

THE COMPENSATION FUND DRAFT ANNUAL PERFORMANCE PLAN 2024/25



employment & labour

Department:
Employment and Labour
REPUBLIC OF SOUTH AFRICA



Compensation Fund

Wolfsburg Drive, Pretoria

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ORGANISATIONAL STRUCTURE



**ACTING
COMPENSATION
COMMISSIONER:**

F. FAKIR



**Director
Anti Corruption
and Integrity
Management:**

Adv. M. Ntsele



**Director
Risk
Management:**

K. Nkabinde



**Director
Executive
Support:**

M. Khosa

**Director
ICT:**

N. Mabanga



**Acting Director
Internal Audit:**

S. Zwane



**Chief Director,
COID
Services:**

J. Soupen



**Acting Chief
Director,
Orthotic &
Rehabilitation:**

N. Magonono



**Acting Chief
Director
Medical Benefits:**

D. Nkabinde



**Chief Director
Financial
Management:**

M. Mokoena



**Acting Chief
Director
Corporate
Services:**

S. Mhlungu



**Chief
Operations
Officer:**

J. Modiba

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 of 1993 as amended by the Compensation for Occupational Injuries and Diseases Act No. 61 of 1997, which is amended by the Compensation for Occupational Injuries and Diseases Act No. 10 of 2022, to provide compensation in the event of an occupational injury or occupational disease.

The Financial Year 2024/25 is the final year of the five-year Strategic Plan. This Annual Performance Plan (APP) sets out the performance measures and targets that the Compensation Fund will pursue in the final year of the 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 2022/23, amendments to the Compensation for Occupational Injuries and Diseases Act No. 61 of 1997 resulting in the Compensation for Occupational Injuries and Diseases Act No. 10 of 2022 was signed into ascent by President Ramaphosa in April 2023t. Among the 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; and
- iii. to regulate compliance and enforcement of the Act.

The Fund requires experienced and skilled individuals who can address the challenges the Fund faces. The Fund requires skills specifically within the areas of Finance, Medical, Actuarial and Compensation for Occupational Injuries and Diseases. The Fund is competing with Private sector and has limitations in attracting the scarce skills it requires.

For a number of financial years, the Compensation Fund received a disclaimer audit opinion. The Fund will continue with the implementation of Audit Action Plans (Clean Audit) to resolve findings and implement recommendations identified by the Assurance bodies (AGSA and Internal Audit).

The Fund continues with the implementation and enhancement of the eCOID Modernisation Project. This project is aimed to improve the claims management systems in order to address weaknesses in the control

environment, improve the turnaround time, introduce efficiencies and eliminate opportunities for fraud.

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 Acting Director-General, the Acting 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 2024/25.



Mr TW Nxesi, MP

Minister of Employment and Labour

ACCOUNTING AUTHORITY STATEMENT

In an effort to implement the mandate of providing social security to all injured employees who acquired workplace diseases, the Compensation Fund developed outputs, performance indicators and targets in the Annual Performance Plan. In developing the Annual Performance Plan, the Fund ensured alignment to the Medium-Term Strategic Framework (MTSF) 2019-2024 and the Minister's Performance Agreement. The Compensation Fund contributes to the following MTSF Priorities; Priority 1: Capable, Ethical and Developmental State, Priority 2: Economic Transformation and Job Creation, and Priority 4: Consolidating the Social Wage through Reliable and Basic Services.

The Annual Performance Plan seeks to ensure and improve service delivery to the citizens of the Republic. Continuous monitoring and evaluation of the implementation of the Annual Performance Plan is implemented to ensure relevant and executable mitigation plans are in place.

This Annual Performance Plan is the fifth and final plan on the five-year Strategic Plan. This Annual Performance Plan was developed considering challenges faced by the Fund since the implementation of the first APP. The Fund will continue to implement the recommendations identified by the assurance providers and address issues of fraud that impact negatively on the performance by the Fund. We will continue with the implementation of the CF Audit Action Plan, enhancements and improvement of the ICT environment, closing of skills gaps and capacitation of the Fund.

Despite some challenges, the implementation of the claims management system introduced during the 2019/20 financial year is yielding positive results in terms of improving efficiencies in claims adjudication. The Compensation Fund will continue with the implementation of the Rehabilitation and Return to Work programmes.

It is my pleasure to introduce this Annual Performance Plan for the financial year 2024/25.

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



Ms Onke Mjo

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 2024/25.

J Modiba

Signature:  _____

Chief Operations Officer

S Mthungu

Signature:  _____

Acting Chief Director: Corporate Services

N Magonono

Signature:  _____

Acting Chief Director: Orthotics and Rehabilitation Services

D Nkabinde

Signature:  _____

Acting Chief Director: Medical Benefits

J Soupen

Signature:  _____

Chief Director: COID Services

M Mokoena

Signature:  _____


Chief Director: Financial Management

F Fakir

Signature:  _____

Acting Compensation Commissioner

O Mjo

Signature:  _____

Acting 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. This was amended by the Compensation for Occupational Injuries and Diseases Act No. 10 of 2022. 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 amendment of Section 30 of Compensation for Occupational Injuries and Disease act 130 of 1993 has open up licenses to all interested financial institutions to carry on the business of insurance of employers against their liabilities to employees in terms of this Act. This has the effect that the issuance of licenses is no longer confined to mutual associations only.

Section 1 of the COIDA has been amended by insertion of a new definition of "Rehabilitation". In terms of section 70A the Compensation Fund, Employer individually liable or licensee must make facilities, services for the rehabilitation of occupationally injured or diseased employees. The new provisions creates an obligations on the Compensation Fund, employer individually liable or licensee to provide facilities and services to rehabilitate employees who suffered occupational injuries or diseases. Employers who participate in the rehabilitation of employees who suffered occupational injuries or diseases and continue to keep their workplaces accident free/ safer may submit a report to the Compensation Commissioner for consideration of a further rebate in addition to the reduction they receive in terms of section 85 of the Act.

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

- **Constitution of the Republic of South Africa, 1996, as amended;**
- **Occupational Health and Safety Act, 1993;**
- **National Economic Development and Labour Council Act (NEDLAC), 1994;**
- **Labour Relations Act, 1995, as amended;**
- **Basic Conditions of Employment Act, 1997, as amended**
- **Employment Equity Act, 1998, as amended;**
- **Skills Development Act, 1998, as amended;**
- **Unemployment Insurance Act, 2001, as amended;**
- **Unemployment Insurance Contributions Act, 2002;**
- **Employment Services Act, 2014;**
- **Public Finance Management Act, 1999, as amended;**
- **Public Service Act, 1994, as amended;**
- **Broad Based Black Economic Empowerment Act, 2003;**
- **Preferential Procurement Policy Framework Act, 2000;**
- **Prevention and Combating of Corrupt Activities Act, 2004;**
- **Promotion of Access to Information Act, 2000;**
- **Promotion of Administrative Justice Act, 2000;**
- **Promotion of Equality and Elimination of Unfair Discrimination Act, 2000.**
- **Protected Disclosure Act, 2000; and**
- **Prevention of Organised Crime, 2004, as amended**
- **Protection of personal Information Act, 2013.**

2 Updates to Institutional Policies and Strategies

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

<p style="text-align: center;"><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 style="text-align: center;"><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 was declared unconstitutional by the North Gauteng High court Division.

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

The domestic employees case has now been finalised. This means that they are immediately covered from the date of the Constitutional Court ruling confirming all of the North Gauteng High Court orders on the matter. The coverage is retrospective from April 1994. The President has now been signed the bill into law.

The case of *Compensation Commissioner v/s Compensation Solution (Pty) Ltd* case no 1175/2022 the Supreme court of appeal in Bloemfontein had a task for the interpretation of court order of 31 July 2009 commonly known as (the 75 day order) (i) The question before court was whether order applies to medical accounts that formed the subject matter of application 35047/2009 or it also applies to medical accounts to be submitted after 31 July 2009 .(ii) The second point to be clarified by the court was whether the compliance with the so called W.CI.20 procedure reflected in the applicable regulations issued pursuant to the Act is mandatory and a jurisdictional prerequisite to legal proceedings.(iii) the third question before court was whether section 32 of the Act prohibits the cession by medical service providers of their medical accounts .

The supreme court of appeal confirmed the judgement by the High court that the settlement agreement judgement and 75 days order did not regulate the processing and payment of claims submitted after July 2009. That is a significant decision for the Compensation Fund after a long period Compensation Solution exploiting the loophole in the settlement agreement judgement. The second and the third special pleas were dismissed by the court.

PART B: OUR STRATEGIC FOCUS

1 Updated Situation Analysis

The Fund strive to continue providing and delivering efficient and effective services to all South Africans despite faced challenges threatening this endeavor. The following challenges beset the Fund over years;

- 1.1 Weaknesses In the control environment:** To address this, the CF Action Plan 2.0 was conceptualised and implemented over a three-year period to address the root causes of the inefficiencies and weaknesses in the control environment. The Fund further developed and currently implementing Audit Action Plans (Clean Audit) to complement the CF Action Plan aimed at correcting findings and weaknesses identified by the Assurance bodies (AGSA and Internal Audit). In addition, Strategic and Operational Risk Registers reviewed with mitigation actions being incorporated in activities and processes of the Fund. The Internal Control structure has been reviewed and the increase in capacity and skills will allow Internal Control sub-directorate to carry on its duties effectively as it will have access to a wider range of expertise that will enhance the control functions of the Fund. The Fund continues to implement the eCOID Modernisation Project to improve its claims management systems in order to address weaknesses in the control environment, improve the turnaround time, introduce efficiencies and eliminate opportunities for fraud.
- 1.2 Skills gap and capacity constraints due to, amongst other issues, competition for these skills with the private sector:** To address this, the Fund is ensuring the recruitment of skills required specifically within the areas of Finance, Medical, Actuarial and Compensation for Occupational Injuries and Diseases. The Fund also engaged in organisational culture renewal and capacity building - Restructuring of the Fund to attract the appropriate skills and currently conducting (together with the Unemployment Insurance Fund) the organisational architectural review process.
- 1.3 Limited capacity within the ICT environment and incompatible ICT infrastructure:** To mitigate, the Fund continues to with the continuation of the Technology Projects, implementation, improvement and modernisation of COMPEASY claims management system.
- 1.4 Continulng non-compliance by employers in respect of the return on earnings:** To address this, the Fund simplified the ROE process through technology and none complying employers are referred to the DEL Branch, Inspections and Enforcement Services to inspect, follow-up and enforce. The Fund continues with the online CF-Filing system for the registration of employers and submission of Return on Earnings (ROEs).

