to assess the return on investment and identify areas of improvements.</li> <li>• Roll out the awareness programme on stakeholder management that will include SOPs, strategy and plans</li> <li>• Full implementation of the feasibility and accessibility of the Fund Services.</li> <li>• Pilot the service delivery centres in hospitals and other areas</li> <li>• Implementation of the short, medium and long term plans from the architecture review process AS-IS report</li> <li>• Introduce the use of sms mechanisms for active and timely communication on claim status to claimants (e.g. use of SMS mechanism)</li> <li>• Implement segregation of duties per function and reviewed quarterly or when there is a change of functions.</li> <li>• Introduction of biometric for authentication of beneficiaries from customer care right to core business.</li> <li>• Implementation of the Anti-Fraud Strategy</li> <li>• Develop a fraud detection system</li> </ul>
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			<ul style="list-style-type: none"><li>• Monitoring of the implementation of fraud recommendations as raised in the investigation report</li><li>• Monthly monitoring on adherence of Standard Operating Procedures by line managers</li></ul>
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### Programme 3: Medical Benefits

Outcome	Link to Strategic Priorities	Strategic Risk	Risk Mitigation
Access to medical services increased	Priority 2: Ensure appropriate benefits are delivered to intended beneficiaries, efficiently and at a reasonable cost.	<p><b>Strategic risk: Governance Risk:</b> Lack of effective management, implementation and monitoring of third party dependencies to effectively execute the CF strategy</p> <p><b>Strategic Risk: Stakeholder Value:</b> Failure to engage and effectively manage stakeholder expectations and relationships</p> <p><b>Strategic risk: Technology risk:</b> Inability of ICT to adequately enable CF's operations, service delivery and strategic objectives</p> <p><b>Operational Risk: Fraud &amp; Corruption:</b> Fraudulent or corrupt activities committed against CF by either own employees, collusion, service providers, members of the public, or groups targeting CF for personal gain.</p> <p><b>Operational risk: Management and supervisory controls</b> Lack of management monitoring and review resulting in increased errors, fraud and operational losses</p>	<ul style="list-style-type: none"> <li>• Review SLA/MOU between CF and DeL, and CDPOs with clear performance indicators that are quantifiable as well as time bound.</li> <li>• Quarterly Monitoring and enforcing of the SLA/MOUs.</li> <li>• Review the organisational architecture using McKenzie 7 S's model</li> <li>• Develop the micro structure with business processes</li> <li>• Perform business process re-engineering (BPR) (long term action)</li> <li>• Conduct a stakeholder satisfaction survey (external) to assess the return on investment and identify areas of improvements.</li> <li>• Roll out the awareness programme on stakeholder management that will include SOPs, strategy and plans</li> <li>• Full implementation of the feasibility and accessibility of the Fund Services.</li> <li>• Pilot the service delivery centres in hospitals and other areas</li> <li>• Implementation of the short, medium and long term plans from the architecture review process AS-IS report</li> <li>• Re-architecture of the entire ICT structure and service offering</li> <li>• Implementation of the MISS (The managed Information Security Services (MISS) - this will include amongst others services the establishment of Security Operations Centre, Vulnerability Tracking Management, Patch Management, Cyber Security Insider Threat Management, Cyber Security Compliance Management Services, Cyber Security Monitoring and Security Information and Event Management.</li> <li>• Implementation of the DR Project</li> </ul>

			<ul style="list-style-type: none"> <li>• Introduce the use of sms mechanisms for active and timely communication on claim status to claimants (e.g. use of SMS mechanism)</li> <li>• Implement segregation of duties per function and reviewed quarterly or when there is a change of functions.</li> <li>• Introduction of biometric for authentication of beneficiaries from customer care right to core business.</li> <li>• Implementation of the Anti-Fraud Strategy</li> <li>• Develop a fraud detection system</li> <li>• Monitoring of the implementation of fraud recommendations as raised in the investigation report</li> <li>• Monthly monitoring on adherence of Standard Operating Procedures by line managers</li> </ul>
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**Programme 4: Orthotic and Rehabilitation**



Outcome	Link to Strategic Priorities	Strategic Risk	Risk Mitigation
Rehabilitation and re-Integration Programmes implemented which promote the rights of injured workers with disabilities	Priority 2: Ensure appropriate benefits are delivered to intended beneficiaries, efficiently and at a reasonable cost.	<p><b>Strategic risk: Governance Risk:</b> Lack of effective management, implementation and monitoring of third party dependencies to effectively execute the CF strategy</p> <p><b>Strategic Risk: Stakeholder Value:</b> Failure to engage and effectively manage stakeholder expectations and relationships</p> <p><b>Strategic risk: Technology risk:</b> Inability of ICT to adequately enable CF's operations, service delivery and strategic objectives</p> <p><b>Operational Risk: Fraud &amp; Corruption:</b> Fraudulent or corrupt activities committed against CF by either own employees, collusion, service providers, members of the public, or groups targeting CF for personal gain.</p> <p><b>Operational risk:</b> Lack of management monitoring and review resulting in increased errors, fraud and operational losses</p>	<ul style="list-style-type: none"> <li>• Review SLA/MOU between CF and DeL, and CDPOs with clear performance Indicators that are quantifiable as well as time bound.</li> <li>• Quarterly Monitoring and enforcing of the SLA/MOUs.</li> <li>• Review the organisational architecture using McKenzie 7 S's model</li> <li>• Develop the micro structure with business processes</li> <li>• Perform business process re-engineering (BPR) (long term action)</li> <li>• Conduct a stakeholder satisfaction survey (external) to assess the return on investment and identify areas of improvements.</li> <li>• Roll out the awareness programme on stakeholder management that will include SOPs, strategy and plans</li> <li>• Full implementation of the feasibility and accessibility of the Fund Services.</li> <li>• Pilot the service delivery centres in hospitals and other areas</li> <li>• Implementation of the short, medium and long term plans from the architecture review process AS-IS report</li> <li>• Re-architecture of the entire ICT structure and service offering</li> <li>• 'Implementation of the MISS (The managed Information Security Services (MISS) - this will include amongst others services the establishment of Security Operations Centre, Vulnerability Tracking Management, Patch Management, Cyber Security Insider Threat Management, Cyber Security Compliance Management Services, Cyber Security Monitoring and Security Information and Event Management.</li> </ul>

