



**employment & labour**

Department:  
Employment and Labour  
REPUBLIC OF SOUTH AFRICA



# UNEMPLOYMENT INSURANCE FUND

## Annual Performance Plan for 2022/23

MARCH 2022



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## List of 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

President Cyril Ramaphosa has, in his recent SONA address emphasised the acceleration of economic recovery, implementation of economic reforms to drive inclusive growth, creation of sustainable jobs, the building of state capacity to deliver services and enhance accountability.

All of government has a stake in the achievement of these objectives. It is against this background that the 2022-2023 Annual Performance Plan will prioritise amongst other commitments, contribution towards the social economic imperatives through the enhancement of the employability of jobseekers and workers.

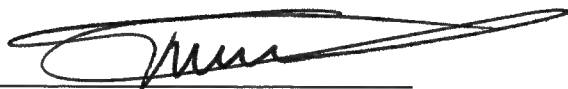
We are aware that already programmes such as the Labour Activation Programmes have already set huge targets on the Training of the Unemployment programme, which will ensure that unemployed former UIF contributors and the youth are provided with skills that increase employment opportunities. Last year a process was initiated to revamp Labour Activation Programmes to be more aligned with our new mandate of creating jobs, and I am delighted that the current cohort of learners is guaranteed employment once they complete training as we have made it a condition in all agreements entered with training partners.

The recent Quarterly Labour Force Survey that was released by Statistics South Africa reported the highest unemployment rate the country has ever seen at 34.9%. The high unemployment rate is largely attributed to the slow economic growth. The slow economic growth was exacerbated by the COVID-19 pandemic. This calls for urgent action to lead efforts towards the creation of job opportunities and most importantly preservation of current jobs. The situation calls for the Fund to be more agile in order to drastically reduce the time we take in awarding the normal Temporary Employer/Employee Scheme to distressed companies. Our turnaround time to provide relief to these distressed companies need to be shorter it we are to save the jobs. The Fund also needs to increase its capacity to ensure that it can implement and monitor this programme effectively.

UIF's investments via the Public Investment Corporation have ensured that more than 5 million workers had income during the lockdown. The COVID-19 Temporary Employer/Employee Relief Scheme was made possible by the accumulated contributions of workers and the Fund's investments, which have seen the UIF grow from R53 billion in 2011 to R151 billion before the introduction of the COVID-19 TERS. However, COVID-19TERS has led to a decline in the UIF portfolio. The portfolio has declined by 24%; from R151 billion to R115 billion.

Despite this drawback, the overall outlook in the Fund's investments remains strong against below benchmark performance and declining revenues. Hence, we emphasise the need to drastically improve enforcement of compliance in order to have more employers registered with the Fund and making contributions as required by the law.

In conclusion, service delivery mechanisms of the Fund need drastic improvement in order to meet expectations of our beneficiaries. Whilst technological improvements such as UIF APP and USSD were introduced to improve customer services, their impact is yet to be felt as complaints have not abated. We anticipate the acceleration of all service improvement efforts including integration of ICT systems and streamlining of claim processing to shorten turnaround times for the benefit of our clients.



T.W Nxesi MP

Minister of Employment and Labour

## FOREWORD BY THE ACCOUNTING AUTHORITY

The COVID-19 pandemic has continued to thrust the expanded mandate of the Department of Employment and Labour into the spotlight. Various alert levels of the lockdown have led to retrenchments, compelled businesses to completely or partially close, restricted movement, as well as reduced and threatened the income of many vulnerable workers.

To curb the rapid spread of the virus and loss of life whilst enabling some economic activity, the President announced a comprehensive and ground-breaking economic-financial relief package to support the economy, businesses and workers during the different alert levels of the lockdown. Through the Unemployment Insurance Fund (UIF), the Department of Employment and Labour provided wage subsidies for their workers that were affected by the lockdowns and continues to assist employers to that end.

The UIF initially set aside a budget of R40 billion to finance the COVID-19 TERS for a period of three months. However, the monthly extensions of the national state of disaster and limited economic activity necessitated that COVID-19 TERS be extended several times until 25 July 2021. It has been over 22 months since COVID-19 TERS was introduced to save jobs and ease the financial burden on businesses and most importantly, their vulnerable workers who lost income during the lockdown.