1.1 External Environment Analysis

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

EXTERNAL	TREND
<p>Political factors</p>	<p>National Elections. This may impact the policy environment and also the political stability of the country. This may further impact on Service delivery of the Fund as new policies may be implemented.</p> <p>The Russian-Ukraine War - Is impacting negatively on global relationships between countries as tensions rise that could lead to the escalation of the War to other areas of the globe. The war is also resulting in the rise in food and other commodity prices that may lead to unrest in the country due to hunger. This may further result in a decrease in employment opportunities, subsequently leading to social instability and less return of earnings for the Fund as well as poor investment performance.</p> <p>The impact of sustainable Globalisation. Globalization impacts on how the country is trading with other countries, such as in SADC, i.e. trade rules. Globalisation is also being impacting on how technology has resulted in the world becoming more connected and interdependent place. Globalisation is therefore resulting in economic and social changes in the lives of people and the clients of the CF.</p> <p>The expansion of the BRICS countries- The expansion of BRICS will give impetus to payments in international trade in domestic currencies. This will help reduce the monopoly of the dollar. Not only this, since most of the BRICS countries are struggling with the problems of balance of payments, this can help them to get rid of the imperative of dollars and the problems of balance of payments to a great extent. Not only this, the economic growth of these countries can also get a boost due to an increase in mutual trade among BRICS countries. It can be helpful to a great extent in increasing mutual relations and cooperation among developing countries. (Implications of BRICS expansion (dailypioneer.com))</p> <p>The National Health Insurance- The introduction of the NHI is already creating uncertainty on the role of entities including the CF. The possible emigration of many doctors due to the introduction of the scheme may impact negatively on the health care system and the ability of the Fund to attract the required skills. The introduction of the NHI may also result in the Fund have to revisit its current policy direction. Uncertainty about the affordability of the scheme by CF beneficiaries and the quality services thereof is a concern.</p> <p>Increase In Labour Migration as people move from the rural areas to urban areas in order to improve their economic situation which may impact food security of individuals and the country as a whole and also on spatial development in the country as urbanization increases. As more people become urbanized and be formerly employed, this may put additional pressure on the Fund to provide social security.</p>
<p>Economic factors</p>	<p>High Interest rates and Inflation rates have an impact on the cost of living as the price of goods and services increases which will have a negative impact on the social security which may decrease the financial viability of the Fund as companies/ individuals are unable to provide sufficient Funding as required by COIDA. Furthermore, economic shocks such as high interest rates and inflation have an impact on investment returns. Average inflation expectations for this year fell to 6.1% in the third quarter from 6.5% previously, according to a survey released on Monday by the Stellenbosch-based Bureau for Economic Research. The rate of price growth for 2024 is now seen declining to 5.5% from 5.9% and to 5.3% from 5.6% in 2025, according to participants in the poll of analysts, business people, labour unions and households (Inflation</p>

EXTERNAL	TREND
	<p>expectations drop for first time in two years - good news for interest rates Business (news24.com)</p> <p>. The high inflation also erodes the benefits paid to beneficiaries as it reduces the purchasing power.</p> <p>Decrease In Tax Revenue-South African bonds extended declines on Tuesday after a top official said tax revenue is falling well short of targets, fuelling concerns that the government will have to flood an already near-saturated market with increased bond issuance.</p> <p>The warning from South African Revenue Service Deputy Commissioner Johnstone Makhubu came after the National Treasury last week raised the alarm about the budget deficit, cautioning government departments that they would have to rein in spending. Tax revenue rose 2.6% in the year through August, compared with a budget estimate of 6%, as rolling power outages crimped economic output, Makhubu told Business day newspaper (SA bonds extend losses as tax revenue shortfall strains budget Business (news24.com)). The result may impact spending by Government which in may result in Government Departments and Programmes being reduced-South Africa's R4.7 trillion "unsustainable public debt levels", including low growth rates, forced President Cyril Ramaphosa to consider cutting the government's size to stabilise the economy (Ramaphosa to push ahead with cutting government's size to stabilise economy News24)</p> <p>Load shedding contribute to the shrinking of economy as many businesses are unable to grow and, in some instances, close down, the persistence of this will impact on the financial sustainability of the Fund as revenue streams decrease. Mining production, for example, fell by 3.7% in the fourth quarter of 2022. At the recent Mining Indaba in Cape Town, platinum sector representatives noted that they were able to manage the impact of load shedding up to level six, but would become a major issue thereafter, with the risk of shaft closures and job losses. Heavy rains in the fourth quarter and February have added to the challenges mining firms face. Meanwhile, load shedding could have an impact on SA's food production, transport and storage. According to the Agricultural Business Chamber of SA (Agbiz), persistent load shedding has already hurt production. Load shedding also impacts the retail (Shoprite, for example, has been spending R100m on diesel every month during periods of Stage 6 load shedding. Ghosh says his analysis suggests that retail profits could decline by about 10% if the current load shedding patterns persist), Health Care (Life Healthcare said its diesel costs in the four months to the end of January increased to R25m, from R5m in the previous comparable period) and property (according to Attacq (owner of the Waterfall precinct), its average diesel cost per day rises to R511,500 in the event of Stage 6 load shedding, from R170,526 per day during Stage 2 load shedding) sector. (SA's Load Shedding: Impact on Key Economic Sectors (investec.com))</p> <p>Increases In Municipal Rates and taxes: Despite National Treasury guidelines, municipalities have regularly increased their rates by over 10% per annum over the past few years – more than the annual consumer price index (CPI). Water and property rate prices rose by a substantial 140% between 2010 and 2021, almost double the rise in the general price level. (https://propertywheel.co.za/2023/06/municipalities-increasing-property-rates-contravenes-national-treasury-guidelines-says-sapoa/#:~:text=Despite%20National%20Treasury%20guidelines%2C%20municipalities,in%20the%20general%20price%20level.)</p> <p>Above inflation increases in rates and taxes is further having a negative impact on the cost of living. It is also resulting in many businesses/ citizens being unable to pay municipal accounts which will in all probability result in the further erosion of Municipal finances</p>

EXTERNAL	TREND
	<p>Increasing rate of unemployment decreases the social stability of the country as the gap between the rich and the poor increases. Social security is also decreased as high level of unemployment may increase the burden on the State to provide additional social services. The beneficiaries of the CF will also be affected since their benefits will be expected to be stretched in the process of taking care of their families who are affected by unemployment. The number of unemployed people in South Africa increased from 5,0 million in Q2:2013 to 7,9 million in Q2:2023. The proportion of those in long-term unemployment increased from 66,7% in Q2:2013 to 77,3% in Q2:2023. Official unemployment rate has decreased by 0,3 of a percentage points to 32,6% in Q2:2023.</p> <p>(https://www.statssa.gov.za/publications/P0211/Presentation%20QLFS%20Q2%202023.pdf)</p> <p>Global diseases/pandemics impact the global economy as this results mainly in many businesses and even countries having to do re-evaluation of their economic models. This, then, impacts the global trade of good and services as the prices of goods and services, such as the shipping costs, have been disrupted. Future disease/pandemics, especially those occurring within the workplaces, may result in more claims being submitted to the Fund, which may negatively impact the financial stability of the Fund.</p>
Social factors	<p>Increase in Civil unrests, including Political assassinations, as a result of decreases in economic and social stability, which may lead to more job losses with ultimate impact on the Fund's financial stability possibly due to lesser return earnings by employers.</p> <p>New ways of working not catered for in the legislation. Many employees and employers have re-assessed the work-live balance as a result of environmental changes e.g. the Covid-19 pandemic. Legislation will therefore have to be reviewed in order to accommodate business continuity.</p> <p>Increasing awareness of health and safety in the workplace is impacting positively on employers as they are now expected to comply with various pieces of COID and OHS legislation.</p> <p>Changes in the social and health environment result in the rise of Lifestyle diseases e.g. increase utilization of Fast Food outlets. This may require employers, such as the Fund, to increase awareness amongst employees about healthier lifestyle options.</p> <p>Shortage of Skills and Education is impacting negatively on the employment environment, resulting in fewer people entering the work force with the required skills leading to less revenue for the Fund.</p> <p>Urbanization. Increase in Labour Migration as people move from the rural areas to urban areas in order to improve their economic situation which may impact food security of individuals and the country as a whole and also on spatial development in the country as urbanization increases. This will affect the service delivery norms and standards with expected possible overloading.</p> <p>Disability Inclusion: Legislative frameworks for progressive transformation have not gone as far as to compel the complete inclusion of people with disabilities in the mainstream economy through employment, skills development, enterprise and supplier development and socio-economic initiatives. The return-to-work program and departmental priorities are both significantly impacted by this.</p>
Technological factors	<p>Increased demand in technology infrastructure. New technological innovations and implementation of best systems will, possibly, increase accessibility to COID services and improve service delivery due to high automation.</p>

EXTERNAL	TREND
	<p>Rising of cybercrime - development of technology comes with the rise of cybercrime which will affect data and etc. Almost half of organizations say they have suffered from fraud or economic crimes in the past two years. Cybercrime is seen as posing the biggest threat, according to a new survey by PwC. Hackers and organized crime groups are becoming increasingly sophisticated, and businesses need new tools to help them cope. (https://www.weforum.org/agenda/2022/07/fraud-cybercrime-financial-business/) These attacks and other cyber issues are affecting the integrity of data with the Fund being prone to fraud</p> <p>Increase in automation impacts the workplace environment. Machines replacing humans in the workplace have been a constant source of fear since the Industrial Revolution, and it has become a more prominent topic of discussion in recent decades with the rise of automation. Automation has been around for centuries, and its use has increased significantly in recent years across many industries, including manufacturing, transportation, healthcare, and retail. The implementation of automation can bring many benefits, such as increased productivity, efficiency, and improved quality and safety. However, it also poses challenges and potential negative impacts on the economy and job market. Automation can lead to job displacement, income inequality, and dependency on technology. (https://pub.towardsai.net/the-rise-of-automation-how-it-is-impacting-the-job-market-e8a6c7d5e6e3)</p>
Legal factors	<p>Enactment of the revised COIDA-The enactment of COIDA is going to impact on how the Compensation Fund functions and will require that the Fund realigns its business processes with these changes to comply with the laws.</p> <p>Working from home policy as employees and employers are re-evaluating the working environment. This will have to be addressed by Government as a whole and not individual Departments</p> <p>Lack of capacity in law enforcement – dependency on the South African Police Services and the State Attorneys may impact negatively on the Fund's ability to combat corruption if these services are not sufficiently capacitated.</p> <p>The National Health Insurance. Further clarity will be needed in order to determine the impact of the NHI on the Fund.</p> <p>Introduction of new regulations in supply chain - might result in non-compliance e.g. Inclusion of procurement from Designated Groups.</p>
Environmental factors	<p>The Impact of Globalisation. This is impacting on the environment i.e. Global Warming. It is resulting in countries and businesses re-evaluating the way they are conducting business.</p> <p>Global diseases/pandemics. An infectious disease may reduce or even stop the exponential growth of a population. (https://pubmed.ncbi.nlm.nih.gov/1895021/#:~:text=An%20infectious%20disease%20may%20reduce,on%20a%20contact%20parameter%20kappa.) This may in turn impact negatively on the labour markets resulting in skills shortages</p> <p>Natural disasters resulting in unnecessary deaths and or casualties which will impact negatively on the labour markets resulting in skills shortages</p> <p>Riots threatening stability of the country</p> <p>Climate change - Climate change could affect our society through impacts on a number of different social, cultural, and natural resources. For example, climate change could affect human health, infrastructure, and transportation systems, as well as energy, food, and water supplies.</p>