			<ul style="list-style-type: none"> <li>• Implementation of the DR Project</li> <li>• Introduce the use of sms mechanisms for active and timely communication on claim status to claimants (e.g. use of SMS mechanism)</li> <li>• Implement segregation of duties per function and reviewed quarterly or when there is a change of functions.</li> <li>• Introduction of biometric for authentication of beneficiaries from customer care right to core business.</li> <li>• Implementation of the Anti-Fraud Strategy</li> <li>• Develop a fraud detection system</li> <li>• Monitoring of the implementation of fraud recommendations as raised in the investigation report</li> <li>• Monthly monitoring on adherence of Standard Operating Procedures by line managers</li> </ul>
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## 5 Public Entities

Name of Public Entity	Mandate	Outcomes
The Compensation Fund does not have any Public Entities		

## 6 Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
No infrastructure Projects during 2023/24								

## 7 Public- Private Partnerships

PPP	Purpose	Programme	Outputs	Current Value of Agreement	End Date of Agreement
No Public Private Partnerships during 2023/24					

# PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID's)

## PROGRAMME 1: ADMINISTRATION

<b>Indicator Title</b>	<b>Compensation Fund's Participation in the National Social Protection Information System</b>
<b>Definition</b>	<p>The purpose of this indicator is to ensure the integration of the Compensation Fund social insurance data into the National Social Protection Information System (NSPIS)</p> <p><b>Participation:</b> Attend all required meetings, contribute towards the drafting of project documentation and artifacts, conduct system development and testing, provide required technical information required to facilitate the integration for the Compensation Fund.</p>
<b>Source of data</b>	Project Plan, Project Documents, Attendance Registers, Status updates, Action items tracking sheet, Electronic communication
<b>Method of Calculation / Assessment</b>	<p><b>Project plan implementation:</b></p> <p><b>Numerator:</b> Number of projects completed during the current financial year.  <b>Denominator:</b> Number projects due for completion during the current financial year  <b>Calculation:</b>  <b>Compensation Fund's Participation in the National Social Protection Information System</b>  = Numerator divided by Denominator, the quotient is then multiplied by 100</p>
<b>Means of verification</b>	NSPIS Project Plan Deliverables , Action items tracking sheet
<b>Assumptions</b>	<ol style="list-style-type: none"> <li>1. Integration Platform from the Department of Social Development is available to integrate data with the Compensation Fund. Technical resources (from the Fund and DSD) are available to develop the integration required to share data.</li> <li>2. Business units provides relevant ICT inputs</li> <li>3. Approved project plan is available for implementation</li> </ol>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	100% participation by Compensation Fund's in the National Social Protection Information System.
<b>Indicator Responsibility</b>	Director: Information and Communication Technology

<b>Indicator Title</b>	<b>Percentage of assets under Management allocated to Black Asset Managers annually</b>
<b>Definition</b>	<p>The purpose to ensure that there is an increase of CF assets (<b>Rands and Cents</b>) managed by Black Asset Managers. Black Asset Managers are asset management companies which are 51% owned by black South Africans as defined in the B-BB EE code.</p> <p><b>Manage:</b> Investment managed by black asset managers  <b>Assets:</b> Refers to listed bonds and equities</p>
<b>Source of data</b>	Investments reports

<b>Method of Calculation / Assessment</b>	<b>Numerator:</b> Rand Value investment portfolio managed by black asset management entities <b>Denominator:</b> Rand Value total investment portfolio at the end of reporting period. <b>Calculation:</b> Percentage of assets under Management allocated to Black Asset Managers = Numerator divided by Denominator, the quotient is then multiplied by 100.
<b>Means of verification</b>	Investments reports
<b>Assumptions</b>	The Investment Manager will be able to appoint Black asset Managers and comply with investment mandate
<b>Disaggregation of Beneficiaries (where applicable)</b>	Black owned and controlled asset management firms as a whole are targeted, irrespective of Gender, youth or disability
<b>Spatial Transformation (where applicable)</b>	Transformation of the financial sector within South Africa
<b>Calculation Type</b>	Cumulative for the year
<b>Reporting Cycle</b>	Annual progress against the five year target
<b>Desired performance</b>	13% per annum and 20% over five years
<b>Indicator Responsibility</b>	Chief Director: Financial Management

<b>Indicator Title</b>	<b>Funds allocated to Small and Medium Enterprises annually</b>
<b>Definition</b>	The purpose is to provide SMME funding to contribute to creation of employment opportunities.  The definition of SME is as section 1(xv) of the National Small Business Act and its relevant schedules <b>Allocation of funds</b> entails investing in Small and Medium Enterprises using direct investment, investments through venture capital funds by the Investment Manager
<b>Source of data</b>	Investments reports
<b>Method of Calculation / Assessment</b>	Quantitative-The total amount allocated to SME during that period
<b>Means of verification</b>	Investments reports
<b>Assumptions</b>	Availability of funds
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annual
<b>Desired Performance</b>	R700 million allocated by year end and R1billion at the end of 5 years
<b>Indicator Responsibility</b>	Chief Director: Financial Management

<b>Indicator Title</b>	<b>Number of decent jobs created through job summit initiatives annually (Investment activities)</b>
<b>Definition</b>	<p>Increase number of direct and indirect decent jobs through unlisted investments</p> <p><b>Decent jobs</b> involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.</p>
<b>Source of data</b>	Investments Report
<b>Method of Calculation or Assessment</b>	<b>Calculation:</b> Number of jobs as per Investments Reports as per current financial year less number of jobs as per Investments Reports as per prior financial year.
<b>Means of verification</b>	Investments Reports
<b>Assumptions</b>	Investments done and opportunities created
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	2000 jobs per annum
<b>Indicator Responsibility</b>	Chief Director: Financial Management

