



UNEMPLOYMENT INSURANCE FUND



REVISED **STRATEGIC**
PLAN 2023/24



UNEMPLOYMENT
BENEFITS



REDUCED
WORK TIME
BENEFITS



MATERNITY
BENEFITS



PARENTAL
BENEFITS



ADOPTION
BENEFITS



ILLNESS
BENEFITS



DEATH
BENEFITS



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employment & labour

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TOP LEADERSHIP

A leader is one who knows the way, goes the way, and shows the way.

— John C Maxwell

A great leader has the ability to inspire action through proper guidance and mentorship and uses their knowledge to educate others along the way.



Teboho Maruping
UIF COMMISSIONER

Boitumelo Moloi
DEPUTY MINISTER

Thulas Nxesi
MINISTER

Thobile Lamati
DIRECTOR-GENERAL

	Foreword By The Minister	vii
	Deputy Minister's Statement	ix
	Foreword By The Accounting Authority	x
	Commissioner's Statement	xi
	Official Sign-Off	xiv
	PART A: OUR MANDATE	
	Constitutional mandate	2
	Legislative and policy mandates	2
	Institutional Policies and Strategies over the five year planning period	3
	Relevant Court Rulings	3
	PART B: OUR STRATEGIC FOCUS	
	Vision	6
	Mission	6
	Values	7
	UIF value chain	8
	UIF SWOT Analysis	9
	Situational Analysis	11
	PART C: MEASURING OUR PERFORMANCE	
	Institutional Performance Information	20
	Measuring the impact	20
	Measuring outcomes	20
	Explanation of planned performance	23
	Key Risks	26
	PART D: TECHNICAL INDICATOR DESCRIPTION (TID)	
	Programme 1: Administration	30
	Programme 2: Business Operations	45
	Programme 3: Labour Activation Programme	50

ACRONYMS

APP	Application
BT&R	Business Turnaround and Recovery
CF	Compensation Fund
COVID-19	Corona Virus Disease of 2019
DEL/Department	Department of Employment and Labour
ED	Enterprise Development
FSCA	Financial Sector Conduct Authority
ICT	Information and Communications Technology
LAP	Labour Activation Programmes
MTSF	Medium Term Strategic Framework
NATJOC	National Joint Operational Centre
NDP	National Development Plan
NEDLAC	National Economic Development and Labour Council
NEET	Neither in Employment, Education nor Training
NPA	National Prosecuting Authority
PES	Public Employment Service
PIC	Public Investment Corporation
QES	Quarterly Employment Statistics
QLFS	Quarterly Labour Force Survey
Stats SA	Statistics South Africa
SARB	The South African Reserve Bank
SIU	Special Investigating Unit
SOEs	State Owned Entities
SRI	Socially Responsible Investment
TERS	Temporary Employer/Employee Relief Scheme
TLS	Training of Layoff Scheme
UI Act	Unemployment Insurance Amendment Act
UIF/ Fund	Unemployment Insurance Fund
USSD	Unstructured Supplementary Service Data
WABU	Workers Affected by Unrest

FOREWORD BY THE MINISTER

For the first time in more than two years, South Africa is effectively taking strides toward economic and labour market recovery following the devastation caused by the Coronavirus (COVID-19) global pandemic. Through several economic and employment stimulus programmes launched through his Excellency, President Cyril Ramaphosa's Economic Reconstruction and Recovery Plan (ERRP), the country has been making efforts to claw back some of the job losses suffered at the height of the pandemic. The ERRP and other similar projects will see the South African economy grow and requiring a skilled labour force from the 34.5% unemployed South Africans.

In our continued efforts to ramp up economic and job market recovery efforts, the Department of Employment and Labour has, through its Labour Activations Programme (LAP) invested in the reskilling and training of employees that lost jobs, especially those who were contributors to the Unemployment Insurance Fund (UIF). These former UIF contributors have been trained in the technology, hospitality, agriculture, maritime, and service sectors to name a few, through Labour Activation Programme (LAP) to ensure their re-integration into the labour market.

LAP is being reimagined to ensure that beneficiaries are employed upon completion of the training. Guaranteed employment has been included as one of the conditions in the agreements we sign with training partners. During the 2022/2023 financial year, R3,1 billion was set aside to fund the LAP. The LAP budget will also be used for the normal Temporary Employer Employee Relief Scheme (TERS) which provides financial assistance to companies in distress. We are also using the R3,1 billion to support the Business Turnaround and Recovery (BTR) programmes under Productivity South Africa, another entity of the Department of Employment and Labour. The BTR assists struggling companies by diagnosing their problem and providing turnaround solutions.

As a response to President Ramaphosa's directive that government must ensure that livelihoods are protected, the Unemployment Insurance Fund (UIF/Fund) introduced the Covid-19 Temporary Employer Employee Relief Scheme (Covid-19 TERS) to support the millions of employees and thousands of businesses that were unable to operate (fully) due to the necessary lockdowns that took place in South Africa. This response to save jobs and businesses saw the Fund disperse billions of Rand directly to employers and employees. To date, about R62 billion was disbursed to help about 5,4 million workers put food on the table and meet their financial obligations.

We emphasise the need to drastically improve enforcement of compliance with UIF legislation to have more employers registered with the Fund and making contributions as required by the law to return the UIF to the previous surplus of over R150 billion, before the pandemic.

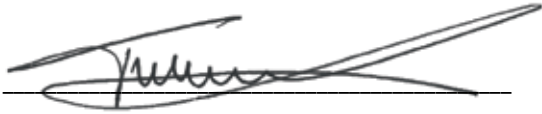
The Department's strategic objectives can be fully realised once the UIF is operating at an optimum level and this is the reason the Fund is undergoing an Organisational Structure Review Project to transform it into a world-class centre of excellence. The Project will streamline the Fund's operations, making it a fit-for-purpose organisation that delivers speedy services to its clients.

The delivery of technological advancements such as the zero-rated UIF Mobile APP and Unstructured Supplementary Service Data (USSD) services will form part of the immediate and medium term that we will enhance and relaunch to improve service delivery, as well as reducing and ending queues at our Labour Centres. As these technological services are rolled out, including the free Wi-Fi at Labour Centres, and integration of Information and Communications Technology (ICT) systems, the Fund will improve claim processing to shorten turnaround times for the benefit of our clients.



This revised strategic plan is intended to respond to current and emerging needs of the Unemployment Insurance Fund including broadening the channels through which the UIF will deliver its services, consolidating the Department's efforts in its contribution towards employment creation. In the MTEF period, the UIF seeks to recruit 240 000 participants in its labour activation programmes, provide financial and non-financial support to business enterprises and cooperatives. In the MTEF period, the Fund will also seek to monitor its investments held through the Public Investment Corporation in terms of whether the PIC investment decisions are informed by the mandate given by the Fund.

The new indicators or broadened commitments that are made by the Fund in its 2023-2024 Annual Performance Plan meant that the Strategic plan should be revised to ensure that there is alignment between the two plans.



T.W Nxesi, MP
Minister of Employment and Labour

DEPUTY MINISTER'S STATEMENT

The Unemployment Insurance Fund, an entity of the Department of Employment and Labour, has disbursed more than R62 billion helping to keep food on the tables of more than 5,4 employees whose income was lost or decreased as a result of the global Coronavirus (Covid-19) pandemic. Covid-19 TERS was introduced in March 2020 to curb the rapid spread of the virus and loss of life whilst enabling some economic activity, as part of the President's announced comprehensive economic financial relief package to support the economy, businesses and workers during the various alert levels of the lockdown.

The Fund surpassed the initial Covid-19 TERS budget of R40 billion by a whopping R22 billion, an achievement we hail with aplomb, as the money contributed towards much-needed sustenance for workers, businesses, and our economy. While we are pleased to have made such a great contribution to our country with speed and competence, it was rather unfortunate and regrettable that some of the Covid-19 TERS payments landed in the wrong hands due to fraud and corruption that was made easy by inadequate control measures in the new and hastily developed system.

Subsequently, we began implementing the recommendations of the Auditor-General, and cooperated with financial institutions, law enforcement agencies, and other government departments to validate accounts and ID numbers to avoid fraudulent payments. The Fund also enhanced the system and upgraded the security controls. From the beginning of Covid-19 TERS, we were aware of possible fraud hence the "follow the money" project to audit all payments.

Through Phase 1 of the "follow the money" project and joint efforts with the HAWKS, Special Investigating Unit (SIU), National Prosecuting Authority (NPA), Financial Sector Conduct Authority (FSCA), as well as the banking institutions, we managed to suppress the fraud, paving the way for the arrest of at least 30 suspects to date. 10 others have been convicted and sentenced to direct imprisonment or handed suspended sentences for fraudulently claiming the Covid-19 TERS. This includes the high profile 20 years' direct imprisonment of Bookkeeper, Lindelani Gumede, for R11 million Covid-19 TERS fraud.

Through the "follow the money", our partnerships with law enforcement, and honest employers who received more than was due to them and subsequently refunded the UIF, an amount of about R3,4 billion was recovered and collected by the UIF.

The UIF has already commenced phase 2 of the "follow the money" which is supported by over 360 forensic auditors from six auditing firms appointed by the Fund to ensure that every cent and the rand is accounted for. As a Department, we have certainly learned crucial lessons from the implementation of the Covid-19 TERS benefits. We will also redouble efforts towards improving service delivery and turnaround times for processing and paying claims to make the UIF a fit-for-purpose entity that alleviates poverty.

This revised strategic plan included commitments dealing with the verification of the COVID-19 TERS. May God bless and protect you all.



Ms Boitumelo Moloi - MP

Deputy Minister of Employment and Labour

FOREWORD BY THE ACCOUNTING AUTHORITY

The UIF's revised Strategic Plan will seek to ensure that the Fund goes into the 7th administration in 2024 with improved capacity and governance, better ICT capability, improving client experience, fit-for purpose organizational structure, adequate tools of trade, and capabilities to monitor the investments that the PIC makes on behalf of the Fund.

Since the report of the Auditor General of South Africa (AGSA) raised some serious findings around the payments of the Covid-19 TERS, the UIF has been implementing its recommendations in order to positively turn the ship around. Furthermore, phase 1 of the Covid-19 TERS "follow the project" has resulted in hundreds of millions being returned to the UIF's coffers while several arrests and sentences have been made against individuals who defrauded the UIF. Phase 2 of "follow the money", which commenced in July 2022 is being supported by 6 auditing firms to ensure that every cent and Rand is accounted for.

The return of the UIF Commissioner, Mr Teboho Maruping, and other senior executives from suspension has also brought much-needed leadership stability to the UIF and inspired confidence amongst staff, clients and stakeholders. The Fund is now firmly focused on improving delivery and providing social security to contributors and their beneficiaries in line with section 27 (1) (c) of the constitution which states that "everyone has the right to social security".

One of the successfully implemented projects has been the decentralisation of the processing of online claims from the Fund's Head Office in Pretoria to the provinces.

This has assisted in fast-tracking the assessment and payment of claims, thus ensuring that clients receive their monies faster whilst saving on transport costs to visit a labour centre. Despite this, many clients are rightly unhappy with the lack of regular communication regarding their claims. To improve, the Fund developed a free Unstructured Supplementary Service Data (USSD) platform and zero-rated Mobile APP to promote self-service and reduce long queues at Labour Centres. These platforms enable clients to check their claim and payment status and confirm registration with the Fund from the comfort of their homes.

The procurement of mobile buses that render essential services of the Fund and the Department, especially in rural communities and areas that are far from labour centres, has also aided our service delivery efforts. The Fund will also continue leveraging Information and Communication Technology (ICT) projects such as integrating claims systems, Siyaya and Virtual Office, free Wi-Fi at labour centres, as well as the effective implementation of the SAP system. To positively boost its image and rebuild stakeholder and client trust, the UIF will ramp up marketing and public awareness of the Fund's management practices, financial reporting, planning, and performance management.

In our efforts to enhance the performance of the UIF, stringent controls have been established such as reviewing monthly performance reports against operational plans and performance agreements. In addition to these, the Fund is strengthening its performance accountability and consequence management systems and processes.

Purposeful action plans have also been put in place to execute audit findings. These entail improving ICT governance and policies and reviewing access to ICT systems to ensure accessibility is aligned with responsibilities. The Fund will unapologetically persist with efforts to achieve a clean audit outcome by amongst others, reinforcing internal controls and governance processes. We are also optimistic that successfully applying the "fit for purpose" project shall aid our clean audit trajectory. The project, upon implementation, is poised to improve overall governance, risk management, and internal control environment which will contribute significantly to the achievement of an improved audit outcome.



Already, the “fit for purpose” project service provider has commenced the work and is anticipated to conclude in September 2023. The project will reconfigure the UIF to operate as an optimal insurance entity that will be agile and more responsive to the needs of beneficiaries. Whilst the ultimate desire is to see the UIF functioning akin to private sector insurance practices in terms of operational efficiency, it will do so within the framework of government legislation such as the Public Finance Management Act (PFMA).

Despite the challenges of Covid-19, we have and will continue to do our utmost best to assist UIF clients, stakeholders, businesses, workers, and the South African economy under the firm leadership of Minister Nxesi, UIF Commissioner, and through the hard toils of our officials.