EXTERNAL	TREND
	<p>Some groups of people will likely face greater challenges than others. Climate change may especially impact people who live in areas that are vulnerable to coastal storms, drought, and sea level rise or people who live in poverty, older adults, and Immigrant communities. Similarly, some types of professions and industries may face considerable challenges from climate change. Professions that are closely linked to weather and climate, such as outdoor tourism, commerce, and agriculture, will likely be especially affected. (https://19january2017snapshot.epa.gov/climate-impacts/climate-impacts_society_.html#:~:text=Climate%20change%20could%20affect%20our,%20food%20and%20water%20supplies.)</p> <p>A reduction in employment especially in the Agricultural Sector which may impact on the Fund ability to remain sustainable in the long term</p>

1.2 Internal Environmental Analysis

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

Strategy and Policy Analysis	
<p>Strengths</p> <ul style="list-style-type: none"> ● Industry Partnerships such as with Medical Service providers ● The continuous expansion of various services by the Fund, such as return to work policies, which includes people with disabilities, and availability of various bursary schemes for both internal and external clients ● The Fund has National Footprint as a result of the various Labour Centres throughout the country. ● Strategic Direction created through the clear Mandate of the Compensation Fund and various Strategic documents ● Financial viability and strength through the efficient collection of ROE's from various employers. ● The continuous revision of various CF policies to ensure alignment to the CF Mandate and to enable improved service delivery 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Policies and processes related to the revised COIDA may not be completed by the time the Act is enacted ● Weak control environment resulting in the continuous negative AGSA audit opinions ● Poor implementation of Financial Policies and procedures i.e. Supply Chain Management
<p>Opportunities</p> <ul style="list-style-type: none"> ● The enactment of COIDA poses an opportunity for the Compensation Fund to develop and revise the relevant policies and processes in order to align with the revised COIDA ● The Inclusion of domestic workers as part of the revised COIDA will result in the expansion of the social protection net for employees ● Expanding access channels i.e. through the expansion of the BRICS countries 	<p>Threats</p> <ul style="list-style-type: none"> ● The enactment of COIDA poses a threat if the Compensation Fund has not revised the relevant policies and processes in order to align with the revised COIDA which may result in third parties taking over the Compensation Fund ● Ukraine & Russian war - may result in the shortage of certain staple foods such as maize ● National Health Insurance (NHI)- the impact on Government regulation/red tape/bureaucracy

<ul style="list-style-type: none"> ● Collaboration with other/3rd party organizations and across government ● Support Government Priorities 	<ul style="list-style-type: none"> ● National Health Insurance (NHI)- the Impact on Private Health Care Practitioners and also the funding of the NHI ● Natural and political instability i.e. National elections and Instability of many of the Municipalities ● Poor Economic growth resulting in the inability to contribute towards job creation ● Employer non-compliance related to the submission of the required assessments
Structure Analysis	
<p>Strengths</p> <ul style="list-style-type: none"> ● Good Governance Structures ● The Compensation is the Biggest Medical Aid in the country which has the ability to contribute to the social net if the Mandate is implemented effectively ● Leader in Africa when it comes to compensation of injured and diseased workers 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Current structure is not fit for purpose and is in the process of being reviewed ● Office space is becoming a critical issue as more officials are being employed ● Dependency on the Department of Employment and Labour for ICT Organisational Structure / Capacity ● Inability to leverage on new technology to detect fraud and report on financials as a result of aging ICT infrastructure
<p>Opportunities</p> <ul style="list-style-type: none"> ● The current process of restructuring the Compensation Fund and the enactment of COIDA is an opportunity to reassess the structure 	<p>Threats</p> <ul style="list-style-type: none"> ● Lack of integration between government departments
Processes Analysis	
<p>Strengths</p> <ul style="list-style-type: none"> ● Policies and SOP's which provide clarity on the process flow. 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Backlogs on claims adjudication and the finalisation of invoices ● Inability to effectively collect Employers' return of earnings ● Ongoing Fraud and corruption within the Compensation Fund ● Long SCM/procurement processes
<p>Opportunities</p> <ul style="list-style-type: none"> ● Process re-engineering & redefinition as a result of restructuring process being undertaken at present ● Enable real-time service delivery by making use of Technology 	<p>Threats</p> <ul style="list-style-type: none"> ● Collections - Inability to collect ROE's effectively may impact the long term sustainability of the Fund ● Inability of the IT System to automatically detect payment of duplicates or fraudulent activities
Digitisation/Technology Analysis	
<p>Strengths</p> <ul style="list-style-type: none"> ● Availability of a detailed database of all injured workers 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Dependency on SITA & DEL for-tech services

<ul style="list-style-type: none"> • The existing claims processing system 	<ul style="list-style-type: none"> • System / Technology • Lack of business accountability for ICT/digital projects
<p>Opportunities</p> <ul style="list-style-type: none"> • Digitization of the organization • Modernize online service • Improve Service Delivery through systems • Expansion and growth of the ICT area within the organisation • Comprehensive security system 	<p>Threats</p> <ul style="list-style-type: none"> • Collections - Inability to collect due to systems • System/ Cyber Security should be improved on a continuous basis. Failure to may result in an increased cyber security threat • The current 4th Industrial revolution and mechanisation means less jobs and less contributions which will impact the financial sustainability of the Fund • Weak IT infrastructure controls leading to the Fund being exposed to fraud e.g. Payment to unintended beneficiaries as banking details are changed
People Analysis	
<p>Strengths</p> <ul style="list-style-type: none"> • Resilient officials being employed at the Compensation Fund • The Compensation Fund employs specialised officials • Minister Support and Buy-In • Availability of training opportunities for Staff member e.g mentoring programme, bursaries and short courses, is resulting in staff being highly capacitated staff • Inclusion of Women, Youth, People with Disabilities during the recruitment processes and CF forums 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Low morale of officials • Brand positioning/negative publicity/reputation • Poor organisational culture • Capacity constraints • Lack of talent management, succession planning and career pathing • Salary discrepancy between private and government • Attraction and retention of specialised officials • Silos mentality of officials in different programmes • Staff attrition due to age and better offers
<p>Opportunities</p> <ul style="list-style-type: none"> • Ability to attract specialised officials who can contribute to the implementation of the CF Mandate 	<p>Threats</p> <ul style="list-style-type: none"> • High staff attrition (Skilled people leave) • Fraud and corruption e.g. Collusion of ex-employees with current employees (Insider Trading)

Combined external and internal analysis

Internal & External Analysis	Strengths	Weaknesses	Opportunities	Threats
Economical	Financial viability through investments and ability to assess employers	Inability to collect ROE's effectively may impact the long-term sustainability of the Fund The work done through	<ul style="list-style-type: none"> • Partnership with stakeholders e.g. SARS • Investment in number of Entities including SMMEs • The establishment of new business can result in an increase in revenue generation 	<ul style="list-style-type: none"> • Poor return on investments • Threat to the Balance sheet due to changes in interest rates as the results of the economy not doing well • Fraud and corruption e.g. Collusion of ex-employees with current employees (Insider Trading)

Internal & External Analysis	Strengths	Weaknesses	Opportunities	Threats
		Employers audits not effective	<ul style="list-style-type: none"> • The World Bank said the R38.8 billion relief packages to support businesses and the R350 monthly payment to households that were affected by the pandemic as well as by riots and looting, respectively, had boosted economic activity 	<ul style="list-style-type: none"> • Lack disability inclusive culture drive by business to optimise the integration of Persons with Disabilities
Social	The Fund continue to offer social security services through its Programmes	Inadequate capacity and skill to fully implement the mandate	<ul style="list-style-type: none"> • Increased access to social security services by the public (i.e. Pensions) can improve living standards • Improved quality of life for people with disabilities including clients of the Compensation Fund • New and innovative ways of discharging the functions (Organisational Architectural Review) • Readiness (financial strength of the Fund) to respond to pandemics like COVID-19 . 	<ul style="list-style-type: none"> • Increase in Civil unrests as a result of decreases in economic and social stability, which may lead to more job losses with ultimate impact on the Fund's financial stability possibly due to lesser return earnings by employers. • Inability of clients to access the Fund services due to travelling distances • Breakdown in the public health sector will result in an increase of diseases which will further impact on society • The inclusion of Domestic Workers as employees who can access Compensation Fund benefits might have unintended consequences for the Fund if not well managed. (This will surely broaden the social security net of vulnerable employees)
Technological	Financial viability enabling the deployment of best systems	The Fund dependence of ICT infrastructure and governance structures	<ul style="list-style-type: none"> • Continuous implementation and refinement to the claims management systems in the Compensation Fund such as the implementation of 	<ul style="list-style-type: none"> • Cyber crime • Poor reputation of the Fund. • Limited access to the Fund's Services i.e. medical services • Dependence and aging of ICT infrastructure

Internal & External Analysis	Strengths	Weaknesses	Opportunities	Threats
		outside the Fund	CompEasy and the new employer assessment model (Using new technology/4th industrial revolution) <ul style="list-style-type: none"> ● Social media a platform to market CF 	
Legal	The current process of restructuring the Compensation Fund and the enactment of COIDA is an opportunity to reassess the structure	Insufficient CF Policies related to the revised COIDA	<ul style="list-style-type: none"> ● The revised COIDA addressed some exclusions like the Domestic workers. 	<ul style="list-style-type: none"> ● Litigations due to the non-payment of valid claims ● Tarnished Compensation Fund reputation. ● Conflict of interest for Mutuals and other organisations. ● Unethical conduct by users of the services of the Fund. ● Dependency on the South African Police Services and the State Attorneys may impact negatively on the Funds ability to combat corruption if these services are not sufficiently capacitated. ● (Customer care, Legal Services and all Programmes)

PART C: MEASURING OUR PERFORMANCE

1 Institutional Programme Performance Information

Office of the Compensation Commissioner

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

1.1 PROGRAMME 1: ADMINISTRATION

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

1.1.2 Sub Programmes

Sub Programme: Information and Communication Technology

Purpose: To provide Information and communication technology management Services

Sub Programme: Executive Support

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

Sub Programme: Internal Audit

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

Sub Programme: Risk Management

Purpose: To provide risk management services.

Sub Programme: Anti-Corruption and integrity management

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

Sub Programme: Office of the Chief Operations Officer

Purpose: To strategically oversee the management of operations services.