<b>Indicator Title</b>	<b>Number of jobs created through the Presidential Comprehensive Youth Employment interventions annually (Human Resources Management)</b>
<b>Definition</b>	Appointment of youth (Contract/Developmental Programmes/Permanent appointees) as per the National Youth Policy
<b>Source of data</b>	HR Reports (Persal)
<b>Method of Calculation or Assessment</b>	<b>Calculation:</b> Number of Persons appointed into Developmental Programmes, permanent positions and contractual positions.
<b>Means of verification</b>	Acceptance of offer and confirmation of assumption of duty
<b>Assumptions</b>	Youth appointments
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (Cumulative year-end)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	135 appointments Youth
<b>Indicator Responsibility</b>	Chief Director: Corporate Support

Indicator Title	Percentage increase in total assets per annum
Definition	<p>The purpose of this indicator is to ensure that CF total assets increase by 10% per annum.</p> <p><b>Assets:</b> Refers to total assets as per annual financial statements</p>
Source of data	Annual financial statements
Method of Calculation / Assessment	<p><b>Numerator:</b> Total assets as per current year annual financial statement less total assets as per prior year annual financial statement</p> <p><b>Denominator:</b> Total assets as per prior year annual financial statement</p> <p><b>Calculation:</b> Percentage increase in total assets per annum = Numerator divided by Denominator, the quotient is then multiplied by 100.</p>
Means of verification	Annual financial statements/management accounts
Assumptions	Percentage increase in assets will be above inflation
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Annual progress against the five year target
Desired Performance	10% increase per annum
Indicator Responsibility	Chief Director: Financial Management

Indicator Title	Audit opinion received on audit matters
Definition	<p>The purpose of this indicator is to improve the audit opinion.</p> <p><b>Matters affecting the Audit opinion:</b> Refers to audit findings issued by the Auditor-General of South Africa (AGSA)</p> <p><b>Audit Opinion:</b> Statement made by the Auditor concerning the Fund's Financial Statements.</p>
Source of data	<ul style="list-style-type: none"> <li>• Annual Financial Statements</li> <li>• Annual Reports</li> </ul>
Method of Calculation / Assessment	Simple count (Unqualified Audit).
Means of verification	(AGSA) Management Report at the year end
Assumptions	<ul style="list-style-type: none"> <li>• Internal control will be strengthened and effective over the period under audit</li> <li>• That full audit is done by the AGSA</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A

<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annual
<b>Desired Performance</b>	To achieve a Unqualified Audit opinion
<b>Indicator Responsibility</b>	Chief Director: Financial Management

<b>Indicator Title</b>	<b>Percentage of wasteful and fruitless expenditure reduced annually</b>
<b>Definition</b>	<p>The purpose of the indicator is to reduce incurred fruitless and wasteful expenditure</p> <p><b>Wasteful and fruitless expenditure</b> must fulfill the following conditions in the definition –</p> <p>(a) expenditure must be made in vain; and</p> <p>(b) such expenditure would have been avoided had reasonable care been exercised.</p>
<b>Source of data</b>	Monthly reports from programme managers and AGSA Management Letter
<b>Method of Calculation / Assessment</b>	<p><b>Numerator:</b> Current year balance minus prior year balance</p> <p><b>Denominator:</b> Prior year balance</p> <p><b>Calculation:</b></p> <p>Percentage of wasteful and fruitless expenditure reduced annually = Numerator divided by Denominator, the quotient is then multiplied by 100.</p>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Annual Financial Statements</li> <li>• Annual Reports</li> </ul>
<b>Assumptions</b>	Effective policies in place and implemented
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annual
<b>Desired Performance</b>	100% reduction in wasteful and fruitless expenditure per annum
<b>Indicator Responsibility</b>	Chief Director: Financial Management

<b>Indicator Title</b>	<b>Percentage of Irregular expenditure reduced annually</b>
<b>Definition</b>	<p>The purpose of this indicator is to reduce irregular expenditure</p> <p><b>For a transaction to constitute irregular expenditure</b>, it must meet the following conditions –</p> <p>(a) it must be incurred in contravention of, or not in accordance with legislation; and</p> <p>(b) it must be incurred upon recognition of a financial transaction as –</p> <p>(i) an expenditure in accordance with the Accounting Framework applicable to departments and government components operating on a modified cash basis of accounting;</p> <p>(ii) a liability in accordance with the Accounting Framework applicable to government components, constitutional institutions, trading entities and public entities operating on an accrual basis of accounting.</p>



<b>Source of data</b>	Monthly reports from programme managers and AGSA Management Letter
<b>Method of Calculation / Assessment</b>	<b>Numerator:</b> Current year balance minus prior year balance <b>Denominator:</b> Prior year balance <b>Calculation:</b> Percentage of irregular expenditure reduced = Numerator divided by Denominator, the quotient is then multiplied by 100.
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Annual Financial Statements</li> <li>• Annual Reports</li> </ul>
<b>Assumptions</b>	Effective policies in place and implemented
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annual
<b>Desired Performance</b>	75% reduction in irregular expenditure per annum
<b>Indicator Responsibility</b>	Chief Director: Financial Management

