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Department:
Employment and Labour
REPUBLIC OF SOUTH AFRICA

COMPENSATION FUND ANNUAL PERFORMANCE PLAN 2022/23





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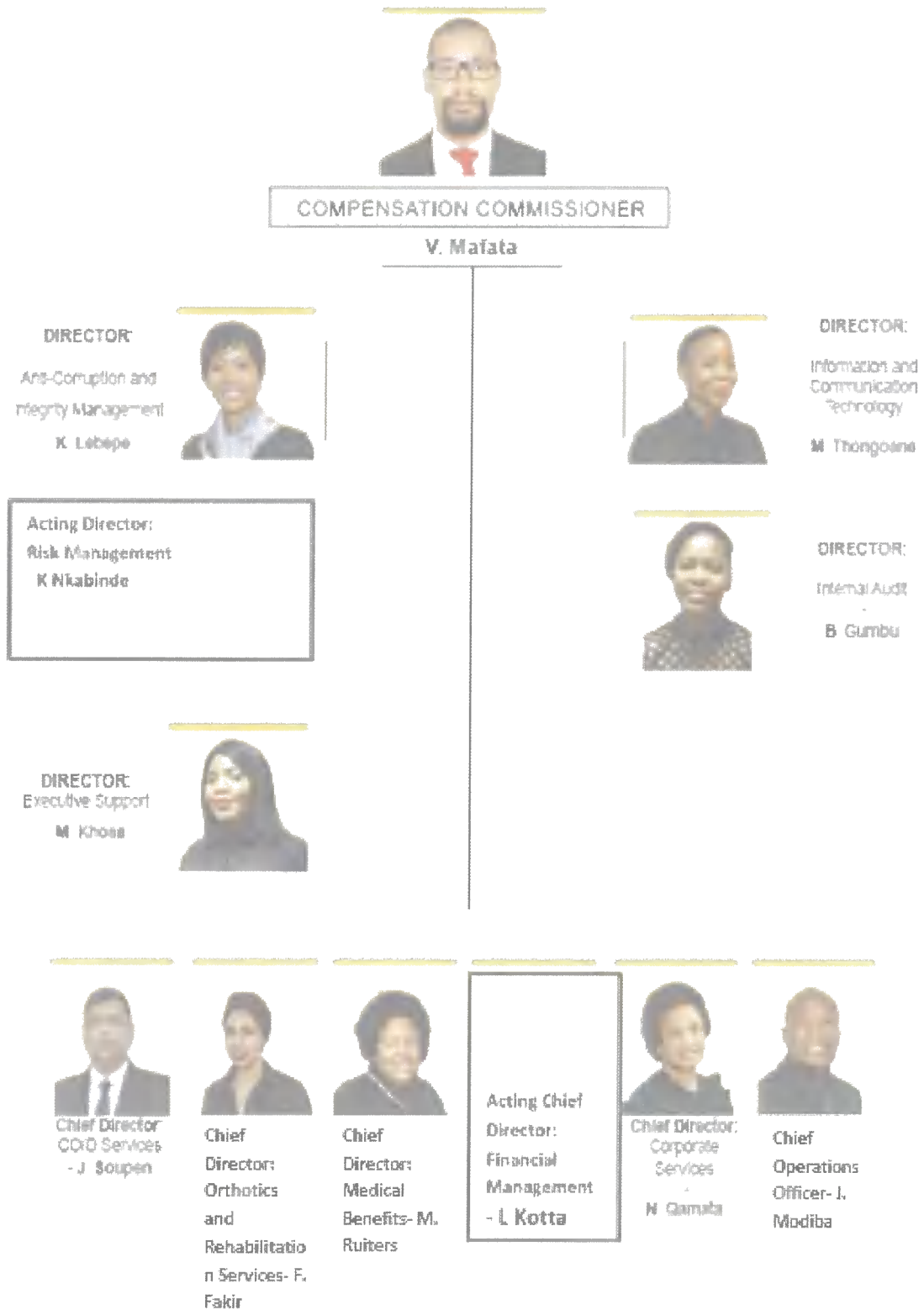
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ORGANISATIONAL STRUCTURE



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 2022/23 Financial Year, the third 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). The Bill is currently sitting with the Portfolio Committee in Parliament. 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. We are finalising these Regulations after going through a process of the receiving public comments and we will publish the final Regulations 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 2022/23.



T.W. Nxesi, MP

Minister of Employment and Labour

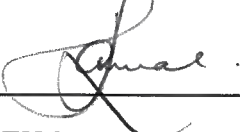
ACCOUNTING AUTHORITY STATEMENT

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 2022/23 Annual Performance Plan of the Compensation Fund. This APP marks the third 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 2022/23 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.



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 2022/23.

J. Modiba

Signature: _____

Chief Operations Officer

N. Qamata

Signature: pp  _____

Chief Director: Corporate Services

F. Fakir

Signature:  _____

Chief Director: Orthotics and Rehabilitation Services

M. Ruiters

Signature: _____

Chief Director: Medical Benefits

J. Soupen

Signature:  _____

Chief Director: COID Services

L. Kotta

Signature:  _____

Acting Chief Director: Financial Management



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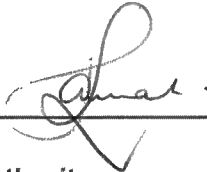
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V. Mafata

Signature: 


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;



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- 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

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

The High Court, in an order handed down on 28 May 2019, declared 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 question of whether the High Court ought to make any order that is just and equitable and in terms of s172(2)(b)(i) and (ii) of the Constitution was postponed to a future date.

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 to April 1994. The Bill that is currently before Parliament, when passed into law, will simply confirm this position.



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 continued COVID - 19 Pandemic worsened the situation as this puts pressure on systems and processes of delivering the Fund's services.

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.

FACTORS	TRENDS	OPPORTUNITIES AND THREATS
<p>Political</p>	<p>1. Improved political stability 2. Challenges in local government resulting to service delivery protests</p>	<p>Opportunities:</p> <ul style="list-style-type: none"> Improved political outlook by South Africans can open opportunities for Government and Business. Specific to the Fund is the possibility of investment opportunities in SMMEs which might translate in to job opportunities. <p>Threats:</p> <ul style="list-style-type: none"> Prevailing negative socio-economic environment- high unemployment, slow pace of transformation at Tertiary institutions, misalignment of strategies with transformation agenda Threat of political unrest in South Africa Unstable leadership in SOE's Breakdown in the Public Health sector <p>The main threat is the possibility of investment not yielding opportunities and/or investment not improving service delivery.</p>



outlook from 4% to 5% in 2021. But the country is unlikely to sustain this pace of recovery beyond 2021, with growth expected to slow to 2.2% in 2022. The greater sub-Saharan Africa region is expected to grow 3.7% in 2021, the slowest recovery in the world compared to advanced markets and other emerging markets and developing economies (<https://www.news24.com/fin24/economy/sa-economy-wont-be-able-to-maintain-its-pace-of-recovery-into-2022-imf-20211021>)

2. The results of the Quarterly Labour Force Survey (QLFS) for the third quarter of 2021 show that the number of employed persons decreased by 660 000 in the third quarter of 2021 to 14,3 million. The number of unemployed persons decreased by 183 000 to 7,6 million compared to the second quarter of 2021. The number of discouraged work-seekers increased by 545 000 (16,4%) and the number of people who were not economically active for reasons other than discouragement increased by 443 000 (3,3%) between the two quarters resulting in a net increase of 988 000 in the not economically active population. These changes resulted in the official unemployment rate increasing by 0,5 of a percentage point from 34,4% in the second quarter of 2021 to 34,9%

Opportunities:

- Partnership with stakeholders e.g. SARS
- Investment in number of Entities including SMMEs
- The establishment of new business can result in an increase in generation
- The World Bank said the R38.8 billion relief package to support and the R350 monthly payment to households that were affected pandemic as well as by riots and looting, respectively, had boosted economic activity
- Accelerated COVID-19 vaccination rates will assist in further of economic sectors and contribute to improve the economic outlook Country

Threats:

- Global economic environment compounded by the impact of the Pandemic.
- Low COVID-19 vaccination rates may prolong the negative impact on economy
- Employment decreased by 571 000 (5,6%) in the Formal sector (5,4%) in Private households and by 32 000 (3,8%) in Agriculture quarter of 2021 compared to the second quarter of 2021. Informal employment increased by 9 000 (0,3%) in the same period. (Quarterly Labour Force Survey Quarter 3: 2021 results, released by Statistics South Africa)



	<p>in the third quarter of 2021 – the highest since the start of the QLFS in 2008. The unemployment rate according to the expanded definition of unemployment increased by 2,2 percentage points to 46,6% in quarter 3 2021 compared to quarter 2 2022. (Quarterly Labour Force Survey Quarter 3: 2021 results, released by Statistics South Africa)</p> <p>3. Annual consumer price inflation was 5,9% in December 2021, up from 5,5% in November 2021. This is the highest annual increase since March 2017 when the rate was 6,1%. The consumer price index increased by 0,6% month-on-month in December 2021. The main contributors to the 5,9% annual inflation rate were food and non-alcoholic beverages; housing and utilities; transport; and miscellaneous goods and services. (http://www.statssa.gov.za/publications/P0141/P0141December2021.pdf)</p>	<p>Africa)</p> <ul style="list-style-type: none"> • Threat to the Balance sheet due to changes in interest rates as the economy not doing well • Fraud and Corruption • Poor compliance levels by employers affecting collection levels loss of revenue by the Fund which will impact on the processing • Threat of business closing due to economic downturn can impact financial viability of the Fund • Possible tax “revolt” by the public including employers not correct annual earnings • Slow investment income due to the economic climate • Financial constraints at SOEs e.g. Eskom <p>The main threat is the possibility of investment not yielding opportunities</p>
<p>Social</p>	<ol style="list-style-type: none"> 1. Non-compliance to employment standards and fundamental rights at work, and unacceptably high levels of workplace incidents and injuries. This has the potential to increase number of COVID claims. 2. The effect of the COVID-19 Pandemic and its impact in the workplaces. With possible increase in COVID related cases in workplaces, there is a likelihood of slow business growth 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Increased access to social services by the public (i.e. Pensions living standards • Improved quality of life for people with disabilities including client Compensation Fund • New and innovative ways of discharging the functions



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and the Fund will in all probability receive less revenue from business. 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.

- More people working from home as a result of the COVID-19 P
- Vaccinations against COVID-19. The social impact of this process likelihood depend on the percentage of people who are vaccine
- The inclusion of Domestic Workers as employees who can access Compensation Fund benefits which will broaden the social sector vulnerable employees

Threats:

- Volatile socio-economic environment
- Inability of clients to access the Fund services due to travelling
- Breakdown in the public health sector will result in an increase which will further impact on society
- Health of key CF employees, resulting in disruptions to key programmes.

Technological

1. New technological innovations will impact the labour market as many of the jobs will become automated.
2. As of January 2021, there were 38.13 million active internet users in South Africa. Among them, an overwhelming majority (over 36 million) also used mobile internet. During the same period, it was also found that nearly 99 percent of those using social media accessed their accounts through mobile phones

Opportunities:

- Information security controls
- Continuous implementation and refinement to the claims management systems in the Compensation Fund such as the new employer model
- Using new technology/4th industrial revolution
- Social media a platform to market CF
- Data analytics



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<https://www.statista.com/statistics/685134/south-africa-digital-population/>.

3. Addressing a BRICS meeting on Thursday (11 November 2021), Ntshavheni said South Africa was moving towards a predominately digital economy. "Where we are to date, we are considering a program to fast track the connection of all South Africans or to ensure that all South Africans have access to an internet connection within the next 24 months as part of responding to bridging this digital divide," she said (<https://businessstech.co.za/news/broadband/536996/plan-to-give-everyone-in-south-africa-access-to-the-internet-in-2-years-says-minister/>)
4. Impact of social media on society i.e. influencing how people interact socially

Threats:

- Cyber crime
- Slow pace of transformation by institutions of higher learning and Colleges.
- Poor reputation of the Fund.
- Limited access to the Fund's Services i.e. medical services
- internal ICT aging infrastructure

Legal

1. Lack of Safety Compliance by the Mining Industry and other industries to the Occupational Health and Safety Amendment Act gives rise to the high injury and fatalities in the labour market.
2. Protection for personal data is becoming a big issues for society in general.

Opportunities:

- COVID Act amendment to address weaknesses.
- Enabling legislation.

Threats:

- Protection of Personal Information (POPI) Act No.4 of 2013.
- Tarnished Compensation Fund reputation.



- Conflict of interest for Mutuals and other organisations.
- Litigation.
- Unethical conduct.
- Reliance on the state attorney.

Security

1. High crime rate- Contact crimes and cash in transit robberies which might affect employers' business operations
2. Private security companies are being employed to handle security matters for most businesses

Opportunities:

- Participation in South African Development Community (SADC) region continue to ensure that former migrant labour receive and enjoy benefits

Threats:

- Civil unrest as citizens lose trust in the ability of the state to prote
- Breach of security system resulting in Fraud and loss of data

FACTORS	IMPACT ON ORGANISATION	STRATEGIC ISSUE
Political	High	The continued existence of the Fund as a Schedule 3A public entity. This has a direct impact on the ability of the Fund to attract competitive skill in the Finance, Insurance, Medical and other sectors needed by the Fund
Economic	High	The financial viability of the Fund depends on the payment of levies by employers
Social	High	<p>The developments brought by the COVID -19 Pandemic require a new way of planning and doing business which may be seriously challenging for the Fund.</p> <p>Current reforms to the Social Security Regime in South Africa might have an impact on the Fund and most critically, beneficiaries. If a separate occupational accident/disease-insurance scheme were to be removed, it would result in other social security branches, e.g. sickness or disability and pension schemes, being burdened with this peculiar category of work-related risks. In most cases this would mean a lower level of compensation for the individual concerned, which in turn would lead to the individual seeking further compensation elsewhere. For example, through private action.</p> <p>The inclusion of Domestic Workers as employees who can access Compensation Fund benefits will increase the social security net for vulnerable employees</p> <p>The current National Health Insurance process would require amendments to the COID Act so as to ensure beneficiaries of COID are not negatively impacted should there be effect on benefits.</p>
Technological	High	The use of improved technological services to improve communication and services to stakeholders
Ecological	Low	There is no specific direct strategic issue for the Fund as a result of the low impact on the Fund
Legal	Medium	Compliance with legislation by employers and stakeholders using the services of the Fund
Security	High	Protection of Stakeholder Information in terms of the Protection of Personal Information Act (POPI Act) - POPIA

1.2 Internal Environmental Analysis

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

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Financially viable 2. Modernised IT Systems 3. Clear Mandate 4. Geographical presence in Provinces 	<ol style="list-style-type: none"> 1. Weak Control measures 2. Outdated/inadequate Business Model and processes 3. Inability to attract and/or keep critical skill 4. Organisational culture 5. Continuous negative audit opinion 6. Internal ICT aging infrastructure
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Structure and ability to administer the COID Act 2. The COID Amendment Bill process 3. Availability of technology to enhance Customer Services 4. Improved financial viability of the Fund 5. The availability COVID-19 vaccine may assist to mitigate the risk of further damage to the economy. Decrease in number of occupational COVID-19 claims. 	<ol style="list-style-type: none"> 1. Non-compliance by Employers to the requirements by the COID Act 2. The effect of COVID-19 Pandemic and its impact in the workplaces including possible rise in claims and the inability of the system to manage the high number of claims 3. Increased litigation as a result of claims not being finalised 4. Competition with other Sectors e.g. Health, Finance and etc., for specialised and critical skill.