Mr. T.M Lamati
Director-General

COMMISSIONER'S STATEMENT

The planning reflection that was undertaken by the Unemployment Insurance Fund towards the development of the 2023-2024 Annual Performance Plan that has led to the Fund introducing a number of commitments which were not part of the Fund's previous plans of the current Medium Term Strategic Framework period.

In the remainder of the MTSF period, the UIF will seek to aggressively broaden its channels for the provision and improvement of service delivery, improve audit outcomes, monitor its investments held by the PIC, strengthen its efforts to verify WABU and COVID19-TERS payments that were made to employers on behalf of the employees, galvanise efforts to close gaps related to compliance with the Protection of Personal Information Act, extend financial and non-financial support to business enterprises and cooperatives, and increase the number of Labour Activation Programme participants from the 15 000 target of 2022-2023 to 240 000 in the MTEF period in order to curb the scourge of unemployment. These newly introduced commitments necessitates that the Fund revises its Strategic plan.

The impact of the Coronavirus (COVID-19) pandemic and the extended mandate of the Department of Employment and Labour have compelled the UIF to redouble its efforts of being at the forefront of job creation and preservation, as well as providing income support to beneficiaries. Statistics South Africa's Quarterly Labour Force Survey (QLFS) shows that the number of unemployed persons increased by 132 000 to 8 million in the second quarter of 2022 compared to the previous quarter.

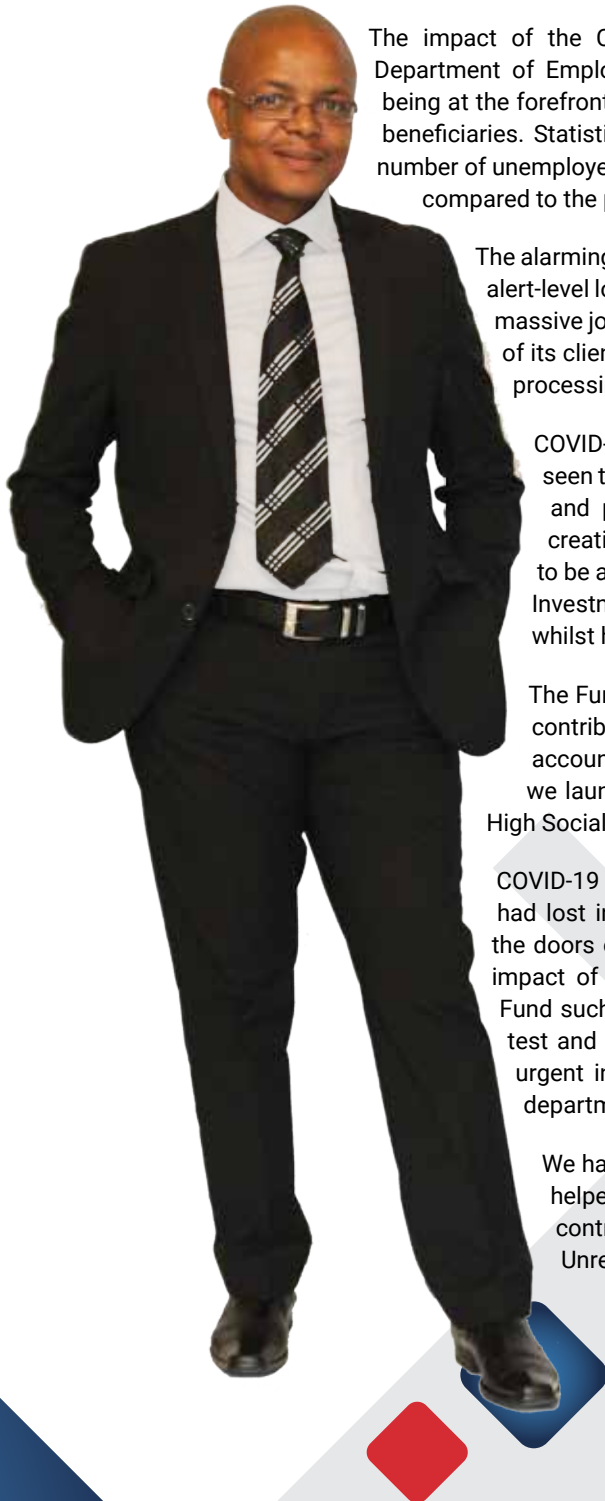
The alarming figures were largely exacerbated by slow economic growth and COVID-19 alert-level lockdowns that were implemented to slow the rapid spread of the virus. The massive job losses made it imperative for the UIF to be more responsive to the needs of its clients in relation to its investment mandate, job creation schemes, as well as processing Covid-19 TERS claims and normal UIF benefits.

COVID-19 and the additional employment mandate of the Department have also seen the Fund re-prioritise LAP interventions to gear them towards initiatives and partnerships that are labour market-friendly and result in employment creation and job preservation. Socially Responsible Investments (SRIs) continue to be a fundamental component of the UIF's Investment strategy in that it targets Investment opportunities that have great potential to create and preserve jobs, whilst having a positive social impact.

The Fund has reviewed its investments in SRIs to ensure that these Investments contribute significantly to job creation and job preservation. Currently SRIs account for about 20% of the UIF Investment portfolio, and within this portfolio, we launched the R2 billion Programme Development Partnership (PDP) and the High Social Impact Investment (HIS) to assist with job creation and job preservation.

COVID-19 TERS contributed immensely towards assisting 5.4 million workers who had lost income to meet their financial obligations. It also saved jobs and kept the doors of struggling companies open. While the Scheme mitigated the negative impact of lockdown on the economy, it also provided some key lessons for the Fund such as our capacity to pay benefits. COVID-19 TERS put our systems to the test and the weaknesses identified by the Auditor-General amplifies the need for urgent integration of systems both within the Fund and with other government departments.

We have partnered with various government departments in data sharing which helped improve our systems and processes. This is evident in the stringent control measure we put in place for the processing of the Workers Affected By Unrest (WABU): Temporary Relief Scheme that we established to provide wage



support to workers impacted by the unrest that swept parts of Kwa-Zulu Natal and Gauteng in July 2021. The control measures we introduced included checking information against the databases of various government departments and stakeholders to ensure that fraudulent and irregular claims are blocked forthwith.

COVID-19 also stretched our call-centre capacity as we experienced overwhelming number of calls compared to our human resources. Plans to set up a centralised call centre for the Department of Employment and Labour are at an advance stage. As the UIF, we remain deeply concerned with the overall performance of the Fund. This is despite the moderate increase from the 2020-2021 performance rate of 33 percent to the 48 percent in 2021-2022.

We are on a trajectory to build on the achievements of the previous two financial years as we wind down COVID-19 TERS. Leadership stability and staff morale have received a shot in the arm. All our executives, including myself, have returned to the helm after our suspensions.

The lifting of all COVID-19 restrictions in June 2022 will help us operate at our full potential to meet all our targets. We are also confident that the organizational Structure Review Project that is currently underway will transform the UIF into a fit-for-purpose organisation which delivers with speed. To further improve service delivery, we will technology to integrate claims systems by effectively implementing the SAP system.

Our audit opinion has been stagnant for the past three financial years. Despite maintaining a good financial position, we want to return the clean audit status achieved more than five years ago. To that end, we will tighten the Service Level Agreement with the Public Investment Corporation (PIC) to improve accountability for the financial statements of investee companies. We are also going to include management action plans in the performance agreements of all senior managers and track implementation regularly.

The Fund remains cognisant of the frustration caused by the lack of instant feedback regarding the status of claims. The introduction of the zero-rated Unstructured Supplementary Service Data (USSD) and Mobile APP will promote self-service and reduce long queues at labour centres. The zero-rated USSD and Mobile APP enable clients to check the status of their claims, request payment, and confirm registration with the Fund without incurring data or airtime costs, thus putting more money in their pockets. In our continued efforts of bringing services of the Department closer to the people and saving them transport costs, especially those in rural areas, we procured mobile busses that have already hit the ground running in all provinces. The busses enable the rendering of all Department of Employment and Labour services on "wheels".

The UIF will continue to maintain good relations with all its strategic stakeholders. These stakeholders play a pivotal role in assisting the Fund to achieve its mandate and objectives.

We are thankful of the tireless support of the Minister, Deputy Minister and the Director-General of the Department of Employment and Labour, and we look forward to their continued support.

*Ke a leboga
Thank you*



Mr. Teboho Maruping
Unemployment Insurance Fund Commissioner

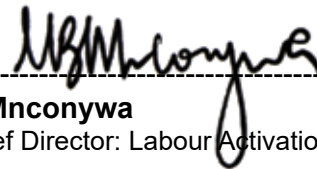
OFFICIAL SIGN-OFF

It is hereby certified that this Revised Strategic Plan:

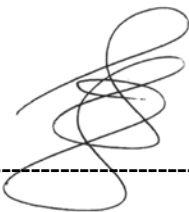
- Was developed by the management of the Unemployment Insurance Fund (UIF) under the guidance of Honourable Minister TW. Nxesi, MP
- Takes into account all the relevant policies, legislation and other mandates for which the UIF is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the UIF will endeavour to achieve over the period 2020-2025.



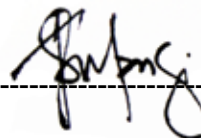
J Kumbi
Chief Director: Business Operations



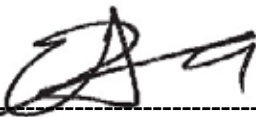
M Mnconywa
Chief Director: Labour Activation Programme



M Yawa
Chief Director: Corporate Services



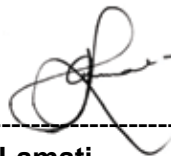
F Puzi
Chief Financial Officer



T. Mokgahla
Head of Planning



T Maruping
UIF Commissioner



T.M Lamati
Accounting Authority



B.E Moloi, MP
Deputy Minister



T.W Nxesi, MP
Executive Authority





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REVISED UIF STRAT PLAN 2020/25





PART A

OUR MANDATE

PART A: OUR MANDATE

1. Constitutional mandate

The supreme mandate of the UIF is derived from section 27 (1) (c) of the Constitution of the Republic of South Africa. The UIF provides social security to its contributors in line with section 27 (1) (c), which states that “everyone has the right to social security”.

2. Legislative and policy mandates

The mandate of the UIF is stated in the Unemployment Insurance Act (Act 63 of 2001) as amended, and established in terms of section 4(1) of the Act. The Act empowers the UIF to register all employers and employees in South Africa and pay those who qualify for unemployment insurance benefits. The Unemployment Contributions Act (Act 4 of 2002 “UCA”) empowers the South African Revenue Services Commissioner and the UIF Commissioner to collect monthly contributions from both employers and employees.

Unemployment Insurance Contributions Act, 4 of 2002 (UCA) provides for the imposition and collection of contributions for the benefit of the Unemployment Insurance Fund; and to provide for matters connected therewith. Section 9 of the UCA empowers the UIF Commissioner to collect contributions from all those employers who are not required to register as employers in terms of the fourth schedule of the Income Tax Act (Act 58 of 1962) and who are not liable for the payment of the skills development levy in terms of the Skill Development Act (Act 9 of 1999). These contributions are used for the payment of benefits and other expenditures reasonably incurred relating to the application of the Act.

The UIF is expected to make a contribution to the following priorities of the sixth administration:

- Priority 1: Capable, Ethical and Developmental State
- Priority 2: Economic Transformation and Job Creation
- Priority 4: Consolidating Social Wage through reliable and Basic Services

Overall, the UIF is expected to provide adequate social safety nets to protect vulnerable workers.

3. Institutional Policies and Strategies over the five year planning period

This Strategic Plan takes into consideration the National Development Plan (NDP), the NDP Five-Year Implementation Plan and the Medium Term Strategic Framework.

The Fund's Annual Performance Plan takes into consideration the National Development Plan (NDP), the NDP Five-Year Implementation Plan, the Medium Term Strategic Framework (MTSF) and the Fund 'strategic plan.

The Fund will continue to work with government in its effort to develop a Comprehensive Social Security Paper in order to ensure that vulnerable workers that are currently excluded from the current UI Legislation are covered. These include self-employed, Informal Sector work, platform work, Consultancy, and Artists and Entertainer's work.

4. Relevant Court Rulings

There are no new specific court rulings that have a significant, ongoing impact on operations or service delivery obligations.



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REVISED UIF STRAT PLAN 2020/25





PART B

OUR STRATEGIC FOCUS

PART B: OUR STRATEGIC FOCUS

1. Vision

A caring, accessible and customer centric UIF that contributes towards poverty alleviation.

The UIF vision can further be elaborated as follows:

- **Caring** - After interacting with the UIF, customers should feel that their needs are being addressed, and that the UIF empathises and solves the customers' queries/problems;
- **Accessible** - The customer should be able to access the UIF through a variety of channels and locations. Increasing customer convenience should be at the centre of any planned ease of access measures; and
- **Customer-centric** - The customer should be placed at the centre of the UIF's processes and procedures. Business activities and relief processes should support the idea of being customer centric.