<b>Indicator Title</b>	<b>Percentage Implementation of programmes in the approved Visibility and Accessibility Strategy</b>
<b>Definition</b>	Percentage completion of initiatives that form part of a programme as per the strategy priority areas, per phase of completion as reflected in the approved Visibility and Accessibility Strategy.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Completion Certificates,</li> <li>• Communication of Implementation</li> <li>• Attendance Registers</li> <li>• Close Out Report</li> <li>• UAT</li> </ul>
<b>Method of Calculation / Assessment</b>	<b>Numerator:</b> Number of strategy initiatives completed to date <b>Denominator:</b> Total number of strategy initiatives / projects planned <b>Calculation:</b> Percentage implementation of programme initiatives in the approved visibility and accessibility strategy = Numerator divided by Denominator multiplied by 100
<b>Means of verification</b>	Project Plan and Quarterly Progress Reports
<b>Assumptions</b>	Availability of budget
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	30% implementation of the visibility and accessibility programmes as identified in the approved Visibility and Accessibility Strategy
<b>Indicator Responsibility</b>	Chief Operations Officer

Indicator Title	Percentage of cases recorded in the case register investigated in the current financial year
<b>Definition</b>	<p><b>Cases recorded in the case register means:</b> allegations of fraud and maladministration received by ACIM, recorded in the case register for investigation.</p> <p><b>Allegations:</b> fraud, maladministration allegations reported by whistle blowers</p> <p><b>Investigated:</b> Fraud examination executed and finalized by ACIM with investigation report signed off.</p> <ul style="list-style-type: none"> <li>•</li> </ul>
<b>Source of data</b>	Investigation case register entailing allegations with case numbers and the finalized status
<b>Method of Calculation / Assessment</b>	<p><b>Numerator:</b> Number of cases investigated from the case register in the current financial year</p> <p><b>Denominator:</b> Total number of recorded cases in the case register</p> <p><b>Calculation:</b></p> <p>Percentage of cases recorded in the case register investigated in the current financial year = Numerator divided by Denominator multiplied by 100</p>
<b>Means of verification</b>	Quarterly statistical report which entails number of cases investigated and mechanisms used to report the allegations
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Investigator's fieldwork, the investigator's integrity of information compiled in a report must adhere to the ACFE (Association of Certified Fraud Examiners) code of conduct</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (Year-end)
<b>Reporting Cycle</b>	Annual
<b>Desired Performance</b>	75% of reported fraud cases investigated
<b>Indicator Responsibility</b>	Director: Anti-Corruption & Integrity Management

Indicator Title	Implement ethics management Programme
<b>Definition</b>	<p>The purpose of the indicator is to improve the ethical culture of the Fund by implementing the ethics management programme</p> <p>The Ethics programme entails:</p> <ul style="list-style-type: none"> <li>• The Ethics Committee being established</li> <li>• The organisation having the Ethics Strategy</li> <li>• The implementation of Ethics implementation plan</li> <li>• Conducting the Ethics Risk Assessment and monitoring</li> </ul>
<b>Source of data</b>	Ethics implementation plan
<b>Method of Calculation / Assessment</b>	<p><b>Numerator:</b> Number of activities from the ethics implementation plan due in the current financial year implemented</p> <p><b>Denominator:</b> Total number of activities in the ethics implementation plan due in the current financial year</p> <p><b>Calculation:</b> 65% of activities from the ethics implementation plan due in the current financial year implemented</p>

	Implement ethics management Programme = Numerator divided by Denominator multiplied by 100
<b>Means of verification</b>	Portfolio of evidence of targets achieved on each quarter
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Availability of human capital,</li> <li>• Inputs from all relevant stakeholders,</li> <li>• Endorsement by the social and ethics steering committee.</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	Target for Women: N/A Target for Youth: N/A <ul style="list-style-type: none"> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	65% of activities from the ethics implementation plan due in the current financial year implemented
<b>Indicator Responsibility</b>	Director: Anti-Corruption & Integrity Management

<b>Indicator Title</b>	<b>Percentage reduction in vacancy rate</b>
<b>Definition</b>	The purpose of this indicator is about the percentage reduction of vacant funded posts on the establishment of the Compensation Fund
<b>Source of data</b>	Establishment Report
<b>Method of Calculation / Assessment</b>	<b>Numerator:</b> Total number of vacant posts. <b>Denominator:</b> Number of positions on the establishment <b>Calculation:</b> Percentage reduction in vacancy rate = Numerator divided by Denominator, the quotient is then multiplied by 100
<b>Means of verification</b>	Vacancy Report
<b>Assumptions</b>	Functional Persal System to enable calculation
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women at SMS: 50%</li> <li>• Target for Youth: 2.5%</li> <li>• Target for People with Disabilities: 2%</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-to-date)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Vacancy Rate reduced to 8.9% and below
<b>Indicator Responsibility</b>	Chief Director: Corporate Services

<b>Indicator Title</b>	<b>Number of quarterly and annual reports on monitored performance of Mutuals reporting to the Fund.</b>
<b>Definition</b>	<p>The purpose of this indicator is to monitor the performance of the Mutuals who are licensed in terms of section 30 of the Compensation for Occupational Injuries and Diseases Act as amended on a quarterly basis. Quarterly and Annual Reports are submitted by the Mutuals on the reporting templates agreed with the Fund annually. These reporting templates covers those aspects from the Licenses to be monitored. Quarterly and Annual Reports enable to Fund to establish the compliance, with License conditions, by the Mutuals.</p> <p><b>Mutuals:</b> means Mutual Association licensed under section 30 of COIDA, act 130 of 1993.</p> <p><b>License:</b> Operating License for Mutuals as licensees approved by the Minister</p>
<b>Source of data</b>	<p>Signed License</p> <p>Approved performance and deliverables reports.</p>
<b>Method of Calculation / Assessment</b>	Simple count of number of quarterly reports and annual report (including compliance to license conditions) on monitored performance of Mutuals reporting to the Fund produced.
<b>Means of verification</b>	Approved performance and deliverables reports.
<b>Assumptions</b>	Availability of the budget
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly and Annually
<b>Desired performance</b>	4 quarterly reports and 1 annual report on monitored performance of Mutuals reporting to the Fund.
<b>Indicator Responsibility</b>	Director Executive Support