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: 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	Audited /Actual Performance				Annual Target Estimated Performance	MTEF Period	
		2018/19	2019/20	2020/21	2021/22		2022/23	2023/24
Black Asset Managers supported	Black Asset Manager Programme developed	N/A	N/A	N/A	Not in the APP 2021/22	6% of assets under Management allocated to Black Asset Managers annually	7% of assets under Management allocated to Black Asset Managers annually	7% of assets under Management allocated to Black As: Manager annually
More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	Small and Medium Enterprises supported	N/A	N/A	Not Achieved Revised PIC Investment mandate which include the SME target was not completed by the 31 March due to the final signoff being achieved in the 2021/22 year	R76 million was allocated to SME as at 31 November 2021.	R250 million	R250 million	R300 mil
	Decent jobs created	N/A	N/A	Not Achieved 119	0	1500	2000	2000
	Number of decent jobs created through job summit initiatives annually							

Outcome	Output	Output Indicator	Audited /Actual Performance				Annual Target					
			2018/19	2019/20	2020/21	2021/22	MTEF Period					
						Estimated Performance	2022/23	2023/24	2024/25			
		(Investment activities)										
		Number of jobs created through the Presidential Comprehensive Youth Employment interventions annually (Human Resources Management)	N/A	N/A	Not achieved 65	Not in the APP 2021/22	100	0	100			
Organisational financial viability maintained	Assets increased	Percentage increase in total assets per annum	R70,3 billion	R69,8 billion	Achieved 22,2%	9.24%	10%	10%	10%			
	Improved audit outcome through stringent controls and implementation by all Programme	Audit opinion received on audit matters	Disclaimer	Disclaimer	Not Achieved 4.35% increase	4% (48-46)/46*100	Qualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
												audit opinion obtained 31 March 2024

Outcome	Output	Output Indicator	Audited /Actual Performance				Annual Target					
			2018/19		2019/20		2020/21		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 (185-156/156)*100	0%	75%	100%	100%			
	Reduced irregular expenditure	Percentage of irregular expenditure reduced annually	R769,138 million	R770,284 million	Not Achieved 0.65% increase	0.01% (109-110/110)	45%	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 accessibility strategy.	N/A	N/A	Achieved 31% The implementation 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)	29% Implementation of programmes in the approved visibility and accessibility strategy.	20% Implementation of programmes in the approved visibility and accessibility strategy.	30% Implementation of programmes in the approved visibility and accessibility strategy.	10% Implementation of programmes in the approved visibility and accessibility strategy.			

Outcome	Output	Output Indicator	Audited /Actual Performance				Annual Target Estimated Performance			MTEF Period
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Programme to prevent fraud and fight corruption in the Fund implemented	Reported fraud cases reduced	Percentage of reported cases investigated annually	N/A	N/A	Achieved 61% of reported cases investigated	37.5%	70%	75%	80%	
	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	Conduct annual ethics risk assessment	Development of the ethics strategy	Implementation of the ethics strategy	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%	13.63%	9%	8.9%	8%	
Improved monitoring and evaluation oversight of the	The Mutuals performance monitored	Number of quarterly and annual reports on monitored performance of Mutuals	N/A	N/A	Achieved Quarter 4 reports and the Annual reports for Rand Mutual	3 quarterly reports submitted	4 quarterly reports and 1 annual report	4 quarterly reports and 1 annual report	4 quarterly reports and 1 annual report	

Outcome	Output	Output Indicator	Audited /Actual Performance		Annual Target Estimated Performance		MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Mutuals		reporting to the Fund			Association and Federated Employers Mutual Assurance were received for monitoring of performance in line with the terms and conditions 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
Percentage of assets under Management allocated to Black Asset Managers annually	6% of assets under Management allocated to Black Asset Managers annually	-	-	-	6% of assets under Management allocated to Black Asset Managers annually
Funds allocated to Small and Medium Enterprises annually	R250 million	-	-	-	R250 million
Number of decent jobs created through job summit initiatives annually (Investment activities)	1500	-	-	-	1500
Number of jobs created through the Presidential Comprehensive Youth Employment interventions annually (Human Resources Management)	100	-	-	-	100
Percentage increase in total assets per annum	10%	-	-	-	10%
Audit opinion received on audit matters	Qualified	-	-	-	Qualified
Percentage of wasteful and fruitless expenditure reduced annually	75%	-	-	-	75%
Percentage of irregular expenditure reduced annually	45%	-	-	-	45%
Percentage implementation of programmes in the approved visibility and accessibility strategy.	20% Implementation of programmes in the approved visibility and accessibility strategy.	5%	10%	15%	20% Implementation of programmes in the approved visibility and accessibility strategy.
Percentage of reported cases investigated annually	70%	-	-	-	70%
Implement ethics management Programme	Development of the ethics strategy	-	-	-	Development of the ethics strategy.
Percentage reduction in vacancy rate	9%	15%	13.3%	11.6%	9%
Number of quarterly and annual reports on monitored performance of Mutuals reporting to the Fund.	4 quarterly reports and 1 annual report	01 quarterly report	01 quarterly report	01 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	Audited /Actual Performance				Annual Target			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	MTEF Period
Revenue generation on increased	Assessment of the Return of Earning received	Percentage of received return of earnings assessed annually.	55% (219 050 of 401 536) of 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)]	98% [303 105 (ROE's assessed / 307 769(R OE's received)] With 13% variance	87.5%	90%	95%	
Claim registration requirements reviewed and turnaround times for payment of benefits	Claims adjudicated	Percentage of claims received adjudicated within 30 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	79% (90392 of 71380) claims received adjudicated within 30 working days	90% of claims received	90% of claims adjudicated within 10 working days	90% of claims received	90% of claims received adjudicated within 10 working days

Outcome	Output	Output Indicator	Audited /Actual Performance				Annual Target			
			2018/19	2019/20	2020/21	2021/22	MTEF Period 2022/23	2023/24	2024/25	
reduced	Benefits paid	Percentage of approved benefits paid within 5 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	92.71% (R 3 280 649 889,40 of R 3 041 507 159,93) of approved benefits paid within 5 working days, yearly	90%	90%	90%	

1.2.4 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of received return of earnings assessed annually.	87.5% of received return of earnings assessed annually.	-	-	-	87.5%
Percentage of claims received adjudicated within 30 working days	90% of claims received adjudicated within 30 working days	90%	90%	90%	90%
Percentage of approved benefits paid within 5 working days	90% of approved benefits paid within 5 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	Audited /Actual Performance				Annual Target		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Access to medical services increased	Specialised Medical Interventions pre-authorised	Percentage of requests for preauthorisation of Specialised Medical Interventions finalised within 10 working days of receipt of accepted claims	93% (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.	Achieved 95% Of the 10 850 requests, 10 288 were authorised within 10 working days	97% (7545 of 7778) of requests for pre-authorisation of Specialised Medical Interventions finalised within 10 working days of receipt	95% of requests for pre-authorisation of Specialised Medical Interventions finalised within 10 working days of receipt of accepted claims	95% of requests for pre-authorisation of Specialised Medical Interventions finalised within 10 working days of receipt of accepted claims	95% of requests for pre-authorisation of Specialised Medical Interventions finalised within 10 working days of receipt of accepted claims

Outcome	Output	Output Indicator	Audited /Actual Performance				Annual Target			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	Medical invoices finalised	Percentage of medical invoices finalised within 30 working days of receipt 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 working days	87% (464 532 of 533 211) of accepted medical invoices finalised within 40 working days of receipt	80% of medical invoices finalised within 30 working days of receipt	90% of medical invoices finalised within 20 working days of receipt	90% of medical invoices finalise within 15 working days of receipt	

1.3.4 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Annual Target			
		Q1	Q2	Q3	Q4
Percentage of requests for pre-authorization of Specialised Medical Interventions finalised within 10 working days of receipt of accepted claims	95% of requests for pre- authorisation of Specialised Medical Interventions 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	80% of medical invoices finalised within 30 working days of receipt	80%	80%	80%	80%

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 and their dependents.

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				MTEF Period	2023/24
			Audited /Actual Performance	2020/21	Estimated Performance	2022/23		
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	2018/19	2019/20	2021/22	2022/23	2023/24	2024/25
			93% (1079 of 1160) of assistive devices requests responded to within 15 working days of receipt.	85% (877 of 1031) 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 working days	93% (1006 of 1079) of requests for assistive devices finalised within 15 working days	90%	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	Number of learners funded annually at Post School Education and training institutions	2018/19	2019/20	2021/22	2022/23	2023/24	2024/25
			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.	496 of learners funded annually at Post School Education and training institutions with variance of -283	895	920

Outcome	Output	Output Indicator	Annual Target						
			Audited /Actual Performance		Estimated Performance	MTEF Period	2023/24		
			2018/19	2019/20				2020/21	2021/22
	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	41 Persons with Disabilities funded annually for Vocational Rehabilitation Programme with -159 variance	2022/23 200	2023/24 300	2023/24 3

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	90%	90%	90%	90%	90%
Number of learners funded annually at Post School Education and training institutions	895	-	-	-	895
Number of Persons with Disabilities funded annually for Vocational Rehabilitation Programme	200	-	-	-	200

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 re earnings assessed annua
	Organisational financial viability maintained	Increased assets	R70, 4 billion	10% increase in assets per annum	Assets increased	Percentage increase in to 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 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 ann.