Sub Programme: Financial Management

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

Sub Programme: Corporate Services

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

1.1.3 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Target					Estimated Performance	MTEF Period
			Audited /Actual Performance						
			2018/19	2019/20	2020/21	2021/22	2022/23		
Claim registration requirements reviewed and turnaround times for payment of benefits reduced	Implemented ICMS project plan through the participation in the National Social Protection Information System	Compensation Fund's Participation in the National Social Protection Information System.	N/A	N/A	N/A	Not in the APP 2021/22	Not in the APP 2022/23	The Fund participates in the National Social Protection Information System	100% Compensation Fund's Participation in the National Social Protection Information System.
Black Asset Managers supported	Black Asset Manager Programme developed	Percentage of assets under Management allocated to Black Asset Managers annually	N/A	N/A	N/A	Not in the APP 2021/22	Not Achieved: 0% (-6%)	No allocation done	20% of assets under Management allocated to Black Asset Managers annually

Outcome	Output	Output Indicator	Annual Target						MTEF Period
			Audited /Actual Performance			Estimated Performance			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	Small and Medium Enterprises supported	Funds allocated to Small and Medium Enterprises annually	N/A	N/A	Not Achieved [Process to review and approve the Mandate not completed]	Not Achieved R93 million was allocated to SME as at 31 March 2022.	Not Achieved: R 0.00 (-R250 Million)	No allocation done	R1 billion
	Decent jobs created	Number of decent jobs created through job summit initiatives annually (Investment activities)	N/A	N/A	Not Achieved 119	Not Achieved. 352	Not Achieved: (-1500)	56 jobs were created	2000
		Number of jobs created through the Presidential Comprehensive Youth Employment	N/A	N/A	*100 Not achieved 65	Not in the APP 2021/22	Achieved: 300 117 Developmental Workers were appointed	148 (71 Participants were appointed into the Developmental	100

Outcome	Output	Output Indicator	Annual Target					MTEF Period		
			Audited /Actual Performance						Estimated Performance	
			2018/19	2019/20	2020/21	2021/22	2022/23			
		interventions annually (Human Resources Management)					183 Permanent Youth Appointed from 01 April 2022	Programme from 01 April 2022 to-date). (Overall permanent appointment of youth on the establishment from 01 April 2022 to date is 77).	2023/24	2024/25
Organisational financial viability maintained	Assets increased	Percentage increase in total assets per annum	R70,3 billion	R69,8 billion	Achieved 22,2%	Achieved. 13.3%	Achieved: 12.7% Sum (R107 922 056-R95 719 714/ (R95 719 714) Based on Feb 2023 Management accounts.	9% The total assets increased by 9% from R107 billion in March 2023 to R117 billion in Aug 2023.	10%	
	Improved audit outcome through stringent	Audit opinion received on audit matters	Disclaimer	Disclaimer	Not Achieved 4.36% increase	Not Achieved As at 31 March 2021, overall progress for the	Not Reported: The audit for 2021/22	AGSA is currently auditing the Fund for 2022 –	Unqualified audit opinion obtained by 31 March	

Outcome	Output	Output Indicator	Annual Target					MTEF Period	
			Audited /Actual Performance						Estimated Performance
			2018/19	2019/20	2020/21	2021/22	2022/23		
	controls and implementation by all Programme Heads.					Action Plan version 2.0 is at 59%.	financial year still to be finalised.	2023 financial year.	2024/25
	Wasteful and fruitless expenditure reduced	Percentage of wasteful and fruitless expenditure reduced annually	R452,299 million	R492,258 million	Not Achieved 18.5% Increase 0% of wasteful and fruitless expenditure eliminated	Not Achieved 0.01% (182-183/183)	Not Achieved: 12.39% (127-113/113%) increase Not Achieved: 7.87% (137-127/127%) increase	-0.806% (123-124/124)	100%
	Reduced irregular expenditure	Percentage of irregular expenditure reduced annually	R769,138 million	R770,284 million	Not Achieved 0.65% increase	Not Achieved 0% (110-110/110)	Not Achieved: 0.97% (102-103/103) % decrease	0% (94-94/94)	75%

Outcome	Output	Output Indicator	Annual Target					MTEF Period	
			Audited /Actual Performance						Estimated Performance
			2018/19	2019/20	2020/21	2021/22	2022/23		
Programme to prevent and fight corruption in the Fund implemented	Reported fraud cases reduced	Percentage of cases from the previous financial years recorded in the case register investigated in the current financial year	N/A	N/A	Achieved 61% of reported cases investigated	Achieved 111% cumulatively achievement on finalised cases to date constituting of 68% of backlog cases finalised and 43% newly reported cases finalised	Achieved: 73% cumulatively (19 Cases Finalised/26 cases received multiply by 100)	0% cases finalised as at the end of Quarter 3	2024/25
	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	Achieved 15 Ethics Risk Assessments conducted and finalised during the 2021/22 FY.	Not Achieved: Draft strategy developed	Ethics management programme implemented. The following activities done; 1. Coordinatio, management and facilitation of	100% of activities from the ethics implement ation plan due in the current financial year

Outcome	Output	Output Indicator	Annual Target					MTEF Period			
			Audited /Actual Performance						Estimated Performance		
			2018/19	2019/20	2020/21	2021/22	2022/23				
					been convened			2023/24	other remunerative work (ORW) applications 2.SMS compliance report on Financial disclosure. 3.Coordinate and management of received whistle-blowing reports. Nov – 3/32 X100 = 9% Monthly target achieved 1.Compilation and distribution	2024/25	implemented

Outcome	Output	Output Indicator	Annual Target					MTEF Period	
			Audited /Actual Performance						Estimated Performance
			2018/19	2019/20	2020/21	2021/22	2022/23		
Strengthened institutional capacity of the Fund	Vacancies reduced	Vacancy rate reduced to 8% by 31 March 2025	N/A	N/A	Not Achieved 16.52%	Not Achieved 14.73%	Achieved: 7.91% 84 (Vacant Posts)/1062 (Total Number of Posts)	8.65% (1029 total number of post/69 total number of vacancies =	7%
								of ORW circular on CF comms 2. Compilation and distribution of Fraud Awareness poster in the Fund 3. Fraud and Ethics awareness presentation to SPPME staff	

Outcome	Output	Output Indicator	Annual Target					MTEF Period		
			Audited /Actual Performance						Estimated Performance	
			2018/19	2019/20	2020/21	2021/22	2022/23			
Improved monitoring and evaluation oversight of the Mutuals	The Mutuals performance monitored	Number of quarterly and annual reports on monitored performance of Mutuals reporting to the Fund	N/A	N/A	Achieved Quarter 4 reports and the Annual reports for Rand Mutual Association and Federated Employers Mutual Assurance were received for monitoring of performance in line with the terms and conditions of the license. Performance reports were brought to the attention of the Executive	Achieved 4 Quarterly report 1 Annual Report	Achieved: 4 Quarterly Reports and 1 Annual Report	3 quarterly reports submitted	8.65% vacancy rate)	4 quarterly reports and 1 annual report

Outcome	Output	Output Indicator	Annual Target					MTEF Period
			Audited / Actual Performance					
			2018/19	2020/21	2021/22	2022/23	2023/24	2024/25
				Authority				

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

1.1.4 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target			
	Q1	Q2	Q3	Q4
Compensation Fund's Participation in the National Social Protection Information System.	-	-	-	100% Compensation Fund's Participation in the National Social Protection Information System.
Percentage of assets under Management allocated to Black Asset Managers annually	-	-	-	20% of assets under Management allocated to Black Asset Managers annually
Funds allocated to Small, Micro and Medium Enterprises annually	-	-	-	R1 billion
Number of decent jobs created through job summit initiatives annually (Investment activities)	-	-	-	2000
Number of jobs created through the Presidential Comprehensive Youth Employment interventions annually (Human Resources Management)	-	-	-	100
Percentage increase in total assets per annum	-	-	-	10%

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Audit opinion received on audit matters	Unqualified	-	-	-	Unqualified
Percentage of fruitless and wasteful expenditure reduced annually	100%	-	-	-	100%
Percentage of irregular expenditure reduced annually	75%	-	-	-	75%
Percentage of cases from the previous financial years recorded in the case register investigated in the current financial year	75%	-	-	-	75%
Implement ethics management Programme	100% of activities from the ethics implementation plan due in the current financial year implemented	-	-	-	100% of activities from the ethics implementation plan due in the current financial year implemented
Vacancy rate reduced to 7% by 31 March 2025	7%	-	-	-	7%
Number of quarterly and annual reports on monitored performance of Mutuals reporting to the Fund.	4 quarterly reports and 1 annual report	1 quarterly report	1 quarterly report	1 quarterly report	4 quarterly reports and 1 annual report

1.2 PROGRAMME 2: COID SERVICES

1.2.1 Purpose: To administer compensation claims and provide assessment services to employers.

1.2.2 Sub Programmes

Sub Programme: Compensation Benefits

Purpose: To monitor compensation benefits services

Sub Programme: Employer Services

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

Sub Programme: Treasury, Investment and Actuarial Services

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

1.2.3 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Target					MTEF Period
			Audited /Actual Performance	2019/20	2020/21	2021/22	2022/23	
Revenue generation increased	Assessment of the Return of Earning received	Percentage of received return of earnings assessed annually.	<p>2019/19 55% (219 050 of 401 536) of active registered employers assessed annually</p> <p>2019/20 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.</p>	<p>2020/21 Achieved: 99% 362 (ROE's assessed / 223 644 (ROE's received))</p>	<p>2021/22 Achieved: 99% [324 176 (ROE's assessed / 327 701(ROE's received))</p>	<p>2022/23 Achieved: 99% [353 930 (ROE's assessed / 354 192 (ROE's received))</p>	<p>2023/24 Estimated Performance 98% [343 498 (ROE's assessed)/348 705 (ROE's received)]</p>	<p>2024/25 MTEF Period 95%</p>
Claim registration requirements reviewed and turnaround times for payment of benefits reduced	Claims adjudicated	Percentage of claims received adjudicated within 25 working days	<p>2019/19 94% (146 664 of 156 223) of claims adjudicated within 40 working days of receipt.</p>	<p>2020/21 Not Achieved: 79% Of the 99 175 claims received, 78 385 were adjudicated within 30 working days</p>	<p>2021/22 Not Achieved: 79% Of the 100, 427 claims received, 79, 291 were adjudicated within 30 working days</p>	<p>2022/23 Not Achieved: 80% 87 906 claims adjudicated within 30 days out of 109 757 received</p>	<p>2023/24 Estimated Performance 86% (67 439 out of 78 528) claims adjudicated within 25 days.</p>	<p>2024/25 MTEF Period 90% of claims received adjudicated within 25 working days</p>

Outcome	Output	Output Indicator	Annual Target					Estimated Performance	MTEF Period
			Audited /Actual Performance	2020/21	2021/22	2022/23	2023/24		
	Benefits paid	Percentage of approved benefits paid within 10 working days	<p>2018/19 98% (R 3,864,064,68 3.41 of R 3,962,853,77 4.76) of approved benefits paid within 5 working days, yearly.</p> <p>2019/20 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</p>	<p>2020/21 Not Achieved: 86.2% Of the R4 284 681 931.60 Benefits approved, R3 694 130 767.10 was paid within 5 workings days</p>	<p>2021/22 Not Achieved: 87.5% Of the R4 339 986 096.11 Benefits approved, R3 797 701 353,03 was paid within 5 workings days</p>	<p>2022/23 Not Achieved: 71% Manual SAP ECC Payments (71%) R20 439 487. 07 of R28 643 957.13 Paid within 5 working Days</p>	<p>2023/24 70% (R3 503 460 172.49 of R 4 970 605 662.67) paid within 10 Working Days in R-value.</p>	<p>2024/25 95% of approved benefits paid within 10 working days</p>	

1.2.4 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of received return of earnings assessed annually.	95%	-	-	-	95%
Percentage of claims received adjudicated within 25 working days	90% of claims received adjudicated within 25 working days	90%	90%	90%	90%
Percentage of approved benefits paid within 10 working days	95% of approved benefits paid within 10 working days	95%	95%	95%	95%

1.3 PROGRAMME 3: MEDICAL BENEFITS

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

1.3.2 Sub Programmes

Sub Programme: Medical Services

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

Sub Programme: Medical Claims

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

1.3.3 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Target				Estimated Performance 2023/24	MTEF Period 2024/25
			Audited /Actual Performance 2018/19	2019/20	2020/21	2021/22		
Access to medical services increased	Medical Intervention pre- authorised	** Percentage of request for pre- authorisation for re-openings finalised within 10 working days of receipt of accepted claims	93% (1 539 of 1 657) pre- authorisations responded to within 10 working days on previously finalised cases.	97% (1 983 of 2 041) pre- authorisation s responded to within 10 working days.	Achieved; 95% (10 429 requests received and 9 918) were authorised within 10 working days.	Achieved; 96% (10 505 of 10 961) preauthorisation requests received were finalised within 10 working days	Achieved: 98% (4 808 of 4 905) pre- authorization request received, were finalised within 10 working days	99% (485 of 487) requests for re-opening received were finalised within 10 working days of receipt of accepted claims
	Medical invoices finalised	Percentage of medical invoices finalised within 25 working days of receipt	93% (867 381 of 934 742) medical invoices finalised within 60 working days of receipt.	89% (368 449 of 519 830) medical invoices finalised within 40 working days of receipt.	Achieved; 87% (791 590 medical invoices were received and 689 192) finalised within 60 workings days	Achieved: 87% (709 678 medical invoices were received and 619 634) finalised within 40 workings days	Achieved: 89% (760 133 medical invoices were received and 664 507) finalised within 30 working days.	85% (682 761 medical invoices were received and 579 903) finalized within 30 workings days.