## PROGRAMME 2: COID SERVICES

<b>Indicator Title</b>	<b>Percentage of received return of earnings assessed annually.</b>
<b>Definition</b>	<p>This indicator measures the percentage of employer's submitted return of earnings that have been assessed by the Compensation Fund in the current financial year. A notice of assessment should have been issued by the Compensation Fund to the Employer confirming assessment.</p> <p><b>Return of Earnings (ROEs)</b> refers to the earnings (total employers' payroll amount) declared by an employer on an annual basis.</p> <p><b>Date Received</b> refers to the date generated by the system when the employer captures and submits the return of earnings online. For manually submitted ROEs, the date received refers to the date generated by the system when the assessment is captured</p> <p><b>Assessment</b> refers to a system generated invoice for the Return of Earnings submitted by employers.</p>
<b>Source of data</b>	SAP generated reports
<b>Method of Calculation / Assessment</b>	<p><b>Numerator:</b> The number of received return of earnings assessed.</p> <p><b>Denominator:</b> Total number of return of earnings received annually.</p> <p><b>Calculation:</b></p> <p>Percentage of received return of earnings assessed annually = Numerator divided by Denominator multiplied by 100.</p>
<b>Means of verification</b>	SAP Reports
<b>Assumptions</b>	Functional ICT and Infrastructure
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>Target for Women: N/A Target</p> <p>for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	Assessing 90% of the received return of earnings annually
<b>Indicator Responsibility</b>	Chief Director: COID Services

<b>Indicator Title</b>	<b>Percentage of claims received adjudicated within 25 working days</b>
<b>Definition</b>	<p>This indicator measures the implementation of COIDA and the percentage of adjudicated claims within 25 working days</p> <p><b>Claims</b> refer to all claims received with complete information as outlined in the SOP.</p> <p><b>Registered</b> refers to claims registered with the Fund as outlined in the SOP.</p> <p><b>Adjudication</b> refers to a process of making a decision on a claim to either accept or repudiated liability. All claims where outstanding information is required are excluded from the population of received claims.</p>

	<p><b>25 days of receipt</b> refers to a date a claim with complete information is registered on the CompEasy system in the current financial year until the claim has been adjudicated on the CompEasy system.</p> <p><b>The turn-around time</b> is measured from the date a claim with complete information is registered on the CompEasy system until the date of adjudication of the claim on the CompEasy system. For manually submitted documents, the date on which a claim with complete information is registered on the CompEasy system will be regarded as the date of receipt. It excludes compensation claims registered in the previous financial year.</p>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>- System generated report from the CompEasy system</li> <li>- View attachments for claims on the CompEasy system</li> <li>- View accident and medical reports digitally captured on the CompEasy system</li> </ul>
<b>Method of Calculation / Assessment</b>	<p><b>Numerator:</b> Number of claims adjudicated within 25 working days</p> <p><b>Denominator:</b> Number of valid/complete claims received in the current financial year</p> <p><b>Calculation:</b></p> <p>Percentage of claims received adjudicated within 25 working days = Numerator divided by Denominator multiplied by 100</p>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• System Generated report</li> <li>• A duly completed Employer's Report on an Accident (W.Cl. 2) or A duly completed Employer's Report on an occupational disease (W.Cl. 1) (On the CompEasy system or manual)</li> <li>• Valid identity (Certified) information issued by the Department of Home Affairs (Including Foreigners) Identity document/driver's license/passport/birth certificate for child dependant/ Death certificate/ marriage certificate, work permit</li> <li>• Relevant questionnaires related to the specific incident, if and where applicable. E.g. transport questionnaire, assault questionnaire</li> <li>• Notice of an Accident and Claim for Compensation (W.Cl. 14) must be completed (more specifically in the case where the employee is not in the service of the employer anymore, Occupational Diseases)</li> <li>• Relevant questionnaires/report related to the specific condition, if and where applicable</li> <li>• Proof of employment in the form of employment contract or payslip at the time of accident or certificate of service or a letter confirming employment in the letterhead of the employer</li> </ul>
<b>Assumptions</b>	Claims registered with complete documentation and information
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (year-to-date)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Adjudication of 90% or higher of registered claims within 25 working days
<b>Indicator Responsibility</b>	Chief Director: COID Services

Indicator Title	Percentage of approved benefits paid within 10 working days
Definition	<p><b>Approved benefits</b> paid (Rands) refers to payments made by: Financial Control on approved benefits as authorised by Core business. i.e. where Core business authorises Financial Control to pay</p> <p><b>Approval date</b> refers to the date when Core business approves the claim for payment. The claim is approved for payment when Operations is satisfied that the claim is valid and payable. Core business authorises Finance to pay.</p> <p>The <b>date paid</b> refers to the date when the claim payment is reflected in the CF bank account as being paid to the claimant. The bank reconciliation process involves comparing what is on the CF bank statement against what has been approved on the system.</p> <p><b>List of Benefits:</b></p> <p>(A benefit refers to a compensation provided in terms of the Compensation for Occupational Injuries and Diseases Act (COIDA Act) in an event that a worker contracts the disease and such disease arose out of and in the course of his or her employment.)</p> <p><b>Medical Invoices:</b> refer to all invoices received from Medical Service Providers which should be accompanied by all relevant medical reports</p> <p><b>Compensation benefits:</b> The following are benefits paid by the Compensation Fund; temporary total disablement (TTD), permanent disablement (PD) lump sum, Funeral expenses/benefits, Widow/ widower lump sums, Pensions: PD/Fatal, Section 56, Commutations Partial Dependency</p>
Source of data	<ul style="list-style-type: none"> <li>• Authorisation report from Operations</li> <li>• Payment File</li> <li>• Five-day report</li> <li>• Bank Statement</li> </ul>
Method of Calculation / Assessment	<p><b>Numerator:</b> Total amount of benefits (R) paid within 10 working days</p> <p><b>Denominator:</b> Total amount of benefits (R) approved for payment</p> <p><b>Calculation:</b></p> <p>Percentage of approved benefits paid within 10 working days= Numerator divided by Denominator multiplied by 100</p> <p><b>NB:</b></p> <p>All claims submitted by Core business to Finance must be paid within 10 working days. Calculation of 10 days is from date received by Finance</p> <p>2) If Core business approved 10 claims at the value of R10 000. Finance will pay R10 000, when the bank accepts the payment file, CF bank account will reflect expenditure of R10 000.</p>
Means of verification	<p>Financial Statement</p> <p>SAP report</p>
Assumptions	<p>1) Adequate ICT Infrastructure.</p> <p>2) Effective financial system capabilities.</p>
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)