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
	Programme to prevent and fight corruption in the Fund implemented	Percentage resolution of reported incidents of corruption in the Fund	New Indicator	80% resolution of reported incidents of corruption by 31 March 2025	Reported fraud cases reduced	Percentage of reported cases investigated annually
		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

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
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 assets 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
	Improved monitoring and	Performance by Mutuals monitored and evaluated	Licence issued by the Minister	Licenses with the Mutuals fully implemented.	The Mutuals performance	Number of quarterly and ε reports on monitored performance

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 Indicator	
capacity to deliver and improved	evaluation oversight of the Mutuals				monitored	of Mutuals reporting to the
accessibility and visibility of COVID services.	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 Resource 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 beneficiaries.	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	Measured in the Strategic Plan	

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
	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 30 working days
	Improved accessibility and visibility of COVID services	Percentage implementation of the accessibility and visibility programme.	100% benefits paid within 5 working day	95% of compensation benefits finalised	Benefits paid	Percentage of approved benefits paid within 5 working days
	Access to medical services increased	Improved medical benefits	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 implemented programmes in the approach visibility and accessibility strategy.
4. Reliable, efficient and cost effective medical benefits system			85%	95% of medical benefits finalised	Specialised Medical Interventions pre-authorised	Percentage of requests for authorisation of Specialised Medical Interventions finalised within 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 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	<p>Requests for assistive devices finalised to promote accessibility of home, community and work environments</p> <p>Eligible Post-School Education and Training (PSET) learners funded to improve the prospect of employment</p> <p>Persons with Disabilities funded to promote access to education and prospects of employment</p>	<p>Percentage of requests for assistive devices finalised 15 working days</p> <p>Number of learners funded annually at Post School E and training institutions</p> <p>Number of Persons with Disabilities funded annually Vocational Rehabilitation Programme</p>

Programme Resource Considerations

2022-25 CF EXPENDITURE BUDGET PER DIRECTORATE		ANNEXURE C	
2022-25 Expenditure Estimates Per Directorate	2022/23 Expenditure Estimates	MTEF ESTIMATES	
		2023/24 MTEF Forecasts	2024/2025 MTEF Forecasts
Programmes	R'000	R'000	R'000
Programme: 1 Administration	6 309 041	6 498 312	6 758 245
Programme 2: COID Services	1 944 820	2 003 165	2 083 292
Programme: 3 Medical Benefits	4 661 073	4 800 905	4 992 941
Programme: 4 Orthotic and Medical Rehabilitation	486 415	501 008	521 048
Total Expenditure Budget	13 401 350	13 803 390	14 355 526
Programme: 1 Administration	6 309 041	6 498 312	6 758 245
Compensation Commissioner	755	778	809
Internal Audit	10 780	11 103	11 548
Risk Management	2 132	2 196	2 284
Dir: Anti Corruption and Integrity Management	91 998	94 758	98 548
Dir: Executive Support (<i>Board</i>)	3 195	3 291	3 422
CD: Office of the Chief Financial Officer (Sub-dir Internal Control)	85 228	87 785	91 296
Dir: Supply Chain Management	4 128 367	4 252 218	4 422 307
Dir: Financial Control	19 966	20 564	21 387
Dir: Financial Reporting	5 559	5 726	5 955
Dir: Income Management	102 091	105 154	109 360
CD: Corporate Services	217	224	232
Human Resources Management	1 084 941	1 117 489	1 162 189
Dir: Organisational Effectiveness	11 884	12 241	12 730
Dir: Communications and Stakeholder Management	93 728	96 540	100 401
Legal Services	19 267	19 845	20 639
Dir: Support Services	163 757	168 670	175 416
CD: Chief Operating Officer	42 397	43 668	45 415
Dir: Strategic Planning, Policy, Monitoring and Evaluation	238	245	255
Dir: Information and Communication Technology	441 694	454 945	473 143
Dir: Customer Care	847	872	907
Programme 2: COID Services	1 944 820	2 003 165	2 083 292
CD: COID Services	284	293	304
Dir: Compensation Benefits	1 711 816	1 763 171	1 833 698
Dir: Employer Services	31 342	32 282	33 574
Dir: Treasury Investments and Actuarial Services	98 056	100 998	105 038
CD: Provincial Operations	-	-	-
Gauteng	16 670	17 170	17 857
Free State	9 903	10 200	10 608
Kwazulu Natal	16 955	17 464	18 162
Eastern Cape	12 780	13 163	13 690
Western Cape	11 440	11 783	12 255
North West	9 130	9 404	9 780
Northern Cape	6 412	6 605	6 869
Mpumalanga	9 171	9 446	9 824
Limpopo	10 861	11 186	11 634
Programme: 3 Medical Benefits	4 661 073	4 800 905	4 992 941
CD: Medical Benefits	314	323	336
Dir: Medical Services	101 454	104 498	108 678
Dir: Medical Claims	4 559 305	4 696 084	4 883 928
Programme: 4 Orthotic and Medical Rehabilitation	486 415	501 008	521 048
CD: Orthotic, LAP and Rehabilitation	9 389	9 671	10 058
Dir: Labour Activation Programmes	476 087	490 370	509 984
Dir: Orthotics and Prosthetics	549	565	588
Dir: Rehabilitation and Re-integration	390	402	418
Total Administrative Budget	13 401 350	13 803 390	14 355 526

1. Compensation of Employees per programme

The Compensation of employee's cost is based on both the approved organisational structure of the Compensation Fund in Head Office and all the Provincial offices. The other portion of the staff cost is the percentage billing portion (*percentage split*) that Fund reimburse the Department of Employment and Labour on a monthly basis for the services rendered by the DEL staff on behalf of the Compensation Fund, this is based on the predetermined percentage split agreement.

2. Goods and Services

The Goods and Services budget is the CF administrative and operational budget which caters for both the Head Office and the Provincial Office's day to day business operations. The expenditure on Provincial Office's Goods and Services is incurred by the Department of Employment and Labour on behalf of the Provincial offices, and later recovered through the Department of Employment and Labour's expenditure claim, normally referred to as DEL Claim.

3. Capital Expenditure

The Capital Expenditure budget caters for all the capital related projects or operations, which the Fund is planning to undertake during the period under review, including the ICT capital budget.

4 Updated Key Risks and Mitigation from the Strategic Plan

Programme 1: Administration

Outcome	Link to Strategic Priorities	Strategic Risk	Risk Mitigation
Organisational financial viability maintained	<p>Priority 1: Improve the system of internal control and maintain financial soundness</p>	<p>Strategic risk: Revenue Leakage: Inability of CF to raise and collect revenue from all employers who are required to register in terms of section 80 of COIDA.</p> <p>Strategic risk: Inaccurate financial reporting: 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>Operational risk: Failure to prevent, monitor and mitigate against irregular, fruitless and wasteful expenditure</p> <p>Operational risk: Lack of management monitoring and review resulting in increased errors, fraud and operational losses</p> <p>Operational risk: Inadequate/ ineffective / undocumented standard operating procedures and processes to support business operations resulting in inconsistencies, inefficiencies and possible operational losses.</p>	<ul style="list-style-type: none"> • Integrate the claims system to the revenue collection system • activate the premium component on the SAP system • Automate the revenue management process based on the comprehensive end-to-end review process • Appoint a service provider to conduct verification of the employer master data to ensure completeness, validity and accuracy with employer audits and recoveries. • Conduct monitoring of compliance to Standard Operating (SOPs) (management first level assurance) • Review the current SOPs to ensure adequacy in order to ensure work of financial management officials to ensure correct work of working. • Configure the financial management systems to ensure accuracy controls and compliance to GRAP • Develop an integrated operations and financial management • Train and assist management to put appropriate controls in place preventing IF&WE • Managers/Supervisors to perform monthly quality checks on defined sample size on high risk areas identified • Segregation of duties designed per function Conduct performance conformance checks on a quarterly basis.