2. Mission

Through multiple channels, the UIF will provide social insurance benefits and improve coverage to vulnerable workers and contributors. The Fund will further contribute to economic growth through funding the retention and re-entry of contributors into employment.


The new mission can be further elaborated as follows:

- **Multiple Channels** - The UIF will ensure accessibility of its services through various channels and across different physical locations.
- **Social Insurance Benefits**- Refers to the following financial benefit claims provided under the UI Act and Labour Laws Amendment Act and paid out to UI Contributors:
 - Unemployment Benefits
 - Maternity Benefits
 - Illness Benefits
 - Adoption Benefits
 - Dependant's Benefits
 - Parental Benefits
- **Vulnerable Workers** - The UIF will contribute to the improvement of the lives of the vulnerable workers by funding their training and business development interventions.
- **Improve Coverage** - UIF benefits access is currently limited to employees as defined in the UI Contributions Act 4 of 2002, and no other persons outside the scope defined in the Act can access the benefits, including self-employed persons, persons working in the informal sector, artists in the arts and entertainment and recent graduates. The Act will be amended to increase much-needed coverage of these groups in order to reduce unemployment and contribute to job creation and entrepreneurship.

Funding the Retention and Re-entry of Contributors into the employment - In order to improve the lives of the UIF contributors, ensure their continuation of contribution payments and contribute to economic growth, the UIF will provide funding for interventions (such as training, business development) that are aimed at enabling retrenched workers to re-enter into employment (as employees or as self-employed).

3. Values

The UIF subscribe to the following values:

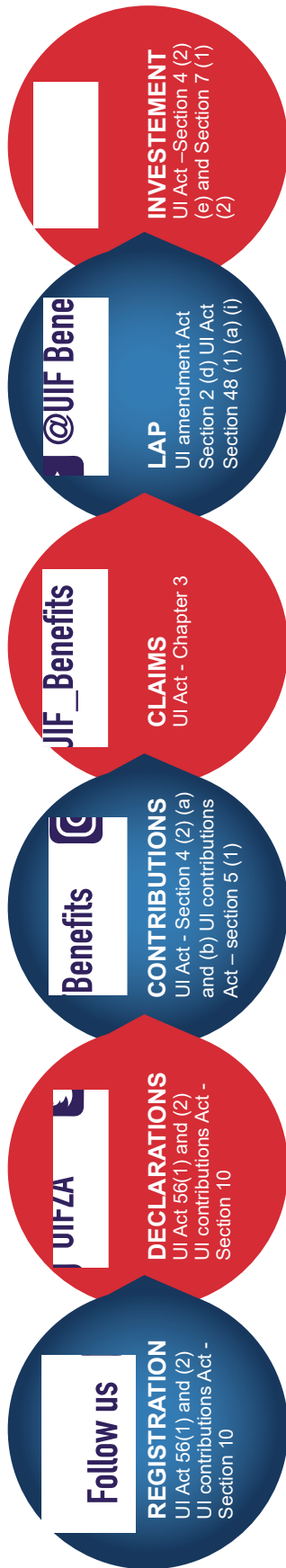
	VALUES	DESCRIPTION
	Transparency	We will be open to all stakeholders without reservations on dealings within the Fund.
	Mutual Respect	We will respect our colleagues and stakeholders and treat them as we want to be treated.
	Client-centred service	The customer should be placed at the centre of the UIF's processes and procedures. Business activities and relief processes should support the idea of being customer centric.
	Integrity	We will communicate openly, honestly and build relationships based on trust.
	Accountability	We will own up to our responsibilities in relation to our behaviour, actions and results.
	Teamwork	We will involve each other, work together across the organisation, seek ideas and share solutions.
	Caring for our people	We treat employees with care, dignity and respect. We grow our people for performance excellence.
	Excellence	We will achieve a total customer satisfaction by providing excellent and world - class services to our stakeholders.

4. UIF VALUE CHAIN

Vision - A caring, accessible and customer centric UIF that contributes towards poverty alleviation.

Mission - Through multiple channels UIF will provide social insurance benefits and improve coverage to vulnerable workers and contributors. UIF will further contribute to economic growth through funding the retention and re-entry of contributors into employment.

Values :Transparency, Mutual respect, Client-centred services, Integrity, Accountability, Team work, Caring for our people, Excellence



Section 5(d) "Financing of the retention of contributors in employment and the re-entry of contributors into the labour market and any other scheme aimed at the vulnerable workers"

Themes: 1. Contribute to economic growth 2. Convert unemployed beneficiaries into contributors 3. Poverty alleviation

Registration Indicators	Declaration indicators	Contributions indicators	Claims Indicators	LAP Indicators	Investment indicators
<ul style="list-style-type: none"> % of companies registered - Number of newly registered employees Number of newly registered employers 	<ul style="list-style-type: none"> % of new companies created with a registration document % of companies issued with compliance certificates 	<ul style="list-style-type: none"> % increase in contribution revenue Turnaround time to issue a compliance certificate 	<ul style="list-style-type: none"> Turnaround time to process claims and payments 	<ul style="list-style-type: none"> Enhancing employability to enable UIF contributors to be retained at work Percentage of Temporary Employer Employee Relief Scheme (TERS) processed 	<ul style="list-style-type: none"> Percentage return on listed investments ≥ the benchmark

Outcome	Outcome indicators	Priority
Functional and Efficient UIF	<ul style="list-style-type: none"> Improved audit opinion obtained from auditors Improved compliance with Protection of Personal Information Act Improved resolution of cases of fraud and corruption Improved turnaround time to pay suppliers Increased verification of identified COVID-19 TERS payments Increased verification of WABU payments COVID-19 TERS Impact Evaluation conducted Impact assessment on LAP projects conducted Improved accessibility to UIF services by clients Improved claims management system Improved compliance with the approved strategic asset allocation mandate Improved knowledge of client experience Improved Human Resource Capacity. 	<p>Priority 1: Capable, Ethical and Developmental State</p>
Strengthened institutional capacity of the Fund		
More decent jobs created and sustained	<ul style="list-style-type: none"> Improved turnaround for approving or rejecting valid Temporary Employer/ Employee Scheme (TERS) applications by the delegated Authority. Improved participation of beneficiaries in employability programmes Improved compliance with funding agreements by funded partners Increase in the number of business enterprises supported 	<p>Priority 2: Economic Transformation and Job Creation</p>
An inclusive and responsive social security coverage	<ul style="list-style-type: none"> Improved social security coverage 	<p>Priority 4: Consolidating Social Wage through reliable and Basic Services</p>

4. UIF SWOT Analysis

S	W	O	T
There is a political will to focus energies on the creation of employment.	Lack of clear direction regarding the "Employment" in Department of Employment and Labour. No way forward on the "how" employment will be created.	DEL- new emphasis on "Employment" provides the UIF the opportunity to be more proactive in dealing with unemployment.	Governance challenges at the PIC compromising valid Investment decisions of UIF Financial resources. Misunderstanding of the utilisation or lack thereof of UIF funds
Healthy Financial Portfolio	Shared ICT Service Provider contracts with the DEL delays service delivery for the Fund, and is financially costly compared to the Fund entering into ICT contracts on its own. Poor security at DEL Labour Centres threatening the safety and security of ICT Equipment purchased by UIF; and thus leads to wastage of financial resources used to purchase such equipment.	There is an increase in young people who want to peruse entrepreneurship, and are not just looking for jobs. Potential to enter into Private partnerships to create employment opportunities	Investment Decisions not 100% assured to provide returns. Closing down of several large corporations which leads to retrenchment of workers, and therefore increase in UI benefit Claims Increasing Unemployment Rate
Knowledge base (a high number of UIF staff has been in the employment of the Fund for more than 10 years)	Entrepreneurship, Business Rescue, Statistical Analysis	Partnerships with other government departments and institutions to enhance unemployment reduction efforts	Increase in poverty and unemployment levels amongst South Africans Major changes in the skills requirement of the current economy and the 4IR
Use of multiple channels to provide services to UIF Clients, e.g. introduction of USSD system free Wi-Fi at service points. Creation of the UIF App to reach more people	Poor ICT infrastructure, UIF is still too "paper-based". Turnaround times for procurement of ICT equipment and devices is still range from months to years. Shared ICT Service Provider contracts with the DEL delays service delivery for the Fund, and is financially costly compared to the Fund entering into ICT contracts on its own. Poor security at DEL Labour Centres threatening the safety and security of ICT Equipment purchased by UIF; and thus leads to wastage of financial resources used to purchase such equipment.	Use of Technology to reach as many UIF Beneficiaries as possible. Opportunity to retrain-retrenched UIF beneficiaries in ICT-related skills in order to increase their employability	Slow pace of the Presidential Task Team on the 4IR and the role that government entities can play Replacement of the workforce with technology as a response to 4IR or to reduce production costs leads to retrenchment of workers and the obsolete of certain skills

S	W	O	T
	<p>No clear skills training strategy for the Unemployed in Environmental/natural Resource based jobs:</p> <ul style="list-style-type: none"> Green Economy Blue/ Oceans Economy Tourism Mining Agriculture 	<p>Re-focus employment creation efforts towards sustainable development jobs that respond to the following:</p> <ul style="list-style-type: none"> Green Economy Blue/ Oceans Economy Tourism Mining (Rehabilitation) Agriculture <p>Retraining and Reskilling efforts as part of Mining beneficiation for those who are retrenched.</p>	<p>Environmental-based jobs are being threatened by climate change</p> <p>Mining Jobs on the decline. Increase in retrenchments in the mining sector leading to increase in unemployment, loss of income, poverty, and increase in UIF Benefit claims</p>
<p>UIF Legislation- Section 5 (d) of UI Amendment Act makes provision for the financing of schemes aimed at retaining UIF contributors to the job market.</p>	<p>UIF Legislation (UI contributions Act) exclusion of many active in the labour market, such as:</p> <ul style="list-style-type: none"> Informal workers Consultants and Self-Employed Artists in the Entertainment industry Online/Platform work <p>Limited Decision-making powers for the UIF Commissioner.</p> <p>Limited Decision-Making Powers for the UIF Advisory Board</p> <p>Limited resources for ensuring compliance to UIF legislation, which leads to a loss of revenue</p> <p>Current UI Contributions Act provide more Power to the SARS Commissioner, and limits the Fund's decision-making</p>	<p>Utilisation of Section 5(d) to contribute specifically to improvement of skills in demand in the labour market, and reduce unemployment amongst the youth, UI beneficiaries and other vulnerable groups</p> <p>Opportunity to develop a Policy Position on social insurance for the following vulnerable groups:</p> <ul style="list-style-type: none"> Informal workers Consultants and Self-Employed Artists in the Entertainment industry Online/Platform work 	<p>Non-compliance of UI Act by many employers</p> <p>Many alternative/private Income-Protection Insurance that exist in South Africa, and they offer better services than the UIF.</p>

5. Situational Analysis

5.1 External Environment analysis

5.1.1. Poverty, Unemployment and Economic Growth

South Africa is experiencing economic challenges, unemployment crisis and a slow recovery from the COVID-19 health pandemic. Poor economic growth has negatively affected various economic sectors and businesses particularly the small and medium-sized. Many jobs have been lost and many more continue to be at risk and thus also putting the sources of livelihoods of households in jeopardy. Additionally, the current electricity challenges in the country are putting many jobs and livelihoods at risk. Load-shedding and load-reduction have resulted in reduced working and trading hours for certain businesses, limited product options, created safety concerns for some, and has had an overall negative impact on multiple trade and business value chains. In worst cases, direct job losses have been observed, and this will have a direct impact on number of claims UIF receive for unemployment benefits.

Statistics South Africa's Quarterly Labour Force Survey (QLFS) reports the unemployment rate for quarter 2 of 2022 at 33.9% and the expanded unemployment rate is at 44.1%¹. The youth remain the most hard hit by unemployment and are largely neither in Employment, Education nor Training (NEET) 45.0% to be exact². In the same period, the number of employed persons increased by 648 000 to 15,6 million in Q2: 2022, and the number of unemployed persons also increased by 132 000 to 8,0 million compared to Q1: 2022. Employment gains were observed in the formal sector (up by 420 000), the informal sector (up by 146 000), Private households (up by 52 000) and Agricultural sector (up by 29 000) in Q2: 2022.

The continuing challenge of unemployment requires an efficient and customer-centric Unemployment Insurance Fund to effectively pay benefits and help enable re-entry into the job market. Furthermore, loss of jobs and unemployment affects the Fund in two fundamental ways; reduced revenue contributions and outflow of reserves.

5.1.2. Platform work, Gig Economy and Self Employment

While more formal sectors see slow economic recovery following the pandemic, and further exacerbated by the current economic crisis caused by amongst other things a Russia-Ukraine War and its impact of essential goods, the less formal economies including platform work/ work in the Gig economy is experiencing an increase. COVID-19 pandemic created a unique opportunity for some platform workers and those operating in the gig economy. Furthermore, massive job losses globally forced recently unemployed people to explore innovative ways of making a living to avoid the effects of unemployment. And as a results, the platform work and Gig economy are increasingly becoming a major role player in employment, although not always acknowledged or even accommodated by labour laws (including the UIA and the UCA).