<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	To pay 90% of claims benefits within 10 working days
<b>Indicator Responsibility</b>	Chief Director: Financial Management

### PROGRAMME 3: MEDICAL SERVICES

<b>Indicator Title</b>	<b>Percentage of request for pre-authorisation for re-openings finalised within 10 working days of receipt of accepted claims</b>
<b>Definition</b>	<p>This indicator measures the percentage of pre-authorisation requests for re-openings within 10 working days.</p> <p><b>Pre-authorisation refers</b> to providing authorisation to allow the requested medical treatment or procedure to proceed.</p> <p><b>Finalised</b> Refers to a process that culminates with a decision to approve or reject the request. (If the MSP resubmits request on a rejected outcome the process starts again.)</p> <p><b>10 Working Days refers</b> to the day the request is received on-line or date captured on the system up to the day it is finalised, excluding weekends and Public Holidays.</p> <p><b>Received refers</b> to date manually captured or the date electronically generated on the system.</p> <p><b>Accepted claims refers</b> to claims which have been adjudicated and liability status is accepted</p>
<b>Source of data</b>	<p>Pre-authorisation request documentation (Request for pre-authorisation)</p> <p>Pre-authorised finalised documentation (approval/rejection letters)</p>
<b>Method of Calculation / Assessment</b>	<p><b>Numerator:</b> number of requests finalised within 10 working days of receipt</p> <p><b>Denominator:</b> number of total requests for pre-authorisation received</p> <p><b>Calculation:</b></p> <p>Percentage of request for pre-authorisation interventions finalised within 10 working days of receipt = Numerator divided by Denominator multiplied by 100</p>
<b>Means of verification</b>	Pre-authorisation listings
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Claim liability accepted on the system</li> <li>• All supporting documents are accurate and valid as per the relevant Standard</li> <li>• Operating Procedure (SOP)</li> <li>• Functional ICT System</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: NA</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
<b>Calculation Type</b>	Cumulative (year-to-date)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Finalise 95% of requests for pre-authorisation for re-openings within 10 working days of receipt of accepted claims
<b>Indicator Responsibility</b>	Chief Director: Medical Benefits



<b>Indicator Title</b>	<b>Percentage of medical invoices finalised within 30 working days of receipt.</b>
<b>Definition</b>	<p>This indicator measures the percentage of medical invoices finalised within 30 working days.</p> <p><b>Medical invoices</b> referred to all invoices (Electronic, Manual) received from on accepted claims Medical Service Providers which should be accompanied by all relevant medical reports.</p> <p><b>Finalised</b> refers to invoices which have a status of paid (Finance paid), execute payment (authorised payment) or rejected within the turnaround time.</p> <p><b>30 working days of receipt</b> refers to the date an invoice is received online or the date captured manually on the system until the invoice is finalised.</p> <p><b>The turnaround time</b> is measured from the date of receipt of the medical invoice until the medical invoice is finalised. It excludes medical invoices received in the previous financial years.</p>
<b>Source of data</b>	<p>CompEasy system generated report.</p> <p>Batch bulk payment report,</p>
<b>Method of Calculation / Assessment</b>	<p><b>Numerator:</b> Number of medical invoices finalised 30 working days</p> <p><b>Denominator:</b> All medical invoices received in the financial year to date.</p> <p><b>Calculation:</b></p> <p>Percentage of medical invoices finalised within 30 working days of receipt = Numerator divided by Denominator, multiplied by 100</p> <p>*The quarterly performance is measured as cumulative e.g. The quarter 3 output is calculated by adding Q1+Q2+Q3 outputs together.</p>
<b>Means of verification</b>	Listings and Electronic invoices and Manual invoices
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>*Claim liability is accepted</li> <li>• All supporting documents are accurate and valid as per the relevant Standard Operating Procedure (SOP)</li> <li>• The data integrity is guaranteed</li> <li>• System will always be available</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
<b>Spatial Transformation (where applicable)</b>	<p>Reflect on contribution to spatial transformation priorities: NA</p> <p>Reflect on the spatial impact area: N/A</p>
<b>Calculation Type</b>	Cumulative (year-to-date)
<b>Reporting Cycle</b>	Quarterly reporting
<b>Desired performance</b>	Finalising 85% of medical invoices within 30 working days
<b>Indicator Responsibility</b>	Chief Director: Medical Benefits.