<p>Black Asset Managers supported</p>	<p>CF Priority 3: Contribute to employment and economic growth through rehabilitation and re-integration</p>	<p>Investment risk: Failure to adequately monitor and manage performance of PIC investment manager in line with CF investment mandate</p>	<p>• Review the current control framework between CF and investment manager to ensure that it is adequate</p>
<p>Strengthened the institutional Capacity of the Fund</p>	<p>Priority 3: Develop the capacity of the Fund to deliver according to its mandate</p> <p>Priority 4: Improve Operational efficiency through process reengineering and technological innovation.</p>	<p>Strategic risk: Strategy Execution: Failure to effectively execute the CF strategy</p> <p>Strategic risk: Competition: Potential actions of CF's alliance partners/ service providers could create competition and threaten CF's existence.</p> <p>Strategic risk: Technology: Inability of ICT to adequately support CF 's objectives impacting on opportunities for innovation</p> <p>Operational risk: Lack of training: Insufficient training of employees could result in new employees learning incorrect way of working which may result in inconsistencies, inefficiencies and operational losses</p>	<p>• Quarterly monitoring and reporting of the Performance Development Plans by supervisors to assess development and track implementation of the plan</p> <ul style="list-style-type: none"> • Review the organisational architecture • Perform business process re-engineering (BPR) • Implement a competency development plan for the Fund • Implement leadership development and coaching program • Implement Mentor/Coach Programme for the Fund • Implement the approved talent and retention strategy. • Review the SOP's for CF value chain business processes • Implement monthly monitoring and reporting of the MOU v DEL. • Implement SAP road map - Underwriting, finance and other supporting modules. • Re-architecture of the entire ICT infrastructure to align to road map implementation. • Quarterly monitoring and reporting of the PDPs by line manager to assess developmental areas and track implementation PDPs

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>Strategic risk: Revenue leakage: Inability of CF to raise and collect revenue from all employers who are required to register in terms of section 80 of COIDA.</p>	<ul style="list-style-type: none"> • Integrate the claims system to the revenue collection system activate the premium component on the SAP system • Appoint a service provider to conduct verification of the employer master data to ensure completeness, validity and accuracy assist with employer audits and recoveries. • Automate the revenue management process based on the completion of the comprehensive end-to-end review process • Conduct a comprehensive (end-to-end) review of the revenue generation and collection process • Full roll out of the Complaints Resolution Management (CRM) systems to all business units to enable referral and report to external clients • Perform a data cleansing exercise to improve accuracy and completeness of Employers database with regards to employers: Class and Industry Rating, Company details, Contact details and Number of Employees declared

<p>Claim registration requirement reviewed and turnaround times for payment of benefits reduced</p>	<p>Priority 2: Ensure appropriate benefits are delivered to intended beneficiaries, efficiently and at a reasonable cost.</p>	<p>Strategic Risk: Strategy Execution Risk: Failure to effectively execute the CF strategy</p> <p>Strategic Risk: Stakeholder Value: Failure to engage and effectively manage stakeholder expectations and relationships</p> <p>Strategic Risk: Reputational Risk: Reputational risk caused by failure to realise good governance outcomes</p> <p>Operational Risk: Fraud & Corruption: 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>Operational risk: Lack of management monitoring and review resulting in increased errors, fraud and operational losses</p>	<ul style="list-style-type: none"> • Review the organisational architecture • Perform business process re-engineering (BPR) • Review the SOP's for CF value chain business processes • Procure Mobile Clinics and Buses for increased accessibility of services • Roll out kiosk in Allocated Labour Centres • Complete implementation of the feasibility and accessibility of the Fund Services • Implement a Bank Verification System for CompEasy • Implement a Data Analytics Tool on SAP for development c Exception Reports on Claims • Introduce the use of biometrics for authentication of beneficiaries from customer care right to core business • Develop a fraud detection system • Managers/Supervisors to perform monthly quality checks at defined sample size on high risk areas identified • Segregation of duties designed per function
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Programme 3: Medical Benefits

Outcome	Link to Strategic Priorities	Strategic Risk	Risk Mitigation
<p>Access to medical services increased</p>	<p>Priority 2: Ensure appropriate benefits are delivered to intended beneficiaries, efficiently and at a reasonable cost.</p>	<p>Strategic Risk: Strategy Execution Risk - Failure to effectively execute the CF strategy</p> <p>Strategic Risk: Stakeholder Value: Failure to engage and effectively manage stakeholder expectations and relationships</p> <p>Strategic Risk: Reputational Risk: Reputational risk caused by failure to realise good governance outcomes</p> <p>Operational Risk: Fraud & Corruption: 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>Operational risk: Lack of management monitoring and review resulting in increased errors, fraud and operational losses</p>	<ul style="list-style-type: none"> • Review the organisational architecture using McKenzie 7 S • Perform business process re-engineering (BPR) • Review the SOP's for CF value chain business processes • Full implementation of the feasibility and accessibility of the Fund Services • Procure Mobile Clinics and Buses for increased accessibility services • Roll out kiosk in Allocated Labour Centres • Implement a Bank Verification System for CompEasy • Implement a Data Analytics Tool on SAP for development c Exception Reports on Claims • Introduction of biometric for authentication of beneficiaries from customer care right to core business • Develop a fraud detection system • Managers/Supervisors to perform monthly quality checks a defined sample size on high risk areas identified • Segregation of duties designed per function

Programme 4: Orthotic and Rehabilitation

Outcome	Link to Strategic Priorities	Strategic Risk	Risk Mitigation
<p>Rehabilitation and re-integration Programmes implemented which promote the rights of injured workers with disabilities</p>	<p>Priority 2: Ensure appropriate benefits are delivered to intended beneficiaries, efficiently and at a reasonable cost.</p>	<p>Strategic Risk: Strategy Execution Risk: Failure to effectively execute the CF strategy</p> <p>Strategic Risk: Stakeholder Value: Failure to engage and effectively manage stakeholder expectations and relationships</p> <p>Strategic Risk: Reputational Risk: Reputational risk caused by failure to realise good governance outcomes</p> <p>Operational Risk: Fraud & Corruption: 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>Operational risk: Lack of management monitoring and review resulting in increased errors, fraud and operational losses</p>	<ul style="list-style-type: none"> • Review the organisational architecture using McKenzie 7 S's • Perform business process re-engineering (BPR) • Review the SOP's for CF value chain business processes • Full implementation of the feasibility and accessibility of the Fund Services • Procure Mobile Clinics and Buses for increased accessibility services • Roll out kiosk in Allocated Labour Centres • Implement a Bank Verification System for CompEasy • Implement a Data Analytics Tool on SAP for development of Exception Reports on Claims • Introduction of biometric for authentication of beneficiaries from customer care right to core business • Develop a fraud detection system • Managers/Supervisors to perform monthly quality checks as defined sample size on high risk areas identified • Segregation of duties designed per function I

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 2022/23								

7 Public- Private Partnerships

PPP	Purpose	Programme	Outputs	Current Value of Agreement	End Date of Agreement
No Public Private Partnerships during 2022/23					

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID's)

PROGRAMME 1: ADMINISTRATION

Indicator Title	Percentage of assets under Management allocated to Black Asset Managers annually
Definition	The purpose to ensure that there is an increase of CF assets (Rands and Cents) 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. Manage: Investment managed by black asset managers Assets: Refers to listed bonds and equities
Source of data	Investments reports
Method of Calculation / Assessment	Numerator: Rand Value invested to black asset management entity Denominator: Rand Value of the total investment portfolio at the end of reporting period. Calculation: Percentage of assets under Management allocated to Black Asset Managers = Nominator divided by Denominator, the quotient is then multiplied by 100.
Means of verification	Investments reports
Assumptions	The Investment Manager will be able to attract Black asset Managers and comply with investment mandate
Disaggregation of Beneficiaries (where applicable)	Black asset managers as a whole are targeted, irrespective of Gender, youth or disability
Spatial Transformation (where applicable)	Transformation of the financial sector within South Africa
Calculation Type	Cumulative for the year
Reporting Cycle	Annual progress against the five year target
Desired performance	6% per annum and 20% over five years
Indicator Responsibility	Chief Director: Financial Management