5.1.3. Global Increase in ICT developments and implications for Manual labour

In a drive towards the Fourth Industrial Revolution (4IR), ICT usage and improvement has increased significantly globally. And the need to conduct work and business remotely with as little contact as possible between traders and clients in order to reduce exposure to the Covid-19 virus accelerated some ICT developments and increased digitisation in many organisations. Whilst these are positives, the implications for manual labour as well as the

¹ Quarterly Labour Force Survey, Q2:2022

² Quarterly Labour Force Survey, Q2:2022

providers of manual labour are mixed. Some replacements or manual labourers have occurred, however there also lies opportunities for retraining and reskilling. Given South Africa's skills shortages, it remains crucial that reskilling to meet the demands of the future jobs be prioritised.

5.1.4. National Social Security Developments Environment

The South African social security system remains fragmented, with multiple entities in both public and private sector providing some portions/components of social security services. There is a growing social security offerings in the private sector with more Insurance companies now providing income protection plans sometimes accompanied by maternity, disability or even illness benefits. In the public sector, the publishing and subsequent withdrawal of the Green Paper on Comprehensive Social Security and Retirement Reform was an indication of the existing fragmentations, working in silos, and the silent disagreements on matters of social security within the State. Whilst all this unfolds, the need for social security keeps on increasing as unemployment remains a challenge, and those in informal sectors, platform work, gig economy as well as self-employed remain outside of most social insurance offerings in the public sector including the Unemployment Insurance Fund (UIF).

5.1.5. COVID-19TERS Dispensation

The State's efforts to curb the spread of the COVID-19 virus has negatively impacted on the performance of the economy. The consequent poor economic performance resulted in many businesses closing down, experiencing reduced returns, reducing their workforce or forced into debt. Other companies digitalised their businesses inevitably leading to lay-offs and reduced demand for workers.

In response to the economic hardship experienced by businesses, the UIF in addition to the provision of normal UI benefits, provided social relief to affected individuals and organisations through COVID-19TERS. By 31 March 2022, the UIF had dispersed over R64 billion to employers and employees who could not operate during the Lockdown. This relief assisted in preventing permanent shutdown of many businesses that couldn't pay salaries and wages to their workers, and helped to preserve jobs.

5.1.6. Increase in complaints and demand for services

Covid19 pandemic and the dispensation of COVID19TERS put the UIF under a microscopic view nationwide, bringing attention the Fund's financial portfolio, Leadership, and service delivery issues. The volume of applications for benefits were never experienced before and therefore the Fund's internal control measures cracked under pressure, which led to many complains from those affected and the public in general. Allegations of Fraud and Corruptions as well as the inability to resolve queries in time if at all also fuelled the dissatisfaction. Despite all these, challenges, some unique opportunity to increase compliance to UI legislation were created and with it, an increase observed in revenue collection.

5.1.7. Unplanned demand for financial relief services and implications for UIF

Despite the complaints and gaps about the quality of service, the UIF still demonstrated its ability to disperse massive funding nationwide under pressure, including setting aside existing legislative conditions in order to accommodate those in need of relief. This had led to the impression that the Fund should do more, and is being called to intervene in more unplanned events wherever there are possible job losses be it natural disaster, company liquidations, civil unrest, etc. This put the UIF and its financial resources under serious and unfair pressure, and should be addressed as a matter of urgency.

5.2. Internal Environment Analysis

5.2.1. Management Stability

The Fund 's internal environment (like the external environment) was also impacted by COVID-19. For instance, the Fund put in extra effort and utilised a significant amount of its resources to ensure successful implementation of the COVID-19TERS. Challenges related to the implementation of this project resulted in a number of senior management suspended during the 2020-21 financial year 2020-21 only to return toward the end of 2021-22 financial year; about half of the executive management was suspended and during the suspension period, the UIF saw four Acting Commissioners within the space of 17 months. Stability at senior management is very important to steer the strategic direction of the organisation, and the UIF has much to make up for. Whilst tackling current and emerging challenges, UIF management has the added responsibility of learning how other entities in similar entities responded to COVID-19 pandemic and increase in demand for benefits to ensure better preparedness and planning for future interventions.

5.2.2. Vacancy Rate

By end of 2021-22 financial year, the vacancy rate at the Fund was at 9 percent. This vacancy rate is high for an organisation that seeks to achieve its vision of a caring, accessible and customer centric organisation. It is against this background that in the MTEF period, the Fund will seek to reduce the current vacancy rate to 7 percent.

5.2.3. Architectural review and ICT

In order to function effectively and efficiently, the UIF requires a strong and strategic organisational support structure complemented by up-to-date soft and hard infrastructure. The delivery of social insurance services requires amongst others; an adequate and capable cadre of personnel, and reliable, skilled personnel and reliable ICT services.

Traditionally ICT used to be viewed as an enabler, however, ICT in the Fund is more than an enabler. It is a platform through which the Fund provides its services to its beneficiaries. The world has changed overtime and without ICT, the Fund will neither be able to provide its service nor even exist. Though the Fund has enhanced its ICT infrastructure to enable the ease of rendering of services to beneficiaries through technology (e.g. Mobile APP), there is still a big room for improvement. The current ICT infrastructure is marred with internal fragmentations where systems do not talk to each other seamlessly. The ICT systems also tend experience intermittent downtimes which impact on the Fund's turnaround times.

At the core of some of the challenges that the Fund faces relate to ICT. The deployment of the SAP is anticipated to be completed by 31 March 2024 to enhance the ICT capability of the Fund, digitalise a number of services, and eradicate the manual recording, administration, archival and retrieval of data.

Whilst the current ICT challenges are vast and wide, however and as already mentioned, strides were made to improve the ICT within the UIF are also notable. The following developments took place between the 2019/20 Financial Year and the 2020/21 Financial Year:

Product/System	Objective	Deployment date
WIFI	To ensure access to Internet across the UIF and Service Delivery Points (Labour Centre)	March 2020
COVID-19TERS	To enable Employers and Employees affected by the nation-wide lockdown to make online applications for the special relief	April 2020
eCompliance Certificate system	To ease the process Employers to make applications for UI Registration	January 2021
USSD system	To accommodate those without smart phones to access UIF Services remotely	March 2021
UIF APP	To enable those with Smart phones to access UIF services remotely	April 2021

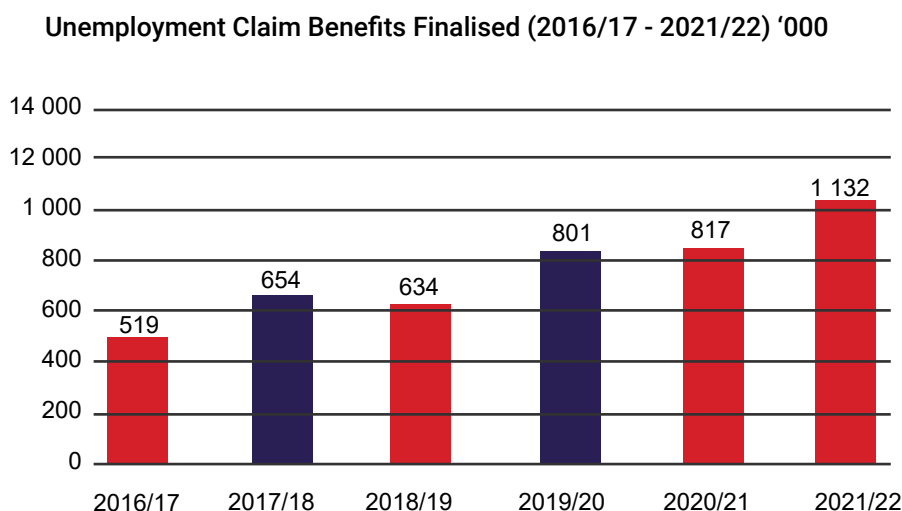
The demand for service pertaining unemployment insurance benefit claims has been steadily increasing. This will require continuous investment in efficiency generating resources such human resources and ICT.

5.2.4. Monitoring of Labour Centre Performance

In addition to the multiple ICT channels listed above, UIF services are also rendered through 126 Labour Centres around the country and their Service points, including new Mobile Buses. All the service delivery modes should be monitored to ensure that challenges encountered are identified as often and as quickly as possible in order to enable timely responses from the Fund. This will assist in curbing the increase in complains received from clients. However currently, monitoring particularly in provinces is still a fragmented function involving multiple Units and Directorates at UIF HQ, DEL HQ and in provinces as well. And as long as this remains the case, efficiency and effectiveness in service delivery will remain unattainable.

5.2.5. Unemployment Benefit Claims

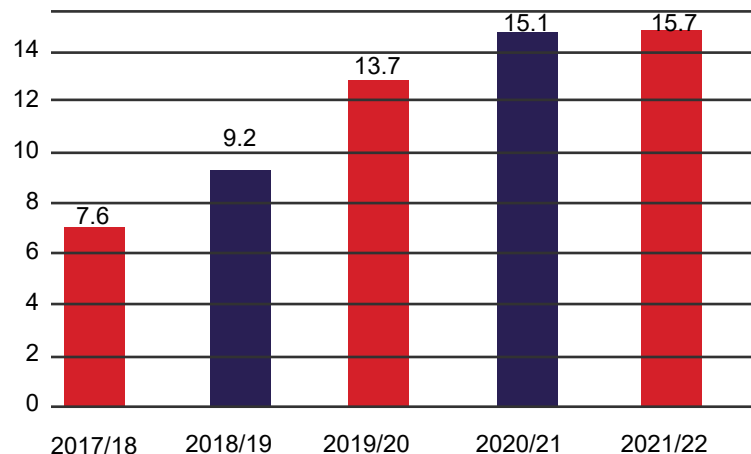
The graphs below illustrate the numbers handled by Business Operations over a five-year period. There has been a steady increase in the number of claims received and processed by the Fund.



The steady increase particularly in the unemployment benefit claims is of concern and will require to be countered by measures to replace those exiting the labour market with those newly entering or entering the labour market. Also, the Labour Activation Programme will need to intensify its measures to enable entry and reentry into the Labour Market in order to ensure that the financial sustainability of the Fund remains positive. The unemployment benefit payments have doubled from R7.6 Billion in 2017/18 to R15.7 billion in 2021/2022 financial year as evidenced by the graph below.

The graph below shows the Fund's Revenue Collection for both SARS and Non-SARS contributions over the past five (5) years.

Unemployment Claim Claims Payments (2017/18 - 2021/22) (Billion Rand)

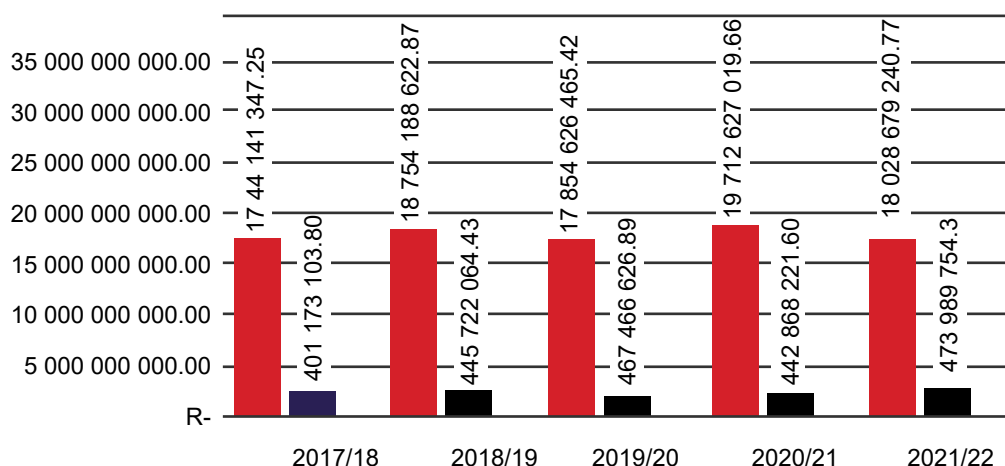


The pandemic has affected business incomes and their ability to timeously pay their UIF contributions. These challenges, adds to the already bigger challenge of non-compliance to UI legislation by some employers; and as a result, the Fund's financial viability has deteriorated.

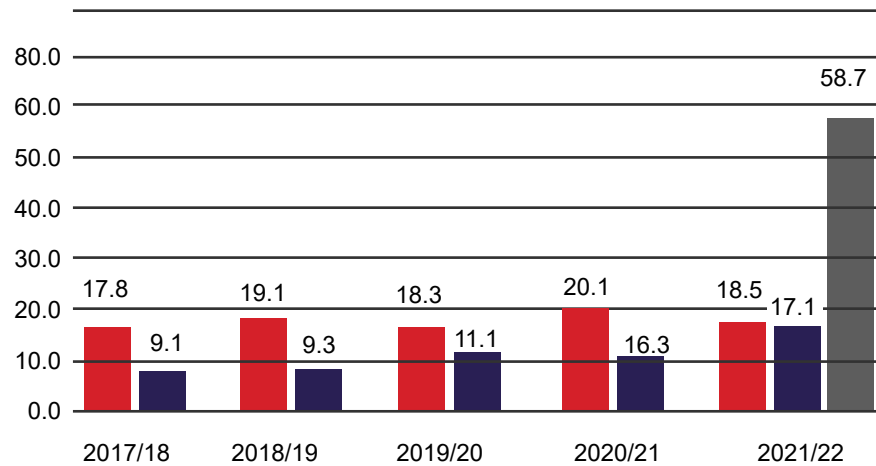
Between April 2020 and 31 March 2021, the UIF has paid out about R58,7 billion in COVID-19TERS benefits. The Fund no longer has additional surplus to fund benefit claims not linked to contributors' credits. The Fund cannot afford to continue at this rate as continuing with the payment of relief that is not linked to credits will lead to the total financial collapse of the Fund in not more than two years.