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

1.3.4 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of request for pre-authorisation for re-openings finalised within 10 working days of receipt of accepted claims	95% of requests for pre-authorisation for re-openings finalised within 10 working days of receipt of accepted claims	95%	95%	95%	95%
Percentage of medical invoices finalised within 25 working days of receipt	85% of medical invoices finalised within 25 working days of receipt	85%	85%	85%	85%

1.4 PROGRAMME 4: ORTHOTIC AND REHABILITATION SERVICES

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

1.4.2 Sub Programmes

Sub Programme: Vocational Rehabilitation

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

Sub Programme: Orthotics and Prosthetic

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

Sub Programme: Rehabilitation and re-Integration

Purpose: To develop, implement and monitor a rehabilitation programme for injured workers with disabilities and advise the Compensation Fund on all matters pertaining to their rehabilitation and promote their rights for healthcare.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited /Actual Performance					Annual Target		Estimated Performance 2023/24	MTEF Period 2024/25
			2018/19	2019/20	2020/21	2021/22	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	93% (1 079 of 1 160) of compliant assistive devices requests responded to within 15 working days of receipt.	85% (877 of 1 031) of compliant assistive devices requests responded to within 15 working days of receipt.	Achieved; 89% (of the 1 260 requests received, 1 127 were finalised within 15 workings days)	Achieved; 94% (of the 1 365 requests received, 1 279 were finalised within 15 workings days)	Achieved; 90% (of the 1 785 requests received, 1 601 were finalised within 15 working days)	96% (of the 1 545 requests received, 1 480 were finalised within 15 working days.)	95%		
	Eligible Post-School Education and Training (PSET) learners funded to improve the prospect of employment	Number of learners funded annually at Post School Education and training institutions	N/A	N/A	Achieved; 473 learners enrolled at Post-School Education and Training (PSET) institutions in priority qualifications funded Consisting of 259 continuing learners and 214 new cohorts.	Achieved; 846 new learners funded annually at Post School Education and training institutions	Achieved; 915 new students, including dependents (47) and general young persons (868), were funded	920 learners funded annually at Post School Education and training institutions.	1 040		

Outcome	Output	Output Indicator	Audited / Actual Performance					Annual Target					Estimated Performance 2023/24	MTEF Period 2024/25	
			2018/19	2019/20	2020/21	2021/22	2022/23	2021/22	2022/23	2023/24	2024/25	2025/26			
	Persons with Disabilities funded to promote access to education and prospects of employment	Number of Persons with Disabilities funded annually for Vocational Rehabilitation Programme	N/A	N/A	Achieved; 52 Persons with disabilities were enrolled	Not Achieved; 41 new COVID Persons with Disabilities funded annually for Vocational Rehabilitation Programme	Not Achieved; 107 new students with disabilities were funded	80 Persons with Disabilities funded annually for Vocational Rehabilitation Programme.	300						

1.4.3 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target				
	Q1	Q2	Q3	Q4	Annual Total
Percentage of requests for assistive devices finalised within 15 working days	95%	95%	95%	95%	95%
Number of learners funded annually at Post School Education and training institutions	-	-	-	-	1040
Number of Persons with Disabilities funded annually for Vocational Rehabilitation Programme	-	-	-	-	300

2 Explanation of planned performance over the medium-term period

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

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 cases from the previous financial years recorded in the case register investigated in the current financial year
		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 Manages 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	Vacancy rate reduced to 7% by 31 March 2025

MITSF PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION						
MITSF 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
Improved capacity to deliver and improved accessibility and visibility of COVID services.	Improved monitoring and evaluation oversight of the Mutuals	Performance by Mutuals monitored and evaluated	Licence issued by the Minister	Licenses with the Mutuals fully implemented.	The Mutuals performance monitored	Number of quarterly and annual reports on monitored performance of Mutuals reporting to the Fund.
	More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	Number of jobs created through the Presidential Comprehensive Youth Employment interventions	0	300 by 31 March 2025	Decent jobs created	Number of jobs created through the Presidential Comprehensive Youth Employment interventions annually (Human Resources Management)
3. Ethical, effective, efficient, accessible and cost effective compensation of		Number of decent jobs created through job summit initiatives (Investment activities)	9 314	7000 by March 2025	Small, Micro and Medium Enterprises supported	Funds allocated to Small, Micro and Medium Enterprises annually
	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	Decent jobs created	Number of decent jobs created through job summit initiatives annually (Investment activities)

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
beneficiaries.	Claim registration requirements reviewed and turnaround times for payment of benefits reduced	Improved finalisation of compensation benefits	98%	95% of compensation claims adjudicated	Claims adjudicated	Percentage of claims received adjudicated within 25 working days
			100% compensation benefits paid within 5 working day	95% of compensation benefits finalised	Benefits paid	Percentage of approved benefits paid within 10 working days
	Improved accessibility and visibility of COVID services	Percentage implementation of the accessibility and visibility programme.	Draft Visibility and Accessibility Strategy for the Fund	100% implementation of the visibility and accessibility programme by 31 March 2025.	Implementation of Visibility and Accessibility Strategy for the Fund	Not in the APP 2024/25
			85%	95% of medical benefits finalised	Specialised Medical Interventions pre-authorised	Percentage of request for pre-authorisation for re-openings finalised within 10 working days of receipt of accepted claims
4. Reliable, efficient and cost effective medical benefits system	Access to medical services increased	Improved medical benefits			Medical invoices finalised	Percentage of medical invoices finalised within 25 working days of receipt
5. Efficient, effective and reliable	Rehabilitation and re-integration Programmes	Improved rehabilitation and reintegration of injured workers	0%	90% of severely Injured workers	Requests for assistive devices finalised to promote accessibility of	Percentage of requests for assistive devices finalised within 15 working days

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	
rehabilitation and return to work services for the promotion of rights of injured workers with disabilities	implemented which promote the rights of injured workers with disabilities			enrolled into rehabilitation programmes	home, community and work environments Eligible Post-School Education and Training (PSET) learners funded to improve the prospect of employment Persons with Disabilities funded to promote access to education and prospects of employment Developed Protocol document to identify severely injured employees for rehabilitation programmes	Number of learners funded annually at Post School Education and training institutions Number of Persons with Disabilities funded annually for Vocational Rehabilitation Programme Not in the APP 2024/25

3 Programme Resource Considerations

2024-27 Expenditure Estimates Per Directorate	MTEF ESTIMATES		
	2024/25 Expenditure Estimates	2025/26 MTEF Forecasts	2026/27 MTEF Forecasts
Programmes	R'000	R'000	R'000
Programme: 1 Administration	10,033,096	10,334,089	10,747,453
Compensation Commissioner	1,453	1,497	1,556
Internal Audit	7,777	8,010	8,331
Risk Management	3,222	3,319	3,452
Dir: Anti Corruption and Integrity Management	87,859	90,495	94,115
Dir: Executive Support (Board)	2,877	2,963	3,082
CD: Office of the Chief Financial Officer (Sub-dir Inte	98,111	98,994	102,954
Dir: Supply Chain Management	109,152	112,427	116,924
Dir: Financial Control	1,881,755	1,732,208	1,801,496
Dir: Financial Reporting	6,377	5,538	5,760
Dir: Income Management	5,100,699	5,253,720	5,463,869
CD: Corporate Services	276	284	295
Human Resources Management	1,760,375	1,813,186	1,885,714
Dir: Organisational Effectiveness	23,162	23,857	24,811
Dir: Communications and Stakeholder Management	113,732	117,144	121,830
Legal Services	31,117	32,051	33,333
Dir: Support Services	144,277	148,605	154,550
CD: Chief Operating Officer	151,494	156,039	162,280
Dir: Strategic Planning, Policy, Monitoring and Evaluation	598	616	641
Dir: Information and Communication Technology	705,332	726,492	755,552
Dir: Customer Care	6,452	6,646	6,911
Programme 2: COID Services	2,577,322	2,654,641	2,760,827
CD: COID Services	54,692	58,333	58,586
Dir: Compensation Benefits	2,107,711	2,170,942	2,257,779
Dir: Employer Services	157,462	162,186	168,673
Dir: Treasury Investments and Actuarial Services	107,997	111,237	115,687
CD: Provincial Operations			
Gauteng	24,804	25,548	26,570
Free State	14,098	14,521	15,101
Kwazulu Natal	22,643	23,322	24,255
Eastern Cape	19,450	20,034	20,835
Western Cape	18,294	18,843	19,597
North West	11,981	12,340	12,834
Northern Cape	8,790	9,053	9,416
Mpumalanga	14,221	14,648	15,234
Limpopo	15,179	15,635	16,260
Programme: 3 Medical Benefits	5,243,283	5,400,581	5,616,604
CD: Medical Benefits	1,101	1,134	1,179
Dir: Medical Services	203,492	209,597	217,981
Dir: Medical Claims	5,038,690	5,189,850	5,397,444
Programme: 4 Orthotic and Medical Rehabilita	454,120	467,744	486,453
CD: Orthotic, LAP and Rehabilitation	964	1,014	1,054
Dir: Labour Activation Programmes	451,437	464,980	483,679
Dir: Orthotics and Prosthetics	887	914	950
Dir: Rehabilitation and Re-integration	812	836	870
Total Administrative Budget	18,307,821	18,857,055	19,611,337