Since then, the UIF has disbursed R63 billion bringing relief to about 5,4 million workers since the start of the lockdown last year thus ensuring that the South African economy does not collapse and that workers are not left destitute. The figure is the biggest amount that has been paid by the government to help workers, businesses and the economy to mitigate the impact of the lockdowns. While the UIF remarkably executed this mammoth task of assisting so many employees during a global pandemic with speed and competence, some payments regrettably landed in the wrong hands due to fraud and corruption that was made easy by inadequate control measures in the new system.

However, the proactive and concerted efforts of our Risk Management Unit working with the South African Police Services' Hawks, Special Investigating Unit (SIU), National Prosecuting Authority (NPA), Financial Sector Conduct Authority (FSCA), as well the banking institutions led to many fraudulent cases being detected, paving the way for several arrests and prosecution of the culprits as well as return of the wrongly claimed monies.

Some employers who received more than what they deserved were patriotic enough to return the funds to the UIF. This helped to add close to R1,2 billion to the coffers of the Fund. Our extensive investigations and through the involvement of the "follow the money" project's forensic audits, we managed to recover close to R900 million to the UIF.

We envisage that more arrests will be effected and additional monies will be recovered, as the "follow the money" project is being extended with a further 12 months to ensure that every Rand and cent paid is accounted for. While the Department was seized with the COVID-19 TERS benefit payments, attention was equally given to the payments of ordinary UIF benefits such as unemployment benefits and maternity benefits.

Between March 2020 to October 2021 more than 1.7 million beneficiaries received the UIF benefits to the tune of 30.1 billion, with the Unemployment Benefits taking the lion's share of close to R25 billion. The sustained funding of COVID-19 TERS beyond the initial three months remained a concern for us when we exceeded the initial R40 billion budget by at least R23 billion.

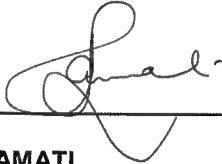
The Fund 'surplus reduced due to lethargic economic growth and reduced monthly contributions as a result of retrenchments thus led to the Department having to reconsider further extensions of COVID-19 TERS. While our work has persisted, it was disappointing to witness our country resembling a war zone, as various acts of unrest engulfed in KwaZulu-Natal and Gauteng Provinces. The turmoil was accompanied by a myriad of violence, looting and destruction of property and assets.

In the aftermath, over 300 lives were lost, billions of Rands worth of damage were reported. Our initial assessment revealed that at least 75 000 workers were affected which resulted in temporary work stoppage or retrenchment. Led by the Minister of Employment and Labour, Thulas Nxesi, we visited

parts of Gauteng and KwaZulu-Natal to inspect the damage and engage employers and workers. We also announced the establishment of the Workers Affected by Unrest (WABU): Temporary Financial Relief Scheme through the UIF to provide wage support to workers.

As a Department, we have certainly taken best practices and learned from the implementation of the COVID-19 TERS benefits. We will also be accelerating our toils and unwavering in our resolve to fast-track a repurposed UIF that delivers excellent services to its clients and stakeholders all the time.

Our ultimate goal is to have an efficient UIF of the future that is able to process and pay claims within 24 hours, and optimally leverage on proficient Information and Communications Technology systems that lead to greater customer satisfaction and service delivery.

A handwritten signature in black ink, appearing to read 'T.M. Lamati', is positioned above a solid horizontal line.

**T.M LAMATI**

**DIRECTOR-GENERAL**

## COMMISSIONER 'STATEMENT

The onset of the COVID-19 pandemic two years ago left a trail of destruction on its path with many businesses forced to close to prevent the rapid spread of the virus, thus rendering millions of workers temporarily unemployed. In response to the worker's plight, the Unemployment Insurance Fund was called to intervene by establishing the COVID-19 Temporary Employer /Employee Relief Scheme, which provided relief to more than 5 million workers.