Below is the graphic representation of COVID-19TERS payments in the last years versus Contributions collected and Benefits paid over the past five (5) years³.

Unemployment Claim Benefits Payments (2017/18 - 2021/22) (Billion Rands)



Revenue Collection VS Claims Benefits Payments VS Covid TERS payments (2016/17 - 2021/22) (R-Billion)



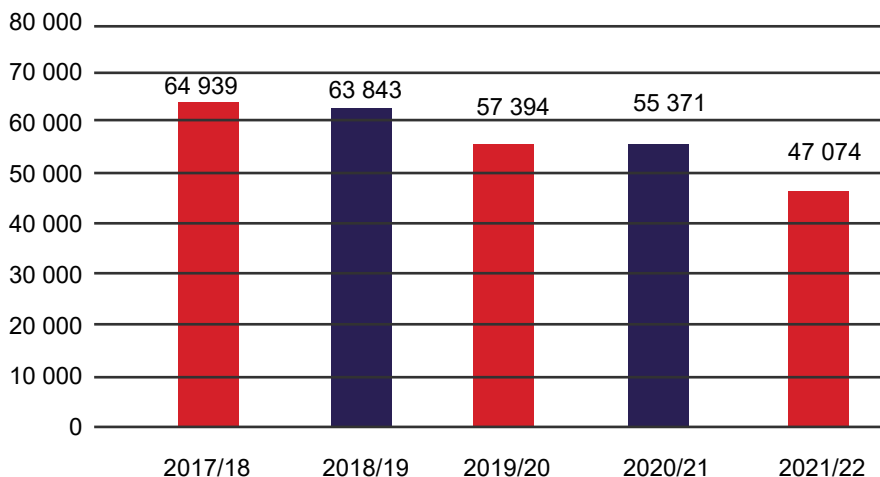
Benefit payments has been on a steady increase in the past five (5) years as unemployment increases and more contributors are losing their jobs. Unfortunately, revenue collection has not been steady and has declined by more than R1 billion between the 2019/2020 FY and 2020/21 FY. In addition to this, COVID-19TERS benefit payments in the 2020/21 FY further deteriorated the financial situation for the UIF.

5.2.6. UIF Compliance Environment

Compliance with the UI legislation is at the heart of improving social insurance coverage. It is also linked to increase in contributions revenue and overall financial health of the Fund. To achieve the objective of improving social insurance coverage requires cooperation from employers, employees, labour and the broader DEL family. Though enforcement is important, it is also critical to recognise that there is no single solution to the problem of non-compliance. Compliance is the output of different activities one of which is advocacy. Thus, in the MTEF period, the Fund will hold over 350 campaigns through different platforms to mobilise stakeholders in order to contribute to the achievement of the outcome of improving compliance with UI legislation.

The graph below depicts steady decline in new Employer Registrations⁴:

Registration of new employers (2017/18 - 2021/22)



⁴ UIF Annual Reports (2016/17 FY- 2020/21FY)

COVID-19 continues to impact on the Fund's targets of employer registrations. The economic situation has not augured well for the establishment of new companies. In total, 55 371 newly-registered employers were reported against the target of 80 000 in the 2020/21 financial year. The number was underachieved by 24 629. The Fund had expected a surge in the number of new employer registrations in pursuit of the COVID-19TERS. Instead, a few employers registered, whilst many closed down, and retrenched employees.

The low numbers of employer registration results in a loss of potential revenue for the Fund, and exclusion of coverage of qualifying employees who are left vulnerable in cases of retrenchments/layoffs. These vulnerabilities were made evident during the implementation of COVID-TERS, whereby UIF was obligated to cover employees who were not contributing to the Fund, despite being required to do so by law.

The Fund pays benefits to contributors from the revenue generated from employer and employee contribution. A decline in contributors or contributions directly lead to reduced revenues. The contributions revenue has decreased in the financial year 2020-2021.

5.2.7. Labour Activation Programme

Labour Activation Programme (LAP) is a mechanism through which the UIF directly contributes to the reskilling of and re-entry of people into the labour market. The programme prioritises unemployed UI beneficiaries as well as the youth, to increase their chances of employability and or improve their entrepreneurship skills. LAP projects are currently under implementation across all 9 provinces in the country. During the 2020/21 financial year to date, the UIF has facilitated the establishment of ninety-six cooperatives in both the KwaZulu-Natal and the Eastern Cape provinces.

The UIF further funded a number of entities that were implementing programmes focused on training aimed at new venture creation, namely Enterprise Ilembe Economic Development Agency (86) Mpumalanga Growth Agency (758); North West Development Corporation (287); Walter Sisulu University (1 500), and a total of 2 631 persons will benefit from those programmes.

The programmes are not without challenges. Most funded partners have not provided the incubation and related support for learners who have qualified under the new venture creation/enterprise development programme. Without positive financial inflows, the UIF will not be able to fund its flagship programme- Labour Activation.



UNEMPLOYMENT
BENEFITS



REDUCED
WORK TIME
BENEFITS



MATERNITY
BENEFITS



PARENTAL
BENEFITS



ADOPTION
BENEFITS



ILLNESS
BENEFITS



DEATH
BENEFITS

REVISED UIF STRAT PLAN 2020/25





PART C

MEASURING OUR PERFORMANCE

PART C: MEASURING OUR PERFORMANCE

1. Institutional Performance Information

1.1 Measuring the Impact

Impact statement A labour market which is conducive to decent employment

2.1 Measuring Outcomes

Priority 1: Capable, Ethical and Developmental State

Outcome	Outcome Indicator	Baseline	Five year target
Functional and Efficient UIF	Improved audit opinion obtained from auditors	30/51=59% AGSA findings: 29/68= 43% as at 31 March 2021	100% audit action plans implemented by 31 March 2025
	Improved compliance with Protection of Personal Information Act (POPIA)	New indicator	100% of POPIA implemented by 31 March 2025
	Improved resolution of cases of fraud and corruption	31% of COVID-19 cases finalised within 60 days (71 / 227 COVID-19 within cases finalised within 60 days) as at 31 March 2021.	80% of simple cases finalised within 90 working days by 31 March 2025
			80% of complex cases finalised within 365 calendar days by 31 March 2025
	Improved turnaround time to pay suppliers	99.9% (2036/2039) of invoices were paid within 30 days as at 31 March 2021.	100% valid invoices paid within 30 calendar days of receipt by 31 March 2025
	Increased verification of identified COVID-19 TERS payments	2.5% COVID-19 cases verified. Number of cases allocated to companies:1 998 Total number of cases verified: 49 as at 31 March 2021	24 623 of identified COVID-19 TERS payments verified by 31 March 2025

Outcome	Outcome Indicator	Baseline	Five year target
Functional and Efficient UIF.	Increased verification of WABU payments	New indicator	100% of WABU payments verified by 31 March 2024
	COVID-19 TERS Impact Evaluation conducted	New indicator	COVID-19 TERS impact evaluation report produced by 31 March 2024
	Impact assessment on LAP projects conducted	New indicator	LAP impact evaluation report produced by 31 March 2024
	Improved accessibility to UIF services by clients	New indicator	32 Kiosks rolled out by 31 March 2024
			21 Buses deployed to provinces by 31 March 2025
	Improved claims management system	System handover payment approved by the National Treasury as at 31 March 2022	An Integrated Claims Management System deployed by 31 March 2024
	Improved compliance with the approved strategic asset allocation mandate	New indicator	93% of the approved strategic asset allocation mandate implemented by 31 March 2025
Strengthened institutional capacity of the Fund.	Improved knowledge of client experience	New indicator	4 Client experience surveys conducted by 31 March 2025
	Improved Human Resource Capacity.	Vacancy rate was 7.1% (43 vacant Funded posts / 602 establishments) as at 31 March 2021.	Vacancy rate reduced to ≤7% by 31 March 2025

Priority 2: Economic Transformation and Job Creation

Outcomes	Outcome Indicators	Baseline	Five year target
More decent jobs created	Improved turnaround for approving or rejecting valid Temporary Employer/Employee Scheme (TERS) applications by the delegated Authority.	0% achieved as at 31 March 2022. (2 out of 27 applications were finalised outside of the prescribed 15 working days)	90% of valid Temporary Employer/Employee Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days by 31 March 2025
	Improved participation of beneficiaries in employability programmes	21 073 beneficiaries were participating in employability programmes as at 31 March 2022.	155 000 beneficiaries participating in employability programmes by 31 March 2025
			50% of vulnerable groups participating in employability programmes by 31 March 2025
	Improved compliance with funding agreements by funded partners	New indicator	90% of funded project monitored by 31 March 2025
	Increase in the number of business enterprises supported	New indicator	170 businesses supported by 31 March 2025

Priority 4: Consolidating Social Wage through reliable and Basic Services

Outcome	Outcome Indicator	Baseline	Five year target
An inclusive and responsive social security coverage	Improved social security coverage	99% within 1 working day (54 842/55 371 as at 31 March 2021	98% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day by 31 March 2025
		99% within 5 working days (3 069 077 / 3069 077/3 106 426) as at 31 March 2021.	99% of complete, accurate and verified benefit payment documents created within 3 working days by 31 March 2025
		87% within 15 working days (855 686/984 498) as at 31 March 2021.	95% of Unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days by 31 March 2025
		87% within 10 working days (91 427/105 189 as at 31 March 2021.	95% of In-service benefits; Maternity, illness and adoption benefit claims with complete, accurate and verified information approved or rejected within 7 working days by 31 March 2025
		90% within 20 working days (9 555/10 596) as at 31 March 2021.	95 % of deceased benefit claims with complete, accurate and verified information approved or rejected within 10 working days by 31 March 2025

1.3 Explanation of Planned Performance over the Five Year Planning Period.

The of the UIF as reflected in the Revised Strategic Plan is aligned to the following priorities:

- a). Priority One: Capable, Ethical and Developmental State,
- b). Priority Two: Economic Transformation and Job Creation,
- c). Priority Four: Consolidating the social wage through reliable and basic services,

1.3.1. Priority one: Capable, ethical and developmental state

(a). Audit Outcomes

In the financial year 2020-2021, the UIF obtained a Qualified Audit Opinion. The Fund has received the same audit opinion since 2018/19 financial year and will seek to improve this stagnant audit outcome in the 2023-2024 financial year by intensifying efforts to implement 100 percent of audit action plans. Notwithstanding the ambition to correct and implement 100 percent of the audit action plans, there are perennial audit issues related to social responsible investments, legacy ICT issues and recently COVID-19TERS, particularly with regard to treatment of COVID-19TERS recoveries.

(b). Socially responsible investments

The UIF was not able to submit its financial statements to the Auditor General South Africa (AGSA) by the 31 May in the past two financial years as required by PFMA. The UIF has an investment portfolio consisting on of listed and unlisted investments, amongst others. The unlisted investments were allocated towards socially responsible causes such as creation of employment particularly in labour absorptive sector. The unlisted investments account for close to 20 percent of the entire basket of investments held by the UIF.

These unlisted investments are classified as investment in associates, and investment in joint ventures. These investments have different financial year-ends to the UIF's financial year-end of 31 March. Thus, the unlisted entities are not able to produce audited financial statements which (financial statements) are required to enable the UIF to prepare its own financial statements for submission to the AGSA for auditing by 31 May of every year. The non-availability of audited financial statements and actuarial valuations (from these investees) that were complete, accurate and free from any misstatements has constrain the UIF's ability to prepare and submit credible financial statements by 31 May as prescribed.

The investees that have the same financial year-end as the Fund have six months after the end of their financial year within which to prepare audited financial statements in accordance with the Companies Act No. 71 of 2008, resulting in the Fund having to resort to using unaudited financial information as basis for applying the equity accounting methodology in the Fund's financial statements. This is a clear reflection of the misalignment between the PFMA requirements on reporting timelines for submitting Annual Financial Statements and the financial reporting requirements of the Companies Act which is applicable to these investee companies.

An easy option for the UIF was to sell its stake in these investee companies as their reporting timeframes are misaligned to the reporting requirement of the PFMA. However, this option defeats the ultimate purpose of investing in these socially responsible investments which is to contribute to job creation by investing in companies with a high potential for creating jobs in particular in labour absorptive (intensive) sectors. Furthermore, the sale of the stake held by the UIF in these companies is not an easy option particularly in light of the Department of Employment and Labour's extended mandate of contributing to the creation of job opportunities. Furthermore, the high unemployment rate in the country requires every effort by all stakeholders to play their role. The socially responsible investments were one of the ways the UIF contributed not only to job creation but also to economic growth.