Indicator Title	Funds allocated to Small and Medium Enterprises annually
Definition	The purpose is to provide SME funding to create employment opportunities. The definition of SME is as per the National Small Business Act Allocation of funds entails investing in Small and Medium Enterprises through the Investment Manager
Source of data	Investments reports
Method of Calculation / Assessment	Quantitative-The total amount allocated to SME during that period
Means of verification	Investments reports
Assumptions	Availability of funds
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annual
Desired Performance	R250 million allocated
Indicator Responsibility	Chief Director: Financial Management

Indicator Title	Number of decent jobs created through job summit initiatives annually (Investment activities)
Definition	Increase number of decent jobs through unlisted investments Decent jobs 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.
Source of data	Investments Report
Method of Calculation or Assessment	Calculation: 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.
Means of verification	Investments Reports
Assumptions	Investments done and opportunities created
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annual
Desired performance	1500 jobs per annum
Indicator Responsibility	Chief Director: Financial Management

Indicator Title	Number of jobs created through the Presidential Comprehensive Youth Employment interventions annually (Human Resources Management)
Definition	Appointment of youth (Contract/Developmental Programmes/Permanent appointees)
Source of data	HR Reports
Method of Calculation / Assessment	Calculation: Number of Persons appointed into Developmental Programmes, permanent positions and contractual positions.
Means of verification	Offer Letters
Assumptions	Youth appointments
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (End of two consecutive financial years)
Reporting Cycle	End of every second Financial year - 24 months
Desired Performance	100 appointments Youth every two years
Indicator Responsibility	Chief Director: Corporate Support

Indicator Title	Percentage increase in total assets per annum
Definition	The purpose of this indicator is to ensure that CF total assets increase by 10% per annum. Assets: Refers to total assets as per annual financial statements
Source of data	Annual financial statements
Method of Calculation / Assessment	Numerator: Total assets as per current year annual financial statement less total assets as per prior year annual financial statement Denominator: Total assets as per prior year annual financial statement Calculation: Percentage increase in total assets per annum = Nominator divided by Denominator, the quotient is then multiplied by 100.
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>Matters affecting the Audit opinion: Refers to audit findings issued by the Auditor- General of South Africa (AGSA)</p> <p>Audit Opinion: Statement made by the Auditor concerning the Fund's Financial Statements.</p>
Source of data	<ul style="list-style-type: none"> • Annual Financial Statements • Annual Reports
Method of Calculation / Assessment	Simple count (Qualified Audit).
Means of verification	(AGSA) Management Report at the year end
Assumptions	<ul style="list-style-type: none"> • Internal control will be strengthened and effective over the period under audit • That full audit is done by the AGSA
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annual
Desired Performance	To achieve a Qualified Audit opinion
Indicator Responsibility	Chief Director: Financial Management

Indicator Title	Percentage of wasteful and fruitless expenditure reduced annually
Definition	The purpose of the indicator is to reduce incurred fruitless and wasteful expenditure Wasteful and fruitless expenditure must fulfill the following conditions in the definition – (a) expenditure must be made in vain; and (b) such expenditure would have been avoided had reasonable care been exercised.
Source of data	Monthly reports from programme managers and AGSA Management Letter
Method of Calculation / Assessment	Numerator: Total number of cases as per current year less total number of cases as per prior year Denominator: Total number of cases as per prior year Calculation: Percentage of wasteful and fruitless expenditure eliminated = Numerator divided by Denominator, the quotient is then multiplied by 100.
Means of verification	<ul style="list-style-type: none"> • Annual Financial Statements • Annual Reports
Assumptions	Effective policies in place and implemented
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annual
Desired Performance	75% reduction in wasteful and fruitless expenditure per annum
Indicator Responsibility	Chief Director: Financial Management

Indicator Title	Percentage of irregular expenditure reduced annually
Definition	<p>The purpose of this indicator is to reduce irregular expenditure</p> <p>For a transaction to constitute irregular expenditure, 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>
Source of data	Monthly reports from programme managers and AGSA Management Letter
Method of Calculation / Assessment	<p>Numerator: Total number of cases as per current year less total number of cases as per prior year</p> <p>Denominator: Total number of cases as per prior year</p> <p>Calculation:</p> <p>Percentage of irregular expenditure reduced = Numerator divided by Denominator, the quotient is then multiplied by 100.</p>
Means of verification	<ul style="list-style-type: none"> • Annual Financial Statements • Annual Reports
Assumptions	Effective policies in place and implemented
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annual
Desired Performance	45% reduction in irregular expenditure per annum
Indicator Responsibility	Chief Director: Financial Management

Indicator Title	Percentage implementation of programmes in the approved visibility and accessibility strategy
Definition	<p>Percentage completion of projects 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. The purpose of the indicator is to enable the Fund to increase its capability to increase the coverage, accessibility to any existing, emerging or unidentified risks in an effort to achieve operational resilience.</p> <p>Projects: mean a combination of initiatives/activities as reflected in the various strategy priority areas</p> <p>Programme: a combination of projects per strategy priority area.</p> <p>Strategy Priority Area: As per Batho Pele Principles reflected in the approved Visibility and Accessible Strategy – Consultation, Service Standards, Access, Courtesy, Information, Openness and Transparency, Redress and Value for Money.</p> <p>Visibility and Accessibility Strategy: Strategy, developed and approved by the Fund's Commissioner to improve coverage, accessibility of the Fund's services, and visibility of the Funds services, in line with the approved District Development Service Delivery Model.</p> <p>District Development Service Delivery Model: a method that seeks to improve the coherence and impact of government services delivery as adopted by the Presidential Co-ordinating Council.</p> <p>Accessibility: all services of the Fund are accessibility one way or the other via infrastructure located in various district locations or via the use of technology.</p> <p>Visibility: clients of the Fund become more and more aware and knowledgeable about the services that the Fund renders</p>
Source of data	Project Plan and Quarterly Progress Reports
Method of Calculation / Assessment	<p>Numerator: Number of strategy initiatives / projects completed</p> <p>Denominator: Total number of strategy initiatives / projects planned</p> <p>Calculation:</p> <p>Percentage implementation of programmes in the approved visibility and accessibility strategy = Numerator divided by Denominator multiplied by 100</p>
Means of verification	Approved V&A Strategy
Assumptions	Availability of budget
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	20% implementation of the visibility and accessibility programmes as identified in the approved Visibility and Accessibility Strategy
Indicator Responsibility	Chief Operations Officer

Indicator Title	Percentage of reported cases investigated annually
Definition	<p>The purpose of investigating the reported allegations is to decrease the fraudulent activities in the Fund by identifying the findings that led to the fraud incident happening as well as identifying the perpetrators/implicated parties.</p> <p>Allegations: fraud allegations reported by whistle blowers Findings: transgressions committed by perpetrators/implicated parties Investigated: No further case to answer and/or case submitted to SAPS for further investigations</p> <p>The expected performance of 70% as per the target is made up of the following;</p> <ul style="list-style-type: none"> • 55% of cases investigated based on the prior year cases • 15% of cases investigated based cases reported during the current financial year
Source of data	Statistical report
Method of Calculation / Assessment	<p>Numerator: Number of cases investigated Denominator: Number of reported cases Calculation: Percentage of reported cases investigated = Numerator divided by Denominator multiplied by 100</p>
Means of verification	Quarterly statistical report which entails number of cases investigated and mechanisms used to report the allegations
Assumptions	• 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
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-end)
Reporting Cycle	Annual
Desired Performance	70% of reported fraud cases investigated
Indicator Responsibility	Director: Anti-Corruption & Integrity Management