## PROGRAMME 4: ORTHOTIC AND REHABILITATION SERVICES

Indicator Title	Percentage of requests for assistive devices finalised within 15 working days
<b>Definition</b>	<p>This indicator seeks to ensure that 95% of assistive device requests are finalised within 15 working days.</p> <p><b>A request for the assistive devices requires the following:</b></p> <ul style="list-style-type: none"> <li>• A dated quotation from the Medical Service Provider (MSP) not older than 90 days when submitted to CF</li> <li>• The COID Prosthetic and assistive device request form signed by MSP and client</li> <li>• WCL4 (First medical report) and WCL2 (First employer report) required for first time applicants.</li> <li>• Recurring applicants are assessed through the COID application form which requires clinical information.</li> </ul> <p><b>Request received:</b> refers to the date a request is electronically received from a Medical Service Provider (MSP)</p> <p><b>Assistive devices:</b> An external product specifically produced or generally available for the primary purpose of which is to maintain or improve individual function and independence and thereby to promote general wellbeing also used to prevent impairments and secondary health condition.</p> <p><b>15 Working days:</b> commences on the day when the request is electronically received from the MSP and ends on the day the response letter is electronically communicated back to the MSP</p> <p><b>Finalised:</b> is an approved or rejected response letter based upon the request received. The letter is electronically communicated to the MSP.</p>
<b>Source of data</b>	Assistive device listing report
<b>Method of Calculation / Assessment</b>	<p><b>Numerator:</b> Number of requests finalized within 15 working days during the financial year</p> <p><b>Denominator:</b> Number of requests received during the financial year</p> <p><b>Calculation:</b></p> <p>Percentage of requests for assistive devices finalized within 15 working days = Numerator divided by Denominator, the quotient is then multiplied by 100.</p> <p>*The quarterly performance is measured as cumulative e.g. The quarter 3 output is calculated by adding Q1+Q2+Q3 outputs together</p>
<b>Means of verification</b>	<p>Proof of the following:</p> <p>Electronically received request from Medical Service Provider, COID forms + quotation, WCL4 (First medical report) and WCL2 (First employer report) and response letter sent electronically to Medical Service Provider.</p>
<b>Assumptions</b>	<p>Liability status accepted on the system</p> <ul style="list-style-type: none"> <li>• All supporting documents are accurate and valid as per the relevant Standard Operating Procedure (SOP)</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A

<b>Spatial Transformation (where applicable)</b>	Reflect on contribution to spatial transformation priorities (N/A) Reflect on the spatial impact area (N/A)
<b>Calculation Type</b>	Cumulative (Year-End)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Finalizing 95% of assistive devices requests within 15 working days
<b>Indicator Responsibility</b>	Chief Director: Orthotics and Rehabilitation Services

<b>Indicator Title</b>	<b>Number of learners funded annually at Post School Education and training Institutions</b>
<b>Definition</b>	<p>The indicator seeks to ensure that 920 new cohort of learners receive funding over the academic year to study at Post School Education and Training Institutions annually</p> <p>The explanations of the technical terms used in the indicator are as follows:  <b>Post-School Education and Training (PSET)</b> comprises public Higher Education Institutions (HEIs), Technical and Vocational Education and Training (TVET) Colleges and Community Education &amp; Training (CET) Colleges, private HEIs (registered with the Department) and private colleges (registered with the Department of Higher Education and Training).</p> <p><b>New cohort</b> refers to a new group of learners identified to be funded by the Compensation Fund for the current financial year.</p> <p><b>Funding</b> is the financial support awarded to needy learners; it does not need to be reimbursed but may have a work back-obligation commitment.</p> <p>The <b>general young persons</b> will only be funded through public Post School Education and Training Institutions. However, the <b>dependents of injured workers</b> will be considered to be financed through other Private Higher Education Institutions to enable accessibility to the learners for programmes offered by private institutions.</p> <p><b>Academic year</b> refers to the period of the year during which learners are enrolled, usually beginning in January and ending in December or as pronounced by the Department of Higher Education and Training</p>
<b>Source of data</b>	Learner Listing reports
<b>Method of Calculation / Assessment</b>	A simple count of new cohort of learners who are funded for the academic year
<b>Means of verification</b>	Learners' ID Copies and Learner Agreement
<b>Assumptions</b>	The available funds would cover learners who successfully enrolled at the PSET and CF dependents enrolled at Private institutions.
<b>Disaggregation of Beneficiaries (where applicable)</b>	General young people between the ages of 17 and 25 years and COID dependents between the ages of 16 to 35
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (Year-End)
<b>Reporting Cycle</b>	Annual
<b>Desired Performance</b>	920 new cohort Learners funded by the Compensation Fund
<b>Indicator Responsibility</b>	Chief Director: Orthotics and Rehabilitation Services

<b>Indicator Title</b>	<b>Number of Persons with Disabilities funded annually for Vocational Rehabilitation Programme</b>
<b>Definition</b>	<p>The indicator seeks to ensure that 300 new cohort of Persons with Disabilities are funded on the Vocational Rehabilitation Programme.</p> <p>The explanation of technical terms used in the indicator  <b>Persons with disabilities</b> are unemployed Compensation Fund beneficiaries (Injured or diseased workers who acquired a permanent disablement) and general unemployed persons with disabilities willing to undergo a Vocational rehabilitation programme.  <b>Vocational Rehabilitation Programme</b> refers to projects that seek to reskill and upskill persons with disabilities to prepare beneficiaries for a particular trade, craft, profession or role.  <b>New cohort</b> refers to a new group of learners identified to be funded by the Compensation Fund for the current financial year.  <b>Funding</b> is the financial support awarded to persons with disabilities for vocational rehabilitation programmes by the Compensation Fund or through the partnership with Licensees/ Social Investors.  <b>Academic year</b> refers to the period of the year during which learners are enrolled, usually beginning in January and ending in December or as pronounced by the Department of Higher Education and Training.</p>
<b>Source of data</b>	Learner Listing reports
<b>Method of Calculation / Assessment</b>	A simple count of new cohort of learners who are COID Persons with Disabilities and General Persons with Disabilities who are funded for the academic year
<b>Means of verification</b>	Learners' ID Copies and Learner Agreement
<b>Assumptions</b>	The available funds would cover Persons with Disabilities who are funded for Vocational Rehabilitation Programme.
<b>Disaggregation of Beneficiaries (where applicable)</b>	100% of people with Disabilities
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative (Year-End)
<b>Reporting Cycle</b>	Annual
<b>Desired Performance</b>	300 new cohort of persons with disabilities funded by the Compensation Fund
<b>Indicator Responsibility</b>	Chief Director: Orthotic and Rehabilitation Services