The management accounts submitted by these companies in the place of audited financial statements has not made the situation any better as the submitted management accounts submitted were not credible and thus leaving the UIF in a quagmire of not been able to submit financial statements on time and not complying with the PFMA on the on the submission of financial by 31 May or submitting financials that are not credible inevitably leading to audit findings on the one hand and pursuing the developmental agenda of alleviating the scourge of unemployment, in the case of the UIF, through the Socially responsible investments on the other hand.

(c). Verification of relief scheme payments

The UIF paid close to R63 billion worth of COVID-19TERS and about R20 million in benefits to Workers Affected By Business Unrest of July 2021. Notwithstanding the tremendous positive impact these relief schemes had on the preservation of jobs and livelihoods, the risk and possibility of fraud and corruption in some of the pay-outs already made, cannot be ignored. It is against this background that in the 2023-2024 financial year, the UIF would seek to verify that all the WABU payments have gone to the intended beneficiaries.

The Fund will verify all the identified COVID-19TERS payments during the MTEF period. In the 2023-2024 the Fund will verify 10 500 identified COVID-19TERS payments and complete the rest of the verification (14 123) in the 2024-2025 financial year.

The Fund will undertake an impact evaluation of the COVID-19TERS in order to establish the extent of the impact that COVID-19 TERS (may have) had on the economy, livelihoods and labour market (e.g. job preservation), diagnose policy, design and implementation issues of the relief schemes and build a case for evidence-based policy, design and/or implementation of future relief schemes.

(d). Multiple channels for the delivery of services

The 126 labour centres have traditionally been a key channel through which services of the Fund were provided to the Fund's clients. In tandem with the exponential rise in the use of platforms and technologies as channels for the provision of services to clients, the UIF plans to solidify and build on its existing technological capabilities and further explore other alternatives for the provision of services to its clients.

The UIF will enhance the functionality and capabilities of its USSD and APP to enable the provision of a range of services through these channels. These will also alleviate the queues in labour centres. Furthermore, the UIF will deploy kiosks to strategic places to augment the capability of labour centres. Like kiosks, mobile buses have been used for outreach purposes as well as for purpose of reaching densely populated areas that are far from existing labour centres. The plan is to ensure that each province has at least one bus each. In the MTEF period the Fund will deploy 21 buses; 11 in the 2023-2024 financial year and 10 in the 2024-2025 financial year.

(e). Improvement of client experience

Notwithstanding its best efforts and intentions to improve its client experience, the Fund acknowledges it is still a long way from attaining the basic levels of client experience. It is against this background that the Fund will conduct a baseline client experience survey with the intention of investing in relevantly in its client experience.

1.3.2. Priority Two: Economic Transformation and Job Creation

The mandate of the Department has been extended to include the facilitation of the creation of employment opportunities. To this end, the Fund will, through its Temporary Employer/Employee Relief Scheme, provide support to distressed businesses that seek to retain their employees. The Commission for Conciliation Mediation and Adjudication (CCMA) is responsible (on behalf of the UIF) for the administration and consideration of applications from these distressed companies. Under the scheme, the UIF funds 75% of an employee's basic salary up to a maximum amount of 17119,44 per month, for a maximum period of twelve months. In the 2023-2024 financial year, the Fund plans to finalise all valid normal TERS applications received within 20 working days.

The UIF will continue to fund its Labour Activation Programme through contribution revenues/investments in order to enhance the employability of programme participants. In the MTEF period, the Fund, through its LAP programme intends to enhance the employability of 240 000 participants by placing them into training and/or job opportunities. Of the 240 000, the UIF will recruit 75 000 in the 2023-2024 financial year. At the end of the training/placement contract period, these recruits should be placed in job opportunities. All training opportunities funded through the LAP should result in guaranteed employment. This is a clear sign of commitment by the Fund to contribute emphatically to the reduction of the current high rate of unemployment particularly amongst the youth.

1.3.3. Priority 4: Consolidating the social wage through reliable & basic services

The UIF as a social insurance; a component of social security, is principally mandated to register employers and employees, collect contributions from employers and pay benefit claims to eligible contributors. The success and failure of the UIF is largely defined by how well it is able to execute this task. As with all components of social security, timeliness of the claim is extremely important in that delays in the payment of claims inevitably compounds the vulnerabilities of those in need of the intervention. It is against this background that the reduction of turnaround times for the payment of claims remains the biggest ambition of the Fund. To this end the two projects; architectural and organisational review and the Integrated Claims Management System projects currently underway within the Department should ultimately enable the Fund to have systems and capabilities through which the Fund can have updated employers and employees registers, linked systems for the lodgement and payment of claims within shorter turnaround times.

The fragmentation of the claims systems, un-updated employee declarations, inadequate tools of trade, authentication of claims against fraud and shortage of staff in critical areas of the claims process are behind the relatively longer turnaround times for the payment of claims. To this end, in the 2023-2024 the UIF plans to maintain the turnaround its unemployment benefits by finalising 92% within 20 working days. The unemployment benefit is the biggest category of benefits by far.

1. Key Risks

These are the risks that must be mitigated in order to achieve the Five year targets above.

Outcome	Key Risk	Risk Mitigation
More decent jobs created and sustained	Inability by the UIF to enhance employability of UIF contributors, retention of workers and re-introduction of workers into employment	Implementation of Temporary Employer Employee Relief Scheme (TERS) Funding agreements to be signed with project partners
	Ineffective implementation of Labour Activation Programme	Approved Labour Activation mandate/strategy. Approved Standard Operating Procedures for all programmes (TERS, BT&R, Employability and ED)
	Ineffective monitoring owing to poor capacity	Sourcing of interim capacity for LAP
	Breach of contract by LAP implementing partners (e.g. failure to place recruits at end of contract)	Enforcement of the breach of contract clause
An inclusive and responsive social security coverage	Fraud and Corruption	Review Fraud Prevention Strategy Review policies and procedures
	Non-compliance with the claims turnaround times	Implementation of the Business Operations Standard Operating Procedures
	Inadequate human capacity	Filling of vacancies Implementation of the Fit-for-purpose structure
	ICT challenges	Implementation and monitoring of the SAP ICT project plan Integration of the Virtual Office and Siyaya in the interim
Functional and Efficient UIF.	Ineffective expenditure measures leading to financial loss	Review finance policy and procedures aligned to relevant legislation
	Poor investment decisions and returns	Development, implementation and monitoring of an Investment Strategy
	Pressure to fund ad hoc benefits/ relief payments (leading to the Fund's compromised financial sustainability)	Mobilisation of Minister and Cabinet support for limited/stringent consideration of ad hoc benefit/ relief projects
	Poor resolution success of audit findings	Implementation and monitoring of the Audit Action Plan
	ICT challenges	Implementation and monitoring of the SAP ICT project plan
Strengthened institutional capacity of the Fund	UIF not having HR strategy to support the organisational strategy	Revised organisational structure Approved business processes
	Management instability	Implementation of change management programme
	ICT challenges	Implementation and monitoring of the SAP ICT project plan





UNEMPLOYMENT
BENEFITS



REDUCED
WORK TIME
BENEFITS



MATERNITY
BENEFITS



PARENTAL
BENEFITS



ADOPTION
BENEFITS



ILLNESS
BENEFITS



DEATH
BENEFITS

REVISED UIF STRAT PLAN 2020/25





PART D

TECHNICAL INDICATOR DESCRIPTION

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

1. Priority 1: Capable, Ethical and Developmental State.

Programme 1: Administration

Purpose: provide management, strategic and administrative support services to management.

Outcome indicator Title	Improved audit opinion obtained from auditors
Definition	<p>The outcome indicator is pursued through the output indicator on percentage of audit action plans implemented. This indicator is about the implementation of audit action plans developed by management to address findings raised by external auditors at the end of an audit period with the intention of achieving an improved audit opinion from the qualified audit opinion to a clean audit opinion.</p> <p>An audit action is implemented if it has been fully achieved as per the target date</p>
Source of data	External auditors report and audit action plan
Method of Calculation / Assessment	Number of audit actions in the external audit matrix implemented divided by the total population of audit actions in the external audit matrix multiply by 100.
Assumptions	There will be management commitment to identify root causes, and then develop, implement and monitor the audit action plans
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	100% of audit action plans implemented by 31 March 2025
Indicator Responsibility	Deputy Director: Governance

Outcome indicator Title	Improved compliance with Protection of Personal Information Act
Definition	<p>This Outcome indicator is pursued through the output indicator percentage of Protection of Personal Information Act implemented. The indicator seeks to measure the implementation of specifically identified clauses drawn from the Protection of Personal Information Act (POPIA). The identified clauses will be broken down into measurable actions which (actions) will be tracked and measured on annually with the intention of improving compliance with the POPIA.</p> <p>A POPIA action is implemented if it has been fully achieved as per the target date. "Identified clauses" means those clauses from the POPIA specifically selected (by management) from the population of all clauses within the POPIA that are applicable to the UIF's environment. These selected clauses shall be implemented in the financial year of the Annual Performance Plan in question.</p>
Source of data	POPIA. POPIA Implementation matrix.
Method of Calculation / Assessment	Number of POPIA implementation actions in the POPIA implementation matrix implemented divided by the total number of POPIA implementation actions in the POPIA implementation matrix multiply by 100.
Assumptions	There will be management commitment to ensure implementation of the identified POPIA clauses.
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the five year target
Desired performance	100% of Protection of Personal Information Act implemented
Indicator Responsibility	Deputy Director: Governance

Outcome Indicator Title	Improved resolution of reported incidents of Fraud and corruption
Definition	<p>For simple cases target: This Outcome indicator is pursued through the output indicator percentage of fraud and corruption cases finalised. The indicator measures the efficiency of the UIF to finalise simple cases of allegations of fraud, corruption and any irregularities reported by whistle-blowers or any other person or entity through the UIF and government's various reporting methods such as anti-fraud hotline, email hotline; line Managers, National Anti-Corruption Hotline and any other method. This includes fraud allegations on COVID-19 TERS payments.</p> <p>Finalised means there are findings and recommendations and that the case will no longer be investigated any further by Risk Management.</p> <p>Simple cases: are cases that have been assessed and classified by the Chief Risk Officer and captured in the case registered as simple and will be completed within 90 working days.</p> <p>(A case may be categorized as simple in the beginning of the investigation and later be categorized as Complex after realizing that the information needed for the investigation is not easily made available by the parties concerned).</p>
Source of data	<p>Case Management database report</p> <p>The information to be investigated comes from the Whistle-blowers or any other person or entity such as the UIF and government's various channels (e.g. anti-fraud hotline, email hotline; line Managers, National Anti-Corruption Hotline, etc.).</p>
Method of Calculation / Assessment	<p>Simple cases:</p> <ul style="list-style-type: none"> • Number of simple fraud and corruption cases finalised within 90 working days from date of allocation (approved and signed) by Chief Risk Officer divided by total number of allocated cases. • Counting starts from the date of receipt of allocation. • Case assessment and allocation has to happen within 10 days of receipt. The 90 workings days for the actual finalisation of cases excludes the 10 days for assessment and allocation. • Cases not assessed and allocated within 10 days of receipt shall automatically be deemed to be part of the population of allocated cases that require to be finalised.
Assumptions	There will be required cooperation from stakeholders and capacity for investigation
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	80% within 90 working days
Indicator Responsibility	Chief Risk Officer

Outcome indicator Title	Improved resolution of reported incidents of Fraud and corruption
Definition	<p>For Complex cases target: This Outcome indicator is pursued through the output indicator percentage of fraud and corruption cases finalised. The indicator measures the efficiency of the UIF to finalise simple cases of allegations of fraud, corruption and any irregularities reported by whistle-blowers or any other person or entity through the UIF and government's various reporting methods such as anti-fraud hotline, email hotline; line Managers, National Anti-Corruption Hotline and any other method. This includes fraud allegations on COVID-19 TERS payments.</p> <p>Finalised means there are findings and recommendations and that the case will no longer be investigated any further by Risk Management.</p> <p>Complex cases mean those cases that have been assessed and classified by the Chief Risk Officer and captured in the case registered as complex and will be completed within 365 calendar days.</p> <p>In the event there are no complex cases due for reporting in a particular quarter and there is no cumulative performance to report, then this indicator shall be excluded from the calculation of the overall performance of the Fund and the actual performance shall be captured as Not Applicable</p>
Source of data	Case Management database report
Method of Calculation / Assessment	<p>Complex cases:</p> <ul style="list-style-type: none"> • Number of complex fraud and corruption cases finalised within 365 calendar days from date of allocation (approved and signed) by Chief Risk Officer divided by total number of allocated cases. • Counting starts from the date of receipt of allocation. • Case assessment and allocation has to happen within 10 days of receipt. The 90 workings days for the actual finalisation of cases excludes the 10 days for assessment and allocation. <p>Cases not assessed and allocated within 10 days of receipt shall automatically be deemed to be part of the population of allocated cases that require to be finalised.</p>
Assumptions	There will be required cooperation from stakeholders and capacity for investigation
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	80% of fraud and corruption cases finalised within 365 calendar days
Indicator Responsibility	Chief Risk Officer

Outcome indicator Title	Improved turnaround time to pay suppliers
Definition	<p>This Outcome indicator is pursued through the output indicator percentage of valid invoices paid within 30 calendar days of receipt. The indicator measures the percentage of valid invoices received against the turnaround time it took to pay suppliers (with valid invoices). Valid invoice means those with complete, accurate and certified as such by SCM or service owner.</p> <p>All valid invoices must be paid within 30 calendar days of receipt as per PFMA and Treasury Regulations.</p>
Source of data	Computron financial system – AP Trade sub-module, invoices
Method of Calculation / Assessment	<p>Count the number of valid invoices paid within 30 days of receipt divided by the total number of valid invoices received by the Fund multiplied by 100.</p> <p>The percentage achievement will be rounded off to the nearest decimal.</p>
Assumptions	There will be seamless streamlined invoice handling system
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	100% of invoices paid within 30 calendar days of receipt
Indicator Responsibility	Chief Financial Officer

Outcome indicator Title	Improved human Resource capacity
Definition	<p>This Outcome indicator is pursued through the output indicator percentage of vacancies reduced. The indicator measures the percentage reduction in vacancies.</p> <p>The indicator is about reducing the percentage of vacant funded posts on the establishment of the Unemployment Insurance Fund in order to strengthen the institutional capacity of the Fund. This will be done by reducing and maintaining the vacancy rate at (or less than) 7%.</p> <p>A vacancy is a new or vacated position that is older than four months (i.e. 120 calendar days) since it was last vacated or newly created on the establishment and approved as such. During calculation of performance, such vacancies shall not be included in the overall population of vacancies as per PERSAL report and thus (such vacancies) shall be excluded during the calculation of the establishment and performance.</p> <p>Vacancies that cannot be filled owing to factors such as (but not limited to) being frozen, undergoing job profiling, or subject of a dispute or grievance shall be discounted from the overall establishment during the calculation of performance</p>
Source of data	PERSAL system
Method of Calculation / Assessment	Total number of funded vacant posts older than 4 months (120 calendar days) divided by the total number of funded staff complement multiplied by 100. The calculation is based on permanent appointments (excludes contract appointment)
Assumptions	Functional PERSAL system, and availability of required skills to fill the vacant positions
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	Vacancy rate reduced to 7%
Indicator Responsibility	Chief Director: Corporate Services

Outcome indicator Title	Increased verification of identified COVID-19 TERS payments
Definition	<p>This Outcome indicator is pursued through the output indicator number of COVID-19 TERS payment verified. The indicator is about verification of identified COVID-19 TERS payments made by the UIF to employers and the subsequent payments made by these same employers to employees for whom they (employers) lodged the claims.</p> <p>“Verification refers to the process or activities taken to establish the correctness, accuracy and validity of the payments made with the intention of confirming whether the payments made were duly and deservingly made “Identified COVID-19 TERS payments made” means those COVID-19 TERS payments specifically selected from the population of all COVID-19 TERS payments that were made by the UIF using predetermined selection criteria.</p> <p>Predetermined selection criteria refers to the criteria that has been developed and signed off management that include amongst others; employers who registered and declared their employees during COVID19 TERS period and did not pay contributions prior to the lockdown; essential services employers or sectors who applied for TERS. Employers who are part of the data analytics discrepancy list and employers implicated by the AGSA findings; employers who were paid a minimum total TERS benefit of R2 million; and high risk employers who were identified during the phase 1 of the follow the money project. Example= NPO's, Security Services and Personal Services</p>
Source of data	COVID-19 TERS system
Method of Calculation / Assessment	Simple count
Assumptions	There will be cooperation from employers who benefitted from the relief scheme
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	24 623 identified COVID-19 TERS payments verified
Indicator responsibility	Deputy Director: Governance

Indicator Title	Increased verification of WABU payments
Definition	This Outcome indicator is pursued through the output indicator percentage of WABU payments verified. The indicator is about verification of Workers Affected By Unrests (WABU) relief scheme payments made by the UIF to workers. Verification refers to the process or activities taken to establish the correctness, accuracy and validity of the payments made with the intention of confirming whether the payments made were duly and deservingly made.
Source of data	WABU system
Method of Calculation / Assessment	Number of WABU payments made to workers verified divided by the total population of workers who were paid WABU multiply by 100.
Assumptions	There will be cooperation from employers and employees who benefitted from the relief scheme
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	100% of WABU payments verified
Indicator Responsibility	Deputy Director: Governance

Indicator Title	COVID-19 TERS Impact Evaluation conducted
Definition	This Outcome indicator is pursued through the output indicator COVID-19 TERS Impact Evaluation conducted. The indicator is about producing an impact evaluation report on the COVID-19TERS. The overall purpose or focus of the evaluation will be on whether there was Any positive impact or value for money derived out COVID-19TERS
Source of data	COVID-19TERS System and Reports
Method of Calculation / Assessment	COVID-19 report signed off by Commissioner
Assumptions	There will be ease of access of data to conduct the impact evaluation
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	Report on the COVID-19TERS Impact Evaluation produced.
Indicator Responsibility	Director: Policy and Planning

Indicator Title	Impact assessment on LAP projects conducted
Definition	This Outcome indicator is pursued through the output indicator Impact assessment on LAP projects conducted. The indicator is about producing an Impact assessment on LAP projects. The overall purpose or focus of the assessment will be on whether there are any positive effects attained out of the investments and interventions made by the UIF through the LAP
Source of data	Funding Agreements, Progress Reports from funded companies, Learner Reports,
Method of Calculation / Assessment	LAP Impact assessment report signed off by the Commissioner
Assumptions	There will be ease of access of data to conduct the impact assessment
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	Report on LAP Projects Impact Evaluation produced
Indicator Responsibility	Director: Policy and Planning

Outcome indicator title	Improved accessibility to UIF services by clients
Definition	This Outcome indicator is pursued the output indicator; number of Kiosks rolled out. The indicator seeks to increase accessibility of UIF services for clients through the deployment of kiosks to provinces
Source of data	Project Plan, Kiosks,
Method of Calculation / Assessment	Simple count
Assumptions	There will be no litigations associated with the procurement processes
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	<ul style="list-style-type: none"> • 32 Kiosks rolled out to provinces
Indicator Responsibility	Chief Director: Corporate Services

Indicator Title	Improved accessibility to UIF services by clients
Definition	This Outcome indicator is pursued through two output indicators; number of buses deployed to provinces. The indicator seeks to increase accessibility of UIF services for clients through the deployment of buses to provinces
Source of data	Project Plan, Buses
Method of Calculation / Assessment	Simple count
Assumptions	There will be no litigations against the procurement processes and thus leading to delays
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	• 21 Buses deployed to provinces
Indicator Responsibility	Chief Director: Corporate Services

Outcome Indicator Title	Improved knowledge of client experience
Definition	<p>The outcome indicator is pursued through the output indicator number of client experience surveys conducted. The indicator is about conducting surveys to determine the level and quality of UIF service experienced by UIF clients with the ultimate intention of using the data to improve the quality of service rendered.</p> <p>Counting of the turnaround time starts upon receipt of a valid application</p>
Source of data	UIF clients through surveys. Approved survey report
Method of Calculation / Assessment	Survey report signed off by Director: Communication and Marketing
Assumptions	The required number of clients will complete the survey questionnaires
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	4 Client experience surveys conducted
Indicator Responsibility	Chief Director: Corporate Services

Outcome indicator title	Improved compliance with the approved strategic asset allocation mandate
Definition	The outcome indicator is pursued through the output indicator % compliance with the approved strategic asset allocation mandate. The indicator measures PIC's implementation and adherence to the UIF's strategic asset allocation mandate. A strategic asset allocation mandate refers to a portfolio strategy whereby the UIF sets target allocations for various asset classes and gives the Public Investment Corporation (PIC) the mandate to implement the strategy and manage the underlying instruments within each asset class to achieve the UIF's Portfolio Strategy objectives also known as the strategic asset allocation targets. The target allocations for each asset class is based on factors such as the investor's risk tolerance, time horizon, liquidity requirements and investment objectives.
Source of data	Computron Financial System - General Ledger Module: Investment Capital Accounts PIC UIF Quarterly Reports
Method of Calculation / Assessment	Total percentage value of the portfolio held by the PIC on behalf of the UIF minus the percentage aggregate of performance variances of the various asset class allocations
Assumptions	<ul style="list-style-type: none"> • No adverse events that would require UIF to liquidate the investment portfolio and divert from the approved asset allocation mandate. • PIC compliance with monthly and quarterly client reporting timeframes.
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the five year target
Desired performance	93% compliance with the strategic asset allocation mandate
Indicator Responsibility	Chief Financial Officer

Outcome indicator Title	Improved claims management system
Definition	The outcome indicator is pursued through the output indicator an Integrated Claims Management System deployed. The Integrated claims management System (ICMS) is implemented through the development of key modules relevant to the receipt, processing and payment of claims. This will entail development and deployment of claims management and finance modules which are key modules for the operation of the Integrated Claims Management System
Source of data	Approved project plan / Blue prints
Method of Calculation / Assessment	Integrated Claims Management System
Assumptions	Adherence to the project plan
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	• Annual progress against the five year target
Desired performance	An Integrated Claims Management System deployed
Indicator Responsibility	Chief Director: Corporate Services

Programme 2: Business Operations

Purpose: To collect contributions and pay benefits

Indicator Title	An improved Inclusive and responsive social security coverage
Definition	<p>The Outcome indicator is pursued through the output Indicator percentage of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day tracks the percentage and turnaround time to create registration document (UI 54) to new companies after receipt of documents.</p> <p>Complete means: all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p>Accurate means: information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations</p> <p>Verified means: information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
Source of data	Siyaya system/Oracle
Method of Calculation / Assessment	The number of new companies created with a registration document (UI54) within 1 working day after receipt of complete, accurate and verified documents divided by the total number of new companies with registrations documents received multiplied by 100. The counting will start from receipt date until the created date on the system.
Assumptions	Functional SIYAYA System//Oracle
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting Cycle	• Annual progress against 5 year target
Desired performance	98% within 1 working day
Indicator Responsibility	Chief Director: Business Operations

Outcome indicator Title	An improved Inclusive and responsive social security coverage
Definition	<p>The Outcome indicator is pursued through the output Indicator percentage of complete, accurate and verified benefit payment documents created within 3 working days of receipt tracks the percentage of payment documents created within 3 working days (excluding weekends and public holidays) of receipt.</p> <p>Complete means: all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p>Accurate means: information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations</p> <p>Verified means: information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
Source of data	Siyaya Operating system/Oracle
Method of Calculation / Assessment	The payment documents receipt date is compared against the created date. The numbers of payments documents created on the Siyaya system within 3 working days (excluding weekends and public holidays) from receipt date are divided by total number of payment documents received for the period and the quotient is multiplied by 100. (Total payments documents excludes documents for first payments in respect of In Service benefits, Death Benefits and re-issues)
Assumptions	Functional SIYAYA System//Oracle
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against 5 year target
Desired performance	99% within 3 working days
Indicator responsibility	Chief Director: Business Operations

Outcome indicator Title	An improved Inclusive and responsive social security coverage
Definition	<p>The Outcome indicator is pursued through the output Indicator percentage of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days' tracks percentage of total valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days (excluding weekends and public holidays).</p> <p>Valid applications are those that are complete, accurate and verified</p> <p>Complete means: all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p>Accurate means: information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations</p> <p>Verified means: information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
Source of data	Siyaya Operating system/Oracle
Method of Calculation / Assessment	<p>Number of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days (excluding weekends and public holidays) divided by total number of valid claims with complete, accurate and verified information received for the period and the quotient is multiplied by 100. Counting will be done based on the following three scenarios:</p> <ul style="list-style-type: none"> Starting point <ul style="list-style-type: none"> Check if there was any latest activity with regards to the declarations (DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC) and other supporting documents (DATE OF RECEIPT) that has happened within the period of 4-year cycle. The latest activity between declarations (DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC) and other supporting documents (DATE OF RECEIPT) will be assigned to OVERALL_MAX_ACTIVITY_DATE Scenario 1 <ul style="list-style-type: none"> If the OVERALL_MAX_ACTIVITY_DATE (the date on which supporting documents and declarations [UI19]) were received is before or similar to the APPLICATION DATE (the date the employee/contributor came to apply for the UIF benefits), then <ul style="list-style-type: none"> TURN_AROUND_TIME = CLAIM_FINALIZED_DATE (date claim was put on the system) minus the APPLICATION DATE (the date the employee/contributor came to apply for the UIF benefits) Scenario 2 <ul style="list-style-type: none"> If the OVERALL_MAX_ACTIVITY_DATE (the date on which supporting documents and declarations [UI 19]) is after the APPLICATIONDATE (the date the employee/contributor came to apply for the UIF benefits), then <ul style="list-style-type: none"> TURN_AROUND_TIME = CLAIM_FINALIZED_DATE (date claim was created on the system) minus OVERALL_MAX_ACTIVITY_DATE <p>Scenario 3: Invalid supporting documentation submitted</p> <p>If the outcome of the verification of the supporting documentation show that the supporting documentation are invalid or incorrect then the date of receipt of the valid or corrected supporting documentation must be used as the valid or correct date of receipt</p>
Assumptions	Functional SIYAYA System//Oracle
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)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against 5 year target
Desired performance	95% within 15 working days
Indicator responsibility	Chief Director: Business Operations

Outcome indicator title	An improved Inclusive and responsive social security coverage
Definition	<p>The Outcome indicator is pursued through the output Indicator percentage of valid in-service benefit claims (Maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 7 working days tracks a percentage of total valid in-service benefit claims with complete information received are approved or rejected within 10 working days (excluding weekends and public holidays).</p> <p>Valid applications are those that are complete, accurate and verified</p> <p>Complete means: all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p>Accurate means: information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations.</p> <p>Verified means: information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
Source of data	Siyaya Operating system/Oracle
Method of Calculation / Assessment	<p>Number of valid in-service benefit claims with complete, accurate and verified information approved or rejected within 10 working days (excluding weekends and public holidays) divided by total number of valid claims with complete, accurate and verified information received for the period and the quotient is multiplied by 100. Counting will be done based on the following three scenarios:</p> <ul style="list-style-type: none"> • Starting point <ul style="list-style-type: none"> ○ Check if there was any latest activity with regards to the declarations (DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC) and other supporting documents (DATE OF RECEIPT) that has happened within the period of 4-year cycle. ○ The latest activity between declarations (DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC) and other supporting documents (DATE OF RECEIPT) will be assigned to OVERALL_MAX_ACTIVITY_DATE • Scenario 1 <ul style="list-style-type: none"> ○ If the OVERALL_MAX_ACTIVITY_DATE (the date on which supporting documents and declarations [UI19]) were received is before or similar to the APPLICATION DATE (the date the employee/contributor came to apply for the UIF benefits), then <ul style="list-style-type: none"> ▪ $TURN_AROUND_TIME = CLAIM_FINALIZED_DATE$ (date claim was put on the system) minus the APPLICATION DATE (the date the employee/contributor came to apply for the UIF benefits) • Scenario 2 <ul style="list-style-type: none"> ○ If the OVERALL_MAX_ACTIVITY_DATE (the date on which supporting documents and declarations [UI 19]) is after the APPLICATIONDATE (the date the employee/contributor came to apply for the UIF benefits), then $TURN_AROUND_TIME = CLAIM_FINALIZED_DATE \text{ (date claim was created on the system) } - OVERALL_MAX_ACTIVITY_DATE$ <p>Scenario 3: Invalid supporting documentation submitted</p> <p>If the outcome of the verification of the supporting documentation show that the supporting documentation are invalid or incorrect then the date of receipt of the valid or corrected supporting documentation must be used as the valid or correct date of receipt</p>
Assumptions	Functional SIYAYA System//Oracle
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	95% within 7 working days
Indicator responsibility	Chief Director: Business Operations

Outcome indicator title	An improved Inclusive and responsive social security coverage
Definition	<p>The Outcome indicator is pursued through the output Indicator percentage of valid deceased benefit claims with complete, accurate and verified information approved or rejected within 20 working days tracks a percentage of total valid deceased benefit claims with complete information received are approved or rejected within 20 working days (excluding weekends and public holidays).</p> <p>Valid applications are those that are complete, accurate and verified</p> <p>Complete: means all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p>Accurate: means information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations</p> <p>Verified: means information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
Source of data	Siyaya Operating system/Oracle
Method of Calculation / Assessment	<p>Number of valid deceased benefit claims with complete, accurate and verified information approved or rejected within 20 working days (excluding weekends and public holidays) divided by total number of valid claims with complete, accurate and verified information received for the period and the quotient is multiplied by 100. Counting will be done based on the following three scenarios:</p> <ul style="list-style-type: none"> • Starting point <ul style="list-style-type: none"> ○ Check if there was any latest activity with regards to the declarations (DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC) and other supporting documents (DATE OF RECEIPT) that has happened within the period of 4-year cycle. ○ The latest activity between declarations (DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC) and other supporting documents (DATE OF RECEIPT) will be assigned to OVERALL_MAX_ACTIVITY_DATE • Scenario 1 <ul style="list-style-type: none"> ○ If the OVERALL_MAX_ACTIVITY_DATE (the date on which supporting documents and declarations [UI19]) were received is before or similar to the APPLICATION DATE (the date the employee/contributor came to apply for the UIF benefits), then <ul style="list-style-type: none"> ▪ $TURN_AROUND_TIME = CLAIM_FINALIZED_DATE$ (date claim was put on the system) minus the APPLICATION DATE (the date the employee/contributor came to apply for the UIF benefits) • Scenario 2 <ul style="list-style-type: none"> ○ If the OVERALL_MAX_ACTIVITY_DATE (the date on which supporting documents and declarations [UI 19]) is after the APPLICATIONDATE (the date the employee/contributor came to apply for the UIF benefits), then $TURN_AROUND_TIME = CLAIM_FINALIZED_DATE \text{ (date claim was created on the system) minus } OVERALL_MAX_ACTIVITY_DATE$ <ul style="list-style-type: none"> ▪ Scenario 3: Invalid supporting documentation submitted <p>If the outcome of the verification of the supporting documentation show that the supporting documentation are invalid or incorrect then the date of receipt of the valid or corrected supporting documentation must be used as the valid or correct date of receipt.</p>
Assumptions	Functional SIYAYA System//Oracle
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against 5 year target
Desired performance	95% within 10 working days
Indicator responsibility	Chief Director: Business Operations

Programme 3: Labour Activation Programme

Purpose: Labour market integration measures that seek to introduce, retain and/or reintroduce workers into employment by enhancing their employability, enabling entrepreneurship and preserving jobs.

Outcome indicator title	Improved turnaround for approving or rejecting valid Temporary Employer / Employee Scheme (TERS) applications by the delegated authority
Definition	<p>The Outcome indicator is pursued through the output Indicator percentage of valid Temporary Employer Employee Relief Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days. The indicator measures efficiency of approving valid TERS applications.</p> <p>Valid means that the application has been recommended for approval by the Single Adjudication Committee, the application is complete, accurate, verified and has all accompanying supporting documents required for contracting (i.e. Letter to be signed by UIC notifying the company of the outcome of their application, Ruling from Single Adjudication Committee (SAC), Resolutions of SAC, Companies' request to participate in the TERS, the Agreement to participate in the TERS, MIS verified list of employees who will be participating, the UIF Compliance Certificate and Business case)</p> <p>Complete means all mandatory documents were provided by the company</p> <p>Accurate means information supplied on all mandatory documents to be correct without mistakes conforming to the requirements.</p> <p>Verified means information supplied on all mandatory documents quality checked in line with the verification process.</p> <p>In the event there is no valid TERS application received in a reporting period and there is no cumulative performance to report, then this indicator shall be excluded from the calculation of the overall performance of the Fund and the actual performance shall be captured as Not Applicable</p>
Source of data	The CCMA Recommendation Ruling
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number of approved or rejected Temporary Employer Employee Relief Scheme (TERS) applications within 20 working days divided by the total number of valid Temporary Employer Employee Relief Scheme (TERS) applications received multiplied by 100. • Counting starts from the date on which the valid application is received, or the day on which all outstanding required information and documents for a valid application is provided to validate the application. • In the event there is no valid TERS application received in that particular quarter, this indicator will be excluded from the list of indicators for that reporting quarter.
Assumptions	There will be cooperation and compliance from businesses requiring intervention
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities • Reflect on the spatial impact area
Reporting Cycle	Annual progress against 5 year target
Desired performance	90% within 20 working days
Indicator Responsibility	Chief Director: Labour Activation Programme

Outcome indicator title	Improved participation of beneficiaries in employability programmes
Definition	<p>The Outcome indicator is pursued through the output Indicator number of beneficiaries participating in employability programmes is about enhancing the employability of UIF beneficiaries in the job market. This is implemented through the provision of learning or job opportunities.</p> <p>Beneficiary means an individual who was recruited to participate in a project and has signed an attendance register or time sheets.</p> <p>Participating means attending or attended a project and signed an attendance register or time sheets as required by the specific project.</p> <p>Employability refers at to all LAP funded initiatives aimed at enabling workers' re-employment, job preservations, self-employment and employment. These initiatives shall include but not limited to learnerships, skills programmes, apprenticeships, internships, job placements, Business Turnaround and Recovery solutions and Temporary Employer/Employee Relief Scheme (TERS).</p> <p>A beneficiary who participate in more than one project will be counted more than once as per the number of projects.</p>
Source of data	Attendance registers/ timesheet/Pay sheet
Method of Calculation / Assessment	Simple count
Assumptions	There will be implementing partners who meet the mandatory requirements
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against 5 year target
Desired performance	155 000 UIF beneficiaries participating in employability programmes
Indicator Responsibility	Chief Director: Labour Activation Programme

Outcome indicator title	Improved participation of beneficiaries in employability programmes
Definition	<p>The Outcome indicator is pursued through the output indicator percentage of vulnerable groups participating in employability programmes is about enhancing the employability of vulnerable UIF beneficiaries in the job market. This is implemented through the provision of learning or job opportunities.</p> <p>Beneficiary means an individual who was recruited to participate in a project and has signed an attendance register or time sheets.</p> <p>Participating means attending or attended a project and signed an attendance register or time sheets as required by the specific project.</p> <p>Employability refers at to all LAP funded initiatives aimed at enabling workers' re-employment, job preservations, self-employment and employment. These initiatives shall include but not limited to learnerships, skills programmes, apprenticeships, internships, job placements, Business Turnaround and Recovery solutions and Temporary Employer/Employee Relief Scheme (TERS).</p> <p>A vulnerable beneficiary who participate in more than one project will be counted more than once as per the number of projects.</p>
Source of data	Attendance registers
Method of Calculation / Assessment	Number of vulnerable groups participating in employability programmes divided by the total number of beneficiaries participating in employability programmes multiply by 100
Means of verification	<ul style="list-style-type: none"> Attendance Registers or list of beneficiaries enrolled and participating in learning or job opportunities signed off by Chief Director: Labour Activation Programme or funded company or Director: Labour Activation Programme. In the case of employees employed during the BTR and TERS intervention, a pay sheet or a signed off list of recruits from the company (that is benefitting from the BTR or normal TERS). In the case of the TERS, a list of employees participating in the TERS programme
Assumptions	There will be implementing partners who meet the mandatory requirements
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)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against 5 year target
Desired performance	50% of vulnerable groups participating in employability programmes
Indicator Responsibility	Chief Director: Labour Activation Programme

Outcome indicator Title	Improved compliance with funding agreements by funded partners
Definition	<p>The Outcome indicator is pursued through the output indicator on percentage of funded projects monitored. The indicator is about monitoring companies funded through the different Labour Activation Programmes (normal TERS, Employability and Business Turnaround and Recovery Programme).</p> <p>Monitoring refers to the physical site visit (or documentary review) conducted by the Fund at a project that was funded by LAP with a view to track project progress, identifying emerging or potential problems, and mitigating project-related risks.</p> <ul style="list-style-type: none"> • Project means any LAP funded or co-funded learnership, skills programme, apprenticeship, internship or employment programme with a target number of beneficiaries at a specified budget and duration with a specific partner or partners. <p>Fund means all employees of the Unemployment Insurance Fund and/or the Department of Employment and Labour.</p>
Source of data	CCMA, Productivity SA, and/or LAP Reports, list of supported companies
Method of Calculation / Assessment	Number of project monitored divided by the total number of projects supported by LAP multiplied by 100.
Assumptions	There will be cooperation from funded project partners
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	90% of funded projects monitored
Indicator Responsibility	Chief Director: Labour Activation Programme

Outcome indicator Title	Increase in the number of business enterprises supported
Definition	<p>The Outcome indicator is pursued through the output Indicator the number of business enterprises supported through Labour Activation Programme such as Temporary Employer/ Employee Relief Scheme and Business Turnaround and Recovery.</p> <p>Supported means that the SMME in question has received monetary or non-monetary or relief support from the UIF. Non-monetary support can refer access to markets, nurturing, assistance with business turnaround, restructuring and support with creation of a business or establishment of a cooperative.</p> <p>In this regard instruments such as normal TERS administered through the CCMA and Business Turnaround and Recovery administered through Productivity South Africa amongst others can be utilised as means of support.</p> <p>SMMEs supported are inclusive of cooperatives.</p>
Source of data	CCMA recommendations, Business Turnaround and Recovery reports, Relief Scheme Reports
Method of Calculation / Assessment	Simple count
Assumptions	N/A
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)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area : N/A
Reporting Cycle	Annual progress against the 5 year target
Desired performance	170 business enterprises supported
Indicator Responsibility	Chief Director: Labour Activation Programme



UNEMPLOYMENT
BENEFITS



MATERNITY
BENEFITS



PARENTAL
BENEFITS



ADOPTION
BENEFITS



ILLNESS
BENEFITS



DEATH
BENEFITS







REVISED STRATEGIC PLAN MARCH 2023



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Department:
Employment and Labour
REPUBLIC OF SOUTH AFRICA