Updated Key Risks and Mitigation from the Strategic Plan

Programme 1: Administration

Outcome	Link to Strategic Priorities	Strategic Risk	Risk Mitigation
<p>Organizational financial viability maintained</p>	<p>Priority 1: Improve the system of internal control and maintain financial soundness</p>	<p>Strategic risk: Revenue generation and leakage risk: Loss of revenue due to ineffective raising of revenue generation and debt collection revenue from employers</p> <p>Strategic risk: Unreliable financial reporting: Failure of CF to produce reliable set of financial statements which could lead to poor strategic decision making and negative audit outcome</p> <p>Transversal Operational risk: Irregular, fruitless and wasteful expenditure: Failure to manage financial resources resulting in irregular, fruitless and wasteful expenditure</p> <p>Transversal Operational risk: Inefficient & ineffective Processes and Procedures: Inefficient and/ ineffective Business processes and procedures due to lack of regular business re-engineering resulting in poor service delivery.</p> <p>Transversal Operational risk: Poor records management practices within the Fund: Poor Records management practices resulting in poor service delivery,</p>	<ul style="list-style-type: none"> • Identify and close system weaknesses in applications by defining business rules (COID). • Migrate all revenue functions and employer services onto Compeasy. • Implement Employer Key Account management. • Perform a data cleansing exercise to improve accuracy and completeness of Employers database with regards to amongst others: Class and Industry Rating, Company details, Contact details, Number of Employees declared. • Conduct a comprehensive (end-to-end) review of the revenue generation and collection process. • Implement a verification process of employer classification. • Conduct daily updating of the employer master data. • Undertake the data analytics through Continuous Auditing and Monitoring services. • Perform daily reconciliation of accounts. • Implement a proper records management system (with supporting documentation of all transactions). • Conduct quarterly self-audits of all financial, assessment and claims information. • Train all affected stakeholders on the revised month-end and year-end procedures on SAP ECC, CompEasy. • Enforcement of month-end and year-end procedures. • Implement the full financial management modules in Compeasy

		<p>financial loss, loss of critical files and litigations</p>	<p>(S4I).</p> <ul style="list-style-type: none"> • Perform assurance on credibility of management of accounts of unlisted entities. • Appoint project accountant within the CD: Financial Management to investigate accounting backlog issues. • Conduct quarterly control adequacy and effectiveness for IFWE controls. • Perform business process re-engineering (BPR). • Conduct process conformance tests in alignment with management quality checks and self-audits. • Implement consequence management for non-conformance to SOPs. • Implement Electronic Content Management Solution (Cloud solution). • Implementation of the file plan. • Development of audit files by directorates and self-audit checks (peer review of files) by directorates.
<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>	<ul style="list-style-type: none"> • Allocation of the AUM (Asset Under Management) to the appointed external investment managers by PIC. • Finalise the SLA with PIC to include accountability and penalty clauses. • Monitor and enforce the implementation of the SLA.

<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: Governance Risk: Lack of effective management, implementation and monitoring of third party dependencies to effectively execute the CF strategy</p> <p>Strategic risk: Policy Development & Application Risk: Policy development and decisions in the Fund are not informed by research, resulting in misalignment to industry changes and needs of clients</p> <p>Transversal Operational risk: Inability to retain skills resulting in loss of critical knowledge, experience and continuity</p> <p>Transversal Operational risk: Change Management: Collapse or gradual loss of change efforts as a result of discontinued/unsustained change goals/momentum leading to abandonment of change or transformational efforts</p>	<ul style="list-style-type: none"> • Review SLAMMOU between GF and DDG: CS, PIC, IES, Mutuals, and CDPOs with clear performance indicators that are quantifiable as well as time bound. • Quarterly Monitoring and enforcing of the SLAs. • Design the micro structure with business processes. • Implement the recommendations of the organisational architecture close out report. • Perform business process re-engineering. • Develop leadership on consequence management. • Establish and capacitate the research unit. • Conduct research and benchmarking of similar units in other entities. • Enforce periodic reviews of policies. • Conduct compulsory technical skills assessment for all supervisory and management and specialist positions. • Implement and monitor recommendations of the skills assessment report. • Implement mentoring and coaching programme. • Enforce implementation of PDP by management to monitor the training plans of their respective units. • Conduct Organisational Culture Survey to diagnose the elements of the current culture that impact on managing change and implement strategies to cultivate the desired culture. • Implement the change management strategy for the Fund. • Roll out and implementation of the recommendations from the culture survey report.
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Programme 2: COID Services

Outcome	Link to Strategic Priorities	Strategic Risk	Risk Mitigation
<p>Revenue generation Increased</p>	<p>Priority 1: Improve the system of internal control and maintain financial soundness</p>	<p>Strategic risk: Revenue generation and leakage risk: Loss of revenue due to ineffective raising of revenue generation and debt collection revenue from employers.</p> <p>Strategic risk: Unreliable financial reporting: Failure of CF to produce reliable set of financial statements which could lead to poor strategic decision making and negative audit outcome.</p> <p>Strategic risk: Technology risk: Inability of ICT to adequately enable CF's operations, service delivery and strategic objectives.</p> <p>Transversal Operational risk: Poor records management practices within the Fund:</p> <p>Poor Records management practices resulting in poor service delivery, financial loss, loss of critical files and litigations.</p> <p>Transversal Operational risk: Inefficient & Ineffective Processes and Procedures: Inefficient and/ ineffective Business processes and procedures due to lack of regular business re-engineering resulting in poor service delivery.</p> <p>Transversal Operational risk: Poor data quality: Poor data quality (validity, completeness and accuracy) resulting in misstatement of information, which may impact decision making.</p>	<ul style="list-style-type: none"> • Identify and close system weaknesses in applications by defining business rules (COID). • Migrate all revenue functions and employer services onto compeasy. • Implement Employer Key Account management. • Perform a data cleansing exercise to improve accuracy and completeness of Employers database with regards to amongst others: Class and Industry Rating, Company details, Contact details, Number of Employees declared. • Conduct a comprehensive (end-to-end) review of the revenue generation and collection process. • Implement a verification process of employer classification. • Conduct daily updating of the employer master data. • Undertake the data analytics through Continuous Auditing and Monitoring services. • Perform daily reconciliation of accounts. • Implement a proper records management system (with supporting documentation of all transactions). • Conduct quarterly self-audits of all financial, assessment and claims information. • Train all affected stakeholders on the revised month-end and year-end procedures on SAP ECC, CompEasy. • Enforcement of month-end and year-end procedures. • Implement the full financial management modules in Compeasy

	<p>(S4f).</p> <ul style="list-style-type: none"> • Perform assurance on credibility of management of accounts of unlisted entities. • Appoint project accountant within the CD: Financial Management to investigate accounting backlog issues. • Procure Cloud Hosting services for CF. • Implementation of the MISS (The managed Information Security Services (MISS) - this will include amongst others services the establishment of Security Operations Centre, Vulnerability Tracking Management, Patch Management, Cyber Security Insider Threat Management, Cyber Security Compliance Management Services, Cyber Security Monitoring and Security Information and Event Management. • Implementation of the cloud hosting project – including the scope of DR as a service. • Implement Electronic Content Management Solution (Cloud solution). • Implementation of the file plan. • Development of audit files by directorates and self-audit checks (peer review of files) by directorates. • Enforcement & monitoring of records management policy and records management procedure manual. • Conduct quarterly control adequacy and effectiveness for IFWE controls. • Perform business process re-engineering (BPR). • Conduct process conformance tests in alignment with management quality checks and self-audits.
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			<ul style="list-style-type: none">• Implement consequence management for non-conformance to SOPs.• Conduct data cleansing project that is holistic to the Fund.• Automate the process for checking the completeness, accuracy and validity of data.
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<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: Governance Risk: Lack of effective management, implementation and monitoring of third party dependencies to effectively execute the CF strategy</p> <p>Strategic risk: Technology risk: Inability of ICT to adequately enable CF's operations, service delivery and strategic objectives.</p> <p>Strategic risk: Reputational risk: Reputational damage caused by service delivery and high level of fraud and corruption.</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 resulting in financial loss.</p> <p>Operational risk: Inefficient & Ineffective Processes and Procedures: Inefficient and/ ineffective Business processes and procedures due to lack of regular business re-engineering resulting in poor service delivery.</p> <p>Transversal Operational risk: Poor records management practices within the Fund: Poor Records management practices resulting in poor service delivery, financial loss, loss of critical files and litigations</p> <p>Transversal Operational risk: Business Continuity: Inability to recover critical operations and systems in the event of a disruption/crisis.</p>	<ul style="list-style-type: none"> • Review SLA/MOU between CF and DDG: CS, PIC, IES, Mutuals, and CDPOs with clear performance indicators that are quantifiable as well as time bound. • Quarterly Monitoring and enforcing of the SLAs. • Design the micro structure with business processes. • Implement the recommendations of the organisational architecture close out report. • Perform business process re-engineering. • Develop leadership on consequence management. • Procure Cloud Hosting services for CF. • Implementation of the MISS (The managed Information Security Services (MISS) - this will include amongst others services the establishment of Security Operations Centre, Vulnerability Tracking Management, Patch Management, Cyber Security Insider Threat Management, Cyber Security Compliance Management Services, Cyber Security Monitoring and Security Information and Event Management. • Implementation of the cloud hosting project – including the scope of DR as a service. • Appoint a records management consultant to identify processes and records management systems that the Fund can implement. • Develop and implement an audit action plan that primarily focuses on findings that resulted in a Disclaimer Audit Opinion and Matters Affecting the audit report for strict monitoring by EXCO and Audit Committee. • Apply consequence management in consultation with employee
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	<p>relations.</p> <ul style="list-style-type: none"> • Full roll out of the Complaints Resolution Management (CRM) systems to all business units to enable referral and report back to external clients. • 100% enforcement of all the provisions of the complaints management policy and associated SOPs. • Conduct the pension data migration to Compeasy. • Introduction of biometric for authentication of beneficiaries from customer care right to core business. • Monthly monitoring on adherence of Standard Operating Procedures by line managers. • Develop a fraud detection system. • Review SOP's on business areas that are highly susceptible to fraud (high risk areas) to include both preventative and detective fraud controls. • Institutionalise the implementation of the Anti-Fraud Strategy and corruption strategy & continuous monitoring thereof. • Perform business process re-engineering (BPR). • Conduct process conformance tests in alignment with management quality checks and self-audits. • Implement consequence management for non-conformance to SOPs. • Implement Electronic Content Management Solution (Cloud solution). • Implementation of the file plan. • Development of audit files by directorates and self-audit checks (peer review of files) by directorates.
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			<ul style="list-style-type: none">• Enforcement & monitoring of records management policy and records management procedure manual.• Develop Stand-in capabilities plans for all CF directorates.• Increase client engagement platforms to enable clients to access CF services. Channels like Face Book, whatsapp etc.• Procurement of a citizen engagement application that will enable remote call centre operation.
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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: Governance Risk: Lack of effective management, implementation and monitoring of third party dependencies to effectively execute the CF strategy</p> <p>Strategic risk: Technology risk: Inability of ICT to adequately enable CF's operations, service delivery and strategic objectives.</p> <p>Strategic risk: Reputational risk: Reputational damage caused by service delivery and high level of fraud and corruption.</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 resulting in financial loss.</p> <p>Operational risk: Inefficient & Ineffective Processes and Procedures: Inefficient and/ ineffective Business processes and procedures due to lack of regular business re-engineering resulting in poor service delivery.</p> <p>Transversal Operational risk: Poor records management practices within the Fund: Poor Records management practices resulting in poor service delivery, financial loss, loss of critical files and litigations.</p>	<ul style="list-style-type: none"> • Review SLA/MOU between CF and DDG: CS, PIC, IES, Mutuals, and CDPOs with clear performance indicators that are quantifiable as well as time bound. • Quarterly Monitoring and enforcing of the SLAs. • Design the micro structure with business processes. • Implement the recommendations of the organisational architecture close out report. • Perform business process re-engineering. • Develop leadership on consequence management • Procure Cloud Hosting services for CF. • Implementation of the MISS (The managed Information Security Services (MISS)) - this will include amongst others services the establishment of Security Operations Centre, Vulnerability Tracking Management, Patch Management, Cyber Security Insider Threat Management, Cyber Security Compliance Management Services, Cyber Security Monitoring and Security Information and Event Management. • Implementation of the cloud hosting project – including the scope of DR as a service. • Appoint a records management consultant to identify processes and records management systems that the Fund can implement. • Develop and implement an audit action plan that primarily focuses on findings that resulted in a Disclaimer Audit Opinion and Matters Affecting the audit report for strict monitoring by EXCO and Audit