Indicator Title	Implement ethics management Programme
Definition	<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"> • The Ethics Committee being established • The organisation having the Ethics Strategy • The implementation of Ethics implementation plan • Conducting the Ethics Risk Assessment and monitoring
Source of data	Final draft ethics strategy
Method of Calculation / Assessment	Simple count (Final draft ethics strategy)
Means of verification	Final draft ethics strategy
Assumptions	<ul style="list-style-type: none"> • Availability of human capital, • Inputs from all relevant stakeholders, • Endorsement by the social and ethics steering committee.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annual
Desired performance	Development of the ethics strategy
Indicator Responsibility	Director: Anti-Corruption & Integrity Management

Indicator Title	Percentage reduction in vacancy rate
Definition	The purpose of this indicator is about the percentage reduction of vacant funded posts on the establishment of the Compensation Fund
Source of data	Establishment Report
Method of Calculation / Assessment	<p>Numerator: Total number of vacant posts.</p> <p>Denominator: Number of positions on the establishment</p> <p>Calculation: Percentage reduction in vacancy rate = Nominator divided by Denominator, the quotient is then multiplied by 100</p>
Means of verification	Vacancy Report
Assumptions	Functional Persal System to enable calculation
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women at SMS: 50% • Target for Youth: 2.5% • Target for People with Disabilities: 2%
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired performance	Vacancy Rate reduced to 9% and below
Indicator Responsibility	Chief Director: Corporate Services

Indicator Title	Number of quarterly and annual reports on monitored performance of Mutualls reporting to the Fund.
Definition	<p>The purpose of this indicator is to monitor the performance of the Mutualls 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 Mutualls 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 Mutualls.</p> <p>Mutualls: means Mutual Association licensed under section 30 of COIDA, act 130 of 1993.</p> <p>License: Operating License for Mutualls as licensees approved by the Minister</p>
Source of data	<p>Signed License</p> <p>Approved performance and deliverables reports.</p>
Method of Calculation / Assessment	Simple count of number of quarterly reports and annual report on monitored performance of Mutualls reporting to the Fund produced.
Means of verification	Approved performance and deliverables reports.
Assumptions	Availability of the budget
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly and Annually
Desired performance	4 quarterly reports and 1 annual report on monitored performance of Mutualls reporting to the Fund.
Indicator Responsibility	Director Executive Support

PROGRAMME 2: COID SERVICES

Indicator Title	Percentage of received return of earnings assessed annually.
Definition	<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>Return of Earnings (ROEs) refers to the earnings (total employers' payroll amount) declared by an employer on an annual basis.</p> <p>Date Received 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>Assessment refers to a system generated invoice for the Return of Earnings submitted by employers.</p>
Source of data	SAP generated reports
Method of Calculation / Assessment	<p>Numerator: The number of received return of earnings assessed.</p> <p>Denominator: Total number of return of earnings received annually.</p> <p>Calculation:</p> <p>Percentage of received return of earnings assessed annually = Numerator divided by Denominator multiplied by 100.</p>
Means of verification	SAP Reports
Assumptions	Functional ICT and Infrastructure
Disaggregation of Beneficiaries (where applicable)	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annual
Desired performance	Assessing 87.5% of the received return of earnings annually
Indicator Responsibility	Chief Director: COID Services

Indicator Title	Percentage of claims received adjudicated within 30 working days
Definition	<p>This indicator measures the implementation of COIDA and the percentage of adjudicated claims within 30 working days</p> <p>Claims refer to all claims received with complete information as outlined in the SOP.</p> <p>Registered refers to claims registered with the Fund as outlined in the SOP.</p> <p>Adjudication 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>30 days of receipt 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>The turn-around time 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>
Source of data	<ul style="list-style-type: none"> - System generated report from the CompEasy system - View attachments for claims on the CompEasy system - View accident and medical reports digitally captured on the CompEasy system
Method of Calculation / Assessment	<p>Numerator: Number of claims adjudicated within 30 working days</p> <p>Denominator: Number of valid/complete claims received in the current financial year</p> <p>Calculation:</p> <p>Percentage of claims received adjudicated within 30 working days = Numerator divided by Denominator multiplied by 100</p>
Means of verification	<ul style="list-style-type: none"> • System Generated report • POE in support of a claim • As per the approved Standard Operating Procedure (SOP)
Assumptions	Claims registered with complete documentation and information
Disaggregation of Beneficiaries (where applicable)	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired performance	Adjudication of 90% or higher of registered claims within 30 working days
Indicator Responsibility	Chief Director: COID Services

Indicator Title	Percentage of approved benefits paid within 5 working days
Definition	<p>Approved benefits paid refers to payments made by: Financial Control on approved benefits as authorised by Operations. i.e. where Operations authorises Financial Control to pay</p> <p>Approval date refers to the date when Operations approves the claim for payment. The claim is approved for payment when Operations is satisfied that the claim is valid and payable. Operations authorises Finance to pay.</p> <p>The date paid 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>List of Benefits:</p> <p>(A benefit refers to a compensation provided in terms of the Compensation for Occupational Injuries and Diseases Act (COID 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>Medical Invoices: refer to all invoices received from Medical Service Providers which should be accompanied by all relevant medical reports</p> <p>Compensation benefits: 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"> • Authorisation report from Operations • Payment File • Five-day report • Bank Statement
Method of Calculation / Assessment	<p>Numerator: Total amount of benefits (R) paid within 5 working days</p> <p>Denominator: Total amount of benefits (R) approved for payment</p> <p>Calculation:</p> <p>Percentage of approved benefits paid within 5 working days= Nominator divided by Denominator multiplied by 100</p> <p>NB:</p> <p>1)All claims submitted by Operations to Finance must be paid within 5 working days. Calculation of 5 days is from date received by Finance</p> <p>2)If operations 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> <p>* The quarterly performance is measured as cumulative e.g. The quarter 3 output is calculated by adding Q1+Q2+Q3 claims paid together.</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)
Reporting Cycle	Quarterly
Desired performance	To pay 90% of claims benefits within 5 working days
Indicator Responsibility	Chief Director: Financial Management

PROGRAMME 3: MEDICAL SERVICES

<p>Indicator Title</p>	<p>Percentage of request for pre-authorisation of Specialised Medical Interventions finalised within 10 working days of receipt of accepted claims</p>
<p>Definition</p>	<p>This indicator measures the percentage of pre-authorisation requests for Reopenings as well as specialised medical interventions (chronic medication, requests for specialised radiology (Second MRI, Ultrasound, CTscan, Nerve conductive studies and Angiogram)), requests for elective surgery and requests for rehabilitative treatment finalised within 10 working days.</p> <p>The performance measures how effectively clients requesting pre-authorisations on specialised medical interventions are assisted by the Compensation Fund and also the degree to which the notion of access to quality healthcare as per NDP and Outcome 13 is fulfilled</p> <p>Pre-authorisation refers to providing authorisation to allow the requested medical procedure/treatment, hospitalisation, chronic medications/ consumables to proceed.</p> <p>Specialised medical interventions refer to interventions which require justification for the execution of the intervention. Specialised medical intervention (chronic medication, requests for specialised radiology (Second MRI, Ultrasound, CTscan, Nerve conductive studies and Angiogram)), requests for elective surgery and requests for rehabilitative treatment (Physiotherapy, Occupational Therapy, Chiropractor)</p> <p>Finalised Refers to a process that culminates with a decision to approve or reject the request. Rejected and approved is an outcome therefore which result in finalised (If the MSP comes back based on a rejected outcome, process starts over).</p> <p>10 Working Days refers 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>Received refers to date manually captured or the date electronically generated on the system</p>
<p>Source of data</p>	<ul style="list-style-type: none"> • Supporting documents uploaded to CompEasy or archived on Y-Drive as per applicable SOP depending on individual case • Chronic medication: Prescription, medical reports • Reopenings: Reopening form, Medical Reports, investigation report • Specialist radiology: Pre-authorisation request form, investigation report medical reports. • Rehabilitative treatment: Treatment plan, referral letter and medical reports • Finalised: Authorisation or Response Letter
<p>Method of Calculation / Assessment</p>	<p>Numerator: number of requests finalised within 10 working days of receipt</p> <p>Denominator: number of total requests for pre-authorisation received</p> <p>Calculation:</p> <p>Percentage of request for pre-authorisation of Specialised Medical Interventions</p>

	finalised within 10 working days of receipt = Numerator divided by Denominator multiplied by 100
Means of verification	Pre-authorisation request documentation Pre-authorised finalised documentation
Assumptions	<ul style="list-style-type: none"> • Claim liability accepted on the system • All supporting documents are accurate and valid as per the relevant Standard • Operating Procedure (SOP) • Functional ICT System
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: NA • Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired performance	Responding to 95% of request for pre-authorisation of Specialised Medical Interventions within 10 working days of receipt of accepted claims.
Indicator Responsibility	Chief Director: Medical Benefits