<b>Indicator Title</b>	<b>Protocol document developed to identify severely injured employees for rehabilitation programmes</b>
<b>Definition</b>	<p>The purpose of the indicator is to develop protocol document to be followed when identifying severely injured workers for rehabilitation programmes</p> <p><b>Claims</b> submitted will be used in the process of identifying severely injured employees.</p> <p><b>Protocols:</b> refers to a process to flag new claims for referral to rehabilitation</p> <p><b>Severely injured employee:</b> refers to injured employees who sustain a permanent disability</p> <p><b>Rehabilitation Programme:</b> refers to a programme to facilitate access of assistive devices and Vocational Rehabilitation</p>
<b>Source of data</b>	Progress Reports on the Development of the Protocol document for in year monitoring and the Final Protocol Document at the end of the financial year
<b>Method of Calculation / Assessment</b>	Simple Count (Approved Protocol document to identify severely injured employees for rehabilitation programmes)
<b>Means of verification</b>	Approved Protocol document to identify severely injured employees for rehabilitation programmes
<b>Assumptions</b>	Availability of resources to develop the protocol document
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	(N/A)
<b>Calculation Type</b>	Cumulative (Year-End)
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Approved protocol document to identify severely injured employees for rehabilitation programmes
<b>Indicator responsibility</b>	Chief Director: Orthotics and Rehabilitation Services

## Annexure A: CF Service Standards

### PROGRAMME 1: ADMINISTRATION

Key service area	Current service standard	Proposed service standard
<b>Strategic Objective: Develop the capacity of the Fund to deliver according to its mandate</b>		
Reduction of vacancy rate	New	Filling of SR 1-12 posts within 6 months of vacancy arising Filling of SMS-posts within 3 months of vacancy arising
Supply Chain Management and Financial Control	New	100% of compliant invoices paid within 30 calendar days of receipt
Financial Control	Pay 90% of approved compensation benefits (injuries - temporary or permanent disablements, pension funds) within 5 working days of approval	Pay 90% of approved compensation benefits (injuries - temporary or permanent disablements, pension funds) within 10 working days of approval

### PROGRAMME 2: COID SERVICES

Key service area	Current service standard	Proposed service standard
<b>Strategic Objective: Ensure appropriate benefits are delivered to intended beneficiaries, efficiently and at a reasonable cost.</b>		
Compensation Benefits TTD's	New	Pay 90% of Approved TTD's within 30 days of Adjudication
Change of Nature of Business	New	90% of Application for Change Nature of Business finalised (approved or rejected) within 30 working days of receipt of compliant documentation
Employer Assessments Revisions	New	90% of Application for Revision of Assessment finalised (approved or rejected) within 30 working days of receipt of compliant documentation
Employer Registration	New	90% of Application for Employer Registration finalised (approved or rejected) within 21 working days of receipt of compliant documentation
Compensation Benefits Claim Registration	New	Finalise 95% of compliant registration of claims within 90 calendar days of receipt
Compensation Benefits	Adjudicate 90% of compensation claims (injuries - temporary or permanent disabilities) with valid	Adjudicate 90% of compensation claims (injuries - temporary or permanent disabilities) with valid and

	and complete information within 30 working days of receipt	complete information within 25 working days of receipt
Employer Services * * To initiate DG approval process and assign role to Customer Care	We shall issue 80% of a tender letter to registered employers on receipt of all required documentation within 1 day	We shall issue 85% of a tender letter to registered employers on receipt of all required documentation within 1 day
Employer Services	Assess 87.5% of return of earnings, annually	90% of Return of Earnings assessed finalized within 21 days of receipt of compliant documentation.

### PROGRAMME 3: MEDICAL BENEFITS

Key service area	Current service standard	Proposed service standard
<b>Strategic Objective: Ensure appropriate benefits are delivered to intended beneficiaries, efficiently and at a reasonable cost.</b>		
Medical Benefits	New	Review 10 % of rejected medical benefits per month  Review 10% of rejected pre-authorizations per month
Medical claims	80% of valid medical invoices with complete information finalised within 30 working days of receipt	85% of valid medical invoices with complete information finalised within 30 working days of receipt
Medical services	Finalise 95% of requests for pre-authorisation of Specialized Medical Interventions within 10 working days of receipt	Finalise 95% of requests for pre-authorisation of Specialized Medical Interventions within 10 working days of receipt

### PROGRAMME 4: ORTHOTICS & REHABILITATION

Key service area	Current service standard	Proposed service standard
<b>Strategic Objective: Contribute to employment and economic growth through rehabilitation and re-integration.</b>		
Orthotics and Rehabilitation Services	Finalise 90% of compliant requests for assistive devices within 15 working days of receipt	Finalise 95% of compliant requests for assistive devices within 15 working days of receipt

## CF Transversal Service Standards: - Affecting All CF Programmes

Key service area	Current service standard	Proposed service standard
<b>Strategic Objective: Ensure appropriate benefits are delivered to intended beneficiaries, efficiently and at a reasonable cost.</b>		
Orthotics and Rehabilitation Services	Finalise 90% of compliant requests for assistive devices within 15 working days of receipt	Finalise 95% of compliant requests for assistive devices within 15 working days of receipt
Complaints, Suggestions and Compliments Management Services	New	93% of all Complaints, Suggestions and Compliments acknowledged within 24 hours of receipt and the remainder within 36 hours of receipt
Complaints, Suggestions and Compliments Management Services	New	Resolve* and Communicate to a client, 93% of all Complaints emanating from ODG and Ministry, with <i>complete information</i> within 7 working days and the rest of the other channels i.e. OPP, PSC, OCOO, OCC, Parliament, Presidential Hotline, General Clients, within 14 working days. <i>* Resolution of a complaint will be dependant on availability of documentation. It is noted that the turnaround times are in line with DG approved policy, applicable to all services.</i>
Complaints, Suggestions and Compliments Management Services	New	Resolve and Communicate to a client, 93% of all complex complaints with complete information within 21 working days
Queue management	New	Prioritise PwD, The Elderly and Pregnant Women to front of queue upon arrival, Screening of clients' service needs and Directing to correct service area upon arrival