	<p>Transversal Operational risk Business Continuity: Inability to recover critical operations and systems in the event of a disruption/crisis.</p>	<p>Committees.</p> <ul style="list-style-type: none"> • Apply consequence management in consultation with employee relations. • Full roll out of the Complaints Resolution Management (CRM) systems to all business units to enable referral and report back to external clients. • 100% enforcement of all the provisions of the complaints management policy and associated SOPs. • Conduct the pension data migration to Compeasy. • Introduction of biometric for authentication of beneficiaries from customer care right to core business. • Monthly monitoring on adherence of Standard Operating Procedures by line managers. • Develop a fraud detection system. • Review SOP's on business areas that are highly susceptible to fraud (high risk areas) to include both preventative and detective fraud controls. • Institutionalise the implementation of the Anti-Fraud Strategy and corruption strategy & continuous monitoring thereof. • Perform business process re-engineering (BPR). • Conduct process conformance tests in alignment with management quality checks and self-audits. • Implement consequence management for non-conformance to SOPs. • Implement Electronic Content Management Solution (Cloud solution). • Implementation of the file plan.
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			<ul style="list-style-type: none"> • Development of audit files by directorates and self-audit checks (peer review of files) by directorates. • Enforcement & monitoring of records management policy and records management procedure manual. • Develop Stand-in capabilities plans for all CF directorates. • Increase client engagement platforms to enable clients to access CF services. Channels like Face Book, whatsapp etc. • Procurement of a citizen engagement application that will enable remote call centre operation.
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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: Governance Risk: Lack of effective management, implementation and monitoring of third party dependencies to effectively execute the CF strategy</p> <p>Strategic risk: Technology risk: Inability of ICT to adequately enable CF's operations, service delivery and strategic objectives.</p> <p>Strategic risk: Reputational risk: Reputational damage caused by service delivery and high level of fraud and corruption.</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 resulting in financial loss.</p> <p>Operational risk: Inefficient & Ineffective Processes and Procedures: Inefficient and/ ineffective Business processes and procedures due to lack of regular business re-engineering resulting in poor service delivery.</p> <p>Transversal Operational risk: Poor records management practices within the Fund:</p> <p>Poor Records management practices resulting in poor service delivery, financial loss, loss of critical files and litigations</p>	<ul style="list-style-type: none"> • Review SLA/MOU between CF and DDG: CS, PIC, IES, Mutuals, and CDPOs with clear performance indicators that are quantifiable as well as time bound. • Quarterly Monitoring and enforcing of the SLAs. • Design the micro structure with business processes. • Implement the recommendations of the organisational architecture close out report. • Perform business process re-engineering. • Develop leadership on consequence management • Procure Cloud Hosting services for CF. • Implementation of the MISS (The managed Information Security Services (MISS)) - this will include amongst others services the establishment of Security Operations Centra, Vulnerability Tracking Management, Patch Management, Cyber Security Insider Threat Management, Cyber Security Compliance Management Services, Cyber Security Monitoring and Security Information and Event Management. • Implementation of the cloud hosting project – including the scope of DR as a service. • Appoint a records management consultant to identify processes and records management systems that the Fund can implement. • Develop and implement an audit action plan that primarily focuses on findings that resulted in a Disclaimer Audit Opinion and Matters Affecting the audit report for strict monitoring by EXCO and Audit Committee.

	<ul style="list-style-type: none"> • Apply consequence management in consultation with employee relations. • Full roll out of the Complaints Resolution Management (CRM) systems to all business units to enable referral and report back to external clients. • 100% enforcement of all the provisions of the complaints management policy and associated SOPs. • Conduct the pension data migration to Compeasy. • Introduction of biometric for authentication of beneficiaries from customer care right to core business. • Monthly monitoring on adherence of Standard Operating Procedures by line managers. • Develop a fraud detection system. • Review SOP's on business areas that are highly susceptible to fraud (high risk areas) to include both preventative and detective fraud controls. • Institutionalise the implementation of the Anti-Fraud Strategy and corruption strategy & continuous monitoring thereof. • Perform business process re-engineering (BPR). • Conduct process conformance tests in alignment with management quality checks and self-audits. • Implement consequence management for non-conformance to SOPs. • Implement Electronic Content Management Solution (Cloud solution). • Implementation of the file plan. • Development of audit files by directorates and self-audit checks
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			<p>(peer review of files) by directorates.</p> <ul style="list-style-type: none">• Enforcement & monitoring of records management policy and records management procedure manual.
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4 Public Entities

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

5 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 2024/25								

6 Public- Private Partnerships

PPP	Purpose	Programme	Outputs	Current Value of Agreement	End Date of Agreement
No Public Private Partnerships during 2024/25					

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID's)

PROGRAMME 1: ADMINISTRATION

Indicator Title	Compensation Fund's Participation In the National Social Protection Information System
Definition	The purpose of this indicator is to ensure the integration of the Compensation Fund social insurance data into the National Social Protection Information System (NSPIS) Participation: Attend all required meetings, contribute towards the drafting of project documentation and artifacts (includes but not limited to Business requirements specification, low level designs, technical specification, etc.), provide required technical information required to facilitate the integration for the Compensation Fund.
Source of data	NSPIS Project Plan, Appointment letters of participation
Method of Calculation / Assessment	Project plan implementation: Numerator: Number of project documentation and artifacts related to the Compensation Fund completed during the current financial year. Denominator: Number of project documentation and artifacts related to the Compensation Fund due for completion during the current financial year Calculation: Compensation Fund's Participation In the National Social Protection Information System = Numerator divided by Denominator, the quotient is then multiplied by 100
Means of verification	Project Documents, Attendance Registers, Status updates, Action items tracking sheet, Electronic communication, minutes
Assumptions	<ul style="list-style-type: none"> • Department of Social Development as a lead department in this project ensures that the project objectives are met. • Integration Platform from the Department of Social Development is available to integrate data with the Compensation Fund. • Technical resources (from the Fund and DSD) are available to develop the integration required to share data. • Business units provides relevant ICT inputs • Approved project plan is available for implementation
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annual
Desired performance	100% participation by Compensation Fund's in the National Social Protection Information System.
Indicator Responsibility	Director: Information and Communication Technology

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 of investment portfolio managed by black asset management entities Denominator: Rand Value of total investment portfolio at the end of reporting period. Calculation: Percentage of assets under Management allocated to Black Asset Managers = Numerator divided by Denominator, the quotient is then multiplied by 100.
Means of verification	Award letter to asset management company, drawdown schedule
Assumptions	The Investment Manager will be able to appoint Black asset Managers and comply with investment mandate
Disaggregation of Beneficiaries (where applicable)	Black owned and controlled asset management firms 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	20% over five years
Indicator Responsibility	Chief Director: Financial Management

Indicator Title	Funds allocated to Small, Micro and Medium Enterprises annually
Definition	The purpose is to provide SMME funding to contribute to creation of employment opportunities. The definition of SMME is as section 1 of the National Small Business Act and its relevant schedules Allocation of funds entails investing in Small, Micro and Medium Enterprises using direct investment, investments through venture capital funds by 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	Drawdown schedule from the PIC, Signed contract between the PIC and the SMME
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	R1billion at the end of 5 years
Indicator Responsibility	Chief Director: Financial Management

Indicator Title	Number of decent jobs created through job summit initiatives annually (Investment activities)
Definition	Increase number of direct and indirect 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	2000 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 (age between 18 – 35) in the Developmental Programmes (Internship programmes – graduate internship, student internship and candidacy development support programme; Graduate Recruitment Scheme and Structured Youth Development Programme) as per the Directive on Employment of Persons to Developmental Programmes in the Public service and permanent employment.
Source of data	Acceptance of offer and confirmation of assumption of duty
Method of Calculation or Assessment	Calculation: Number of Persons appointed into Developmental Programmes and Permanent position divide by number of available space for intake and permanent position multiply 100.
Means of verification	HR Reports (Persal establishment report)
Assumptions	Balanced HR Structure Budget availability
Disaggregation of Beneficiaries (where applicable)	100% youth appointments (age 18 – 35)
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Cumulative year- year end)
Reporting Cycle	Annually

Desired performance	100 youth appointments
Indicator Responsibility	Chief Director: Corporate Support

Indicator Title	Percentage increase in total assets per annum
Definition	The purpose of this indicator is to measure an increase in the total assets of the Compensation Fund 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 = Numerator divided by Denominator, the quotient is then multiplied by 100.
Means of verification	Annual Financial Statements
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	The purpose of this indicator is to measure the Fund's improvement in the audit opinion. Matters affecting the Audit opinion: Refers to audit findings issued by the Auditor-General of South Africa (AGSA) Audit Opinion: Statement made by the Auditor General concerning the Fund's fair presentation of Financial Statements.
Source of data	<ul style="list-style-type: none"> • 2023/24 Audited Annual Financial Statements • 2023/24 Annual Report

Method of Calculation / Assessment	Unqualified Audit Opinion
Means of verification	2023/24 Audit report
Assumptions	<ul style="list-style-type: none"> The Fund's key internal controls are carried out consistently, senior management sets the tone for financial discipline and consequence management, the quality of data affecting previous misstatements (data analytics and cleansing) is corrected.
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 Unqualified Audit opinion
Indicator Responsibility	Chief Director: Financial Management

Indicator Title	Percentage of fruitless and wasteful expenditure reduced annually
Definition	<p>The purpose of the Indicator is to measure the reduction in the fruitless and wasteful expenditure</p> <p>Fruitless and Wasteful expenditure must fulfill the following conditions in the definition –</p> <p>(a) expenditure must be made in vain; and</p> <p>(b) such expenditure would have been avoided had reasonable care been exercised.</p>
Source of data	Monthly reports from programme managers and AGSA Management Letter
Method of Calculation / Assessment	<p>Numerator: Current year balance minus prior year balance</p> <p>Denominator: Prior year balance</p> <p>Calculation:</p> <p>Percentage of fruitless and wasteful expenditure reduced annually = Numerator divided by Denominator, the quotient is then multiplied by 100.</p>
Means of verification	<ul style="list-style-type: none"> 2023/24 Audited Annual Financial Statements 2023/24 Annual Reports
Assumptions	<p>The Fund's key internal controls are carried out consistently, senior management sets the tone for financial discipline and consequence management.</p> <p>The Internal Control Unit is capacitated to extract missing records, perform the determination and conclusion of cases</p>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annual
Desired Performance	100% reduction in fruitless and wasteful 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 measure the reduction in the 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 (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; (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: Current year balance minus prior year balance Denominator: Prior year balance Calculation: Percentage of irregular expenditure reduced annually= Numerator divided by Denominator, the quotient is then multiplied by 100.</p>
Means of verification	<ul style="list-style-type: none"> • 2023/24 Audited Annual Financial Statements • 2023/24 Annual Reports
Assumptions	<p>The Fund's key internal controls are carried out consistently, senior management sets the tone for financial discipline and consequence management.</p> <p>The Internal Control Unit is capacitated to extract missing records, perform the determination and conclusion of cases</p>
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 irregular expenditure per annum
Indicator Responsibility	Chief Director: Financial Management