Indicator Title	Percentage of medical invoices finalised within 30 working days of receipt.
Definition	<p>This indicator measures the percentage of medical invoices finalised within 30 working days.</p> <p>Medical invoices refer to all invoices received from on accepted claims Medical Service Providers which should be accompanied by all relevant medical reports.</p> <p>Finalised refers to invoices which have a status of paid (Finance paid), execute payment (authorised payment) or rejected within the turnaround time.</p> <p>30 working days of receipt refers to the date an invoice is received online or the date captured manually on the system until the invoice is finalised.</p> <p>The turnaround time 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>
Source of data	CompEasy system generated Key performance indicator report. Batch bulk payment report.
Method of Calculation / Assessment	<p>Numerator: Number of medical invoices finalised 30 working days</p> <p>Denominator: All medical invoices received in the financial year to date.</p> <p>Calculation:</p> <p>Percentage of accepted 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>
Means of verification	System generated medical invoices reports ascertaining the total number of medical invoices finalised within turnaround time.
Assumptions	<ul style="list-style-type: none"> *Claim liability is accepted • All supporting documents are accurate and valid as per the relevant Standard Operating Procedure (SOP) • The data integrity is guaranteed • System will always be available
Disaggregation of Beneficiaries (where applicable)	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
Spatial Transformation (where applicable)	<p>Reflect on contribution to spatial transformation priorities: NA</p> <p>Reflect on the spatial impact area: N/A</p>
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly reporting
Desired performance	Finalising 80% of medical invoices within 30 working days
Indicator Responsibility	Chief Director: Medical Benefits.

PROGRAMME 4: ORTHOTIC AND REHABILITATION SERVICES

Indicator Title	Percentage of requests for assistive devices finalised within 15 working days
Definition	<p>This indicator seeks to ensure that 90% of assistive device requests are finalised within 15 working days.</p> <p>A request for the assistive devices requires the following:</p> <ul style="list-style-type: none"> • A dated quotation from the Medical Service Provider (MSP) not older than 90 days when submitted to CF • The COID Prosthetic and assistive device request form signed by MSP and client • WCL4 (First medical report) and WCL2 (First employer report) required for first time applicants. • Recurring applicants are assessed through the COID application form which requires clinical information. <p>Request received: refers to the date a request is electronically received from a Medical Service Provider (MSP)</p> <p>Assistive devices: refers to the assistive devices as defined in the SOP</p> <p>15 Working days: 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>Finalised: is an approved or rejected response dated letter based upon the initial request received. The letter is electronically communicated to the MSP.</p>
Source of data	Assistive device listing report
Method of Calculation / Assessment	<p>Numerator: Number of requests finalised within 15 working days</p> <p>Denominator: Number of requests received during the financial year</p> <p>Calculation:</p> <p>Percentage of requests for assistive devices finalised within 15 working days = Nominator 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>
Means of verification	<p>Proof of the following:</p> <p>Electronically received request from Medical Service Provider, COID forms + quotation and response letter sent electronically to Medical Service Provider.</p>
Assumptions	<ul style="list-style-type: none"> • Liability status accepted on the system • All supporting documents are accurate and valid as per the relevant Standard Operating Procedure (SOP)
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	<p>Reflect on contribution to spatial transformation priorities (N/A)</p> <p>Reflect on the spatial impact area (N/A)</p>
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired Performance	Finalising 90% of assistive devices requests within 15 working days
Indicator Responsibility	Chief Director: Orthotics and Rehabilitation Services

Indicator Title	Number of learners funded annually at Post School Education and training institutions
Definition	<p>The indicator seeks to ensure that 895 first time applicants who are financially needy and academically eligible learners accessing higher education are funded annually</p> <p>The explanations of the technical terms used in the indicator are as follows: Financially needy are learners whose combined household income is the threshold of R600 000 and below annually. Academically eligible are individuals accepted or currently enrolled at a tertiary institution, with funding being awarded when acceptance is confirmed by the institution. Post-School Education and Training (PSET) comprises of public Higher Education Institutions (HEIs), Technical and Vocational Education and Training (TVET) colleges and Community Education and Training (CET) colleges, private HEIs (registered with the Department) and private colleges (registered with the Department). Funding is the financial support awarded to needy learners, does not need to be reimbursed but may have a work back-obligation commitment. The general youth students will only be funded through public Post School Education and Training Institutions. However, the dependents of injured workers will be considered to be financed through other Private Higher Education Institutions to enable accessibility to the student for programmes offered by private institutions and where acceptance is only provided by the private institutions. Academic year refers to the annual period of sessions on an institution of study, usually beginning in January and ending in December or as pronounced by the Department of Higher Education and Training.</p>
Source of data	<p><u>Household income verification</u></p> <ul style="list-style-type: none"> • Strategic partner administered bursaries: Financial institution verification results <ul style="list-style-type: none"> • In-house administered bursaries: Proof of income: Certified or official copy of the latest pay slip/ three months' bank statement for each parent or legal guardian/ SASSA grants letter/ Unemployment Insurance Fund (UIF)/ Compensation Fund (CF)/ any retirement, life, disability or other benefits paid as a lump sum or in monthly payments/ Affidavit <p><u>Awarding of Funding</u></p> <ul style="list-style-type: none"> • Funding administered by the Strategic Partner: ID Copies of applicants and learner agreement /learner list • Funding administered by the Fund: ID Copies of applicants and learner agreement /learner list
Method of Calculation / Assessment	A simple count of first time applicant learners who are funded for the academic year
Means of verification	Learner files or learner listing reports
Assumptions	The available funds would cover learners who successfully enrolled at the PSET and CF dependents enrolled at Private institutions.
Disaggregation of Beneficiaries (where applicable)	Young people between the ages of 17 and 25 years
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Annual
Desired Performance	895 First time applicant Learners funded by the Compensation Fund
Indicator Responsibility	Chief Director: Orthotics and Rehabilitation Services

Indicator Title	Number of Persons with Disabilities funded annually for Vocational Rehabilitation Programme
Definition	<p>The indicator seeks to ensure that 200 first time applicants who are Persons with Disabilities are funded on the Vocational Rehabilitation Programme.</p> <p>The explanation of technical terms used in the indicator</p> <p>Persons with disabilities are unemployed Compensation Fund beneficiaries (Injured or diseased workers who acquired a permanent disablement) and general unemployed persons with disabilities who are willing to undergo Vocational Training.</p> <p>Vocational training is the training that enables one to acquire skills and prepares beneficiaries for a particular trade, craft, profession or role.</p> <p>Funding is the financial support awarded to persons with disabilities for vocational training, and does not need to be reimbursed.</p> <p>Vocational Rehabilitation Programme refers to a programme for PWD's that seeks to remove barriers to accessing, returning to employment or other useful occupation by providing funding towards vocational training</p> <p>Academic year refers to the annual period of sessions on an institution of study usually beginning in January and ending in December or as pronounced by the Department of Higher Education and Training.</p>
Source of data	<ul style="list-style-type: none"> • Funding administered by the Strategic Partner: ID Copies of applicants, learner agreement or learner listing • Funding administered by the Fund: ID Copies of applicants, learner agreement or learner listing
Method of Calculation / Assessment	A simple count of first time applicant learners who are CF beneficiaries and General Persons with Disabilities who are funded for the academic year
Means of verification	<ul style="list-style-type: none"> • Enrolment form & learner agreement signed for all parties • Learner files or learner listing reports
Assumptions	The available funds would cover Persons with Disabilities who are funded for Vocational Rehabilitation Programme.
Disaggregation of Beneficiaries (where applicable)	100% of people with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Annual
Desired Performance	200 First time applicant persons with disabilities funded by the Compensation Fund
Indicator Responsibility	Chief Director: Orthotics and Rehabilitation Services