The COVID-19 TERS payments were made possible by the fund's investments with the Public Investment Corporation. The Fund liquidated some of its assets to make cash available and this reduced the fund's assets from R 151 billion to R 115 billion and by 31 March 2021, the UIF had dispersed over R58, 7 billion to employers and employees who could not operate during the lockdown.

Working under lockdown restrictions made it difficult to operate as usual, however our staff who alternated between working from home and in the office made sure that payment of benefits continued uninterrupted. This resulted in the payment of close to 1 million claims for normal UIF benefits by 31 March 2021 to the tune of R 17 billion Rands. We remain indebted to all staff who, despite the tough COVID-19 restrictions and potential exposure to the virus, came to work to process claims so that the workers could survive during the pandemic.

The rolling out of COVID-TERS presented some lessons for the Fund. In the first instance, we learned how critical it is to leverage on technology to improve service delivery. The COVID-19 TERS online system was improved to dissuade people from going to the labour centres to submit claims, and also put employers at the centre of the applications process. This enabled us to process and pay competent applications much quicker and most importantly, hold employers accountable for the funds paid.

We also replaced the physical submission of continuation of payment forms for normal benefits with confirmation of unemployment done via SMS. This did not only help us reduce queues at labour centres, but also enabled us to pay the benefits within a short space of time.

Whilst we learnt good things during this period, we equally experienced some tough lessons. The Auditor General's made findings about weaknesses in the COVID-19 TERS system and this has prompted us to consider investing more ICT resources in the next few years. In the 2022/2023 financial year we plan to finalise the integration of our ICT system. This will be coupled with the strengthening of the ICT governance structures and reprioritisation of ICT projects.

We also want to strengthen our risk management portfolio as the implementation of COVID- 19 TERS showed a lack of proper risk identification and scoping.

In order to position the Fund to be able to discharge its mandate effectively and efficiently, in the financial year 2022/23, the Fund will initiate the process to function as a schedule 3A entity. Currently the Fund does not operate as a schedule 3A entity even though it is categorised as such by the PFMA. This change will enable the Fund to expeditiously respond with agility to its dynamic needs such as procurement of innovative ICT infrastructure, and other relevant resources. The audit outcomes of the Fund have been concerning in recent years and such the Fund will seek to address the governance issues with a particular focus on the root causes. The objective to obtain the clean audit outcome in the 2023-2024 continues.

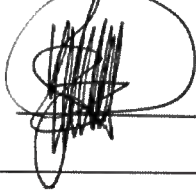
The Fund's audit opinion has in the past three years been vacillating between unqualified and qualified, which paints a bad picture about the fund's overall performance. Despite maintaining a healthy financial position, our desire is to move to the clean audit status achieved more than five years ago. It is for this reason that we are going to review the mandate of the Clean Audit Committee to give it a sharper focus and tighten the Service Level Agreement with the Public Investment Corporation to improve accountability for the financial statements of the investee companies. We are also going to include management action plans in the performance agreements of all senior managers and track implementation quarterly.

Another area of concern is the decline in our annual performance. In the 2019/2020 financial year we performed at 73 per cent, and last year (2020/21) we plummeted to 33 percent largely owing to the Fund's preoccupation with the COVID-19TERS. As management of the Fund we have resolved to strengthen performance accountability and this will entail, among others; aligning Annual Performance Plan targets with performance agreements for senior managers, tracking progress towards the achievement of quarterly targets, and conduct comparative analysis between performance, expenditure and other relevant resources.

In the 2020/2021 financial year we introduced USSD and Mobile APP as a means to improve accessibility to the Fund. The rolling out of these services has not reached the desired stage, and we plan to ramp up the performance of these services during the 2022/23 financial year. We are delighted that the mobile services launched last year are helping the Fund to reach out to outlying areas of the country offering full service to under serviced towns and townships in various municipalities

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

Thank you

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**Teboho Maruping**

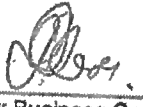
**Unemployment Insurance Fund Commissioner**




**OFFICIAL SIGN-OFF**

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Unemployment Insurance Fund under the guidance of Honourable Minister Thulas Nxesi;
- Takes into account all the relevant policies, legislation and other mandates for which the Unemployment Insurance Fund is responsible; and
- Accurately reflects the Outcomes and Outputs which the Unemployment Insurance Fund will endeavour to achieve over the period 2022/23 financial year.


Ms. J Kumbi  
Signature:   
Chief Director: Business Operations


Adv. M Yawa  
Signature:   
Chief Director: Corporate Services

Mr. T Mkgahla  
Signature:   
Head of Planning


T Maruping  
Signature:   
UIF Commissioner

T.M Lamati  
Signature:   
Accounting Authority

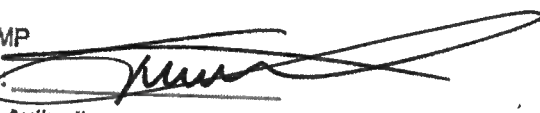
Mr. T Thejane  
Signature:   
Acting Chief Director: Labour Activation Programme

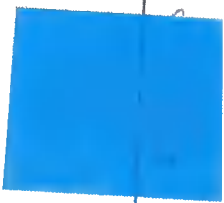
Ms. F Puzi  
Signature:   
Chief Financial Officer

Recommended / Not Recommended by:

B.E Molo, MP  
Signature:   
Deputy Minister

Approved by:

T Nxesi, MP  
Signature:   
Executive Authority



## **PART A: OUR MANDATE**

### **Constitutional mandate**

As a social insurance and thus a critical component of social security, the Unemployment Insurance Fund's supreme mandate is derived from section 27 (1) (c) of the Constitution of the Republic of South Africa which states that everyone has the right to social security.

### **Legislative and policy mandates**

#### **1.1 Legislative Mandate**

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.

Section 9 of the Unemployment Contributions Act 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.

#### **2.2. Policy Mandate**

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 net to protect vulnerable workers through the following pieces of legislation:

- **Unemployment Insurance Act, 30 of 2001, as amended (UIA).**  
**Purpose:** The Act empowers the UIF to register all employers and employees in South Africa for unemployment insurance benefits.
- **Unemployment Insurance Contributions Act, 4 of 2002.**  
**Purpose:** to provide for the imposition and collection of contributions for the benefit of the Unemployment Insurance Fund; and to provide for matters connected therewith.

## **Institutional Policies and Strategies over the five year planning period**

This 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.

## **Relevant Court Rulings**

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

## **PART B: OUR STRATEGIC FOCUS**

### **Situational Analysis**

#### **1.1. External Environment analysis**

South Africa is experiencing economic challenges, a COVID-19 health pandemic and unbaiting unemployment crisis. Poor economic growth has negatively affected various economic sectors and businesses particularly small and medium-sized businesses. 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.

Statistics South Africa's Quarterly Labour force Survey (QLFS) reports the unemployment rate for quarter 3 of 2021 at 34.9% (which is the highest unemployment rate recorded since the start of the QLFS in 2008). The expanded unemployment also rose to 46.6%. The youth remain the most hard hit by unemployment and are largely Neither in Employment, Education nor Training (NEET).<sup>1</sup>

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.

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.

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<sup>1</sup> UIF Annual Reports (2016/17 FY- 2020/21FY)

In response to the economic hardship experienced by businesses, the Fund in addition to the provision of normal UI benefits, provided social relief to affected individuals and organisations through COVID-19TERS. By 31 March 2021, the UIF had dispersed over R58,7 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.

The poor economic situation has also impacted negatively on the Fund's Socially Responsible Investments (SRIs). Of course, some of the negative factors that impacted on the Fund's investments in these SRIs included issues of poor governance.

## 1.2. Internal Environmental analysis

The Fund's internal environment (like the external environment) was also impacted by COVID-19. For instance, the implementation of the COVID-19TERS project took much of the Fund's resources and efforts. Challenges related to the implementation of this project resulted in a number of senior management suspended during the financial year 2020-21; about half of the executive management was suspended. Stability at senior management is very important to steer the strategic direction of the organisation. The majority of senior management that was on suspension are now back. The Commissioner