Indicator Title	Percentage of cases recorded in the case register in the previous financial years investigated in the current financial year.
Definition	<p>Cases recorded in the case register means: allegations of fraud and maladministration received by ACIM, recorded in the case register for investigation.</p> <p>Allegations: fraud, maladministration allegations reported by whistle blowers Investigated: Fraud examination executed and finalized by ACIM with investigation report signed off.</p>
Source of data	Investigation case register entailing allegations with case numbers and the finalized status
Method of Calculation / Assessment	<p>Numerator: Total number of cases in the case register as at 31 March 2024 investigated during the current financial year. Denominator: Total number of cases recorded as at 31 March 2025 in the case register</p>

	Calculation: Percentage of cases recorded in the case registered in the previous financial years investigated in the current financial year. = Numerator divided by Denominator multiplied by 100
Means of verification	Quarterly statistical report which entails number of cases investigated and mechanisms used to report the allegations
Assumptions	<ul style="list-style-type: none"> • The investigation sub directorate should be fully capacitated with human resources. 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 • Cooperation of business units and officials
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	75% of cases recorded in the case register in the previous financial years investigated in the current financial year.
Indicator Responsibility	Director: Anti-Corruption & Integrity Management

Indicator Title	Implement ethics management Programme
Definition	The purpose of the indicator is to improve the ethical culture of the Fund by continuously embedding and monitoring the ethics management programme activities, namely <ul style="list-style-type: none"> • Administration of the gifts register, • employees approved for to perform other remunerative work, • code of conduct training • code of ethics training, • Communicating of ethics internally and externally • Financial disclosures • Ethics Risk Assessment and monitoring
Source of data	Ethics implementation plan
Method of Calculation / Assessment	Numerator: Number of activities from the ethics implementation plan due in the current financial year implemented Denominator: Total number of activities in the ethics implementation plan due in the current financial year Calculation Implement ethics management Programme: Numerator divided by Denominator multiplied by 100
Means of verification	Portfolio of evidence of targets achieved on each quarter <ul style="list-style-type: none"> • Gifts register, • ORW application forms from employees, • ORW monitoring reports • attendance registers, • awareness materials • Ethics risk registers & reports

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	100% of activities from the ethics implementation plan due in the current financial year implemented
Indicator Responsibility	Director: Anti-Corruption & Integrity Management

Indicator Title	Vacancy rate reduced to 7% by 31 March 2025
Definition	The purpose of this indicator is about the reduction in vacancy rate percentage on funded positions on the establishment of the Compensation Fund
Source of data	Appointment letters and acceptance of offer
Method of Calculation / Assessment	<p>Numerator: Total number of vacant posts.</p> <p>Denominator: Number of positions on the establishment</p> <p>Calculation:</p> <p>Vacancy rate reduced to 7% by 31 March 2025= Numerator divided by Denominator, the quotient is then multiplied by 100</p>
Means of verification	Vacancy Report
Assumptions	<p>Functional Persal System to enable calculation</p> <p>Availability of job profiles</p> <p>Balanced HR Structure</p> <p>Budget availability</p>
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: 2.5%
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Annual
Desired performance	Vacancy Rate reduced to 7% and below
Indicator Responsibility	Chief Director: Corporate Services

Indicator Title	Number of quarterly and annual reports on monitored performance of Mutuels reporting to the Fund.
Definition	<p>The purpose of this indicator is to monitor the performance of the Mutuels 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 Mutuels 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 Mutuels.</p> <p>Mutuels: means Mutual Association licensed under section 30 of COIDA, act 130 of 1993.</p> <p>License: Operating License for Mutuels as licensees approved by the Minister</p>
Source of data	Signed License Approved performance and deliverables reports.
Method of Calculation / Assessment	Simple count of number of quarterly reports and annual report (Including compliance to license conditions) on monitored performance of Mutuels 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 Mutuels 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 received and 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 system document 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 system document date which will be aligned to the stamp date on the ROE.</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 in the current year.</p> <p>Denominator: Total number of return of earnings received in the current year.</p> <p>Calculation:</p> <p>Percentage of received return of earnings assessed annually = Numerator divided by Denominator multiplied by 100.</p>
Means of verification	<p>SAP Reports ROEs received online and manually</p> <p>SAP Reports of Notice of Assessment</p>
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 95% of the received return of earnings annually
Indicator Responsibility	Chief Director: COID Services

Indicator Title	Percentage of claims received adjudicated within 25 working days
Definition	<p>This indicator measures the implementation of COIDA and the percentage of adjudicated claims within 25 working days</p> <p>Claims refers to all claims received with complete information as outlined in the SOP.</p> <p>Incomplete Claim refers to claims received with incorrect or missing support information that does not support an adjudication decision.</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>25 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 25 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 25 working days = Numerator divided by Denominator multiplied by 100</p>
Means of verification	<ul style="list-style-type: none"> • System Generated report • A duly completed Employer's Report on an Accident (W.Cl. 2) or A duly completed Employer's Report on an occupational disease (W.Cl. 1) (On the CompEasy system or manual) • Valid identity (Certified) information issued by the Department of Home Affairs (Including Foreigners) Identity document/driver's license/passport/birth certificate for child dependant/ Death certificate/ marriage certificate, work permit • Relevant questionnaires related to the specific incident, if and where applicable. E.g. transport questionnaire, assault questionnaire • Notice of an Accident and Claim for Compensation (W.Cl. 14) must be completed (more specifically in the case where the employee is not in the service of the employer anymore, Occupational Diseases) • Relevant questionnaires/report related to the specific condition, if and where applicable • Proof of employment in the form of employment contract or payslip at the time of accident or certificate of service or a letter confirming employment in the letterhead of the employer
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 25 working days
Indicator Responsibility	Chief Director: COID Services

Indicator Title	Percentage of approved benefits paid within 10 working days
Definition	<p>Approved benefits paid: (number of benefits) refers to approved benefits payments made by Financial Control.</p> <p>Approval date refers to the date when Core business approves the claim for payment. The claim is approved for payment when Operations is satisfied that the claim is valid and payable. Refer to date that finance received an instruction to pay from core business. (instruction date).</p> <p>The date paid refers to the date where financial control process the payment run.</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 (simulation run) • Payment File (Payment run) • Bank Statement • Payment register (Expenditure report)
Method of Calculation / Assessment	<p>Numerator: Total number of approved benefits (number of document numbers received) paid within 10 working days</p> <p>Denominator: Total number of approved benefits received (number of document numbers received)</p> <p>Calculation:</p> <p>Percentage of approved benefits paid within 10 working days= Numerator divided by Denominator multiplied by 100</p> <p>NB:</p> <p>1) All claims (number of document numbers received) submitted by Core business to Finance must be paid within 10 working days. Calculation of 10 days is from Instruction (simulation run) date received by Finance</p> <p>2) If Core business approved 10 claims at the value of R10 000. Finance will pay R10 000, when the bank accepts the payment file, CF bank account will reflect expenditure of R10 000.</p>
Means of verification	<p>Financial Statement</p> <p>SAP report</p> <p>Expenditure 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 95% of claims benefits within 10 working days
Indicator Responsibility	Chief Director: Financial Management

PROGRAMME 3: MEDICAL SERVICES

Indicator Title	Percentage of request for pre-authorisation for re-openings finalised within 10 working days of receipt of accepted claims
Definition	<p>This Indicator measures the percentage of pre-authorisation requests for re-openings finalised within 10 working days.</p> <p>Pre-authorisation refers to providing authorisation to allow the requested medical treatment or procedure to proceed. (Pre-auth number)</p> <p>Re-openings refers to providing further pre-authorisation to allow the requested medical treatment or procedure to proceed after two years.</p> <p>Approved authorisation request should be accompanied by all relevant documents.</p> <p>Finalised Refers to a decision to approve or not approve a request.</p> <p>10 Working Days refers to the day the request is received manually or date captured on the system up to the day it is finalized, excluding weekends and public holidays.</p> <p>Received refers to date manually captured or the date electronically generated on the system.</p> <p>Accepted claims refers to claims which have been adjudicated and liability status is accepted</p> <p>The indicator excludes pre-authorisation for re-openings received in the previous financial years.</p>
Source of data	Pre-authorised finalised documentation (approval/rejection letters) System generated report. Manual pre-authorisation for re-opening report
Method of Calculation / Assessment	<p>Numerator: number of requests for pre-authorisation for re-openings finalised within 10 working days of receipt</p> <p>Denominator: number of total requests for pre-authorisation for re-openings received</p> <p>Calculation:</p> <p>Percentage of request for pre-authorisation for re-openings finalised within 10 working days of receipt of accepted claims = Numerator divided by Denominator multiplied by 100</p>
Means of verification	Pre-authorisation listings CompEasy system generated report.
Assumptions	<ul style="list-style-type: none"> • Claims 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)	<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)	<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	Finalise 95% of requests for pre-authorisation for re-openings within 10 working days of receipt of accepted claims

Indicator Title	Percentage of medical invoices finalised within 25 working days of receipt.
Definition	<p>This Indicator measures the percentage of medical invoices finalised within 25 working days.</p> <p>Medical Invoices referred to all invoices (Electronic, Manual) received from Medical service providers on accepted claims which must be accompanied by all relevant medical reports according to the standard operating procedures.</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>25 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> <p>Accepted claims refers to claims which have been adjudicated and liability status is accepted in the system.</p>
Source of data	Batch bulk payment report, Electronic invoices and Manual Invoices
Method of Calculation / Assessment	<p>Numerator: Number of medical invoices finalised within 25 working days</p> <p>Denominator: All medical invoices received in the financial year to date.</p> <p>Calculation:</p> <p>Percentage of medical invoices finalised within 25 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	CompEasy system generated report.
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 • Functional ICT System
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 85% of medical invoices within 25 working days of receipt
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 95% 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 (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: An external product specifically produced or generally available for the primary purpose of which is to maintain or improve individual function and independence and thereby to promote general wellbeing also used to prevent impairments and secondary health condition.</p> <p>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 letter based upon the 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 finalized within 15 working days during the financial year</p> <p>Denominator: Number of requests received during the financial year</p> <p>Calculation:</p> <p>Percentage of requests for assistive devices finalized within 15 working days = Numerator divided by Denominator, the quotient is then multiplied by 100.</p> <p>*The quarterly performance is measured as cumulative e.g. The quarter 3 output is calculated by adding Q1+Q2+Q3 outputs together</p>
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)	Reflect on contribution to spatial transformation priorities (N/A) Reflect on the spatial impact area (N/A)
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired Performance	Finalizing 95% of assistive devices requests within 15 working days
Indicator Responsibility	Chief Director: Orthotics and Rehabilitation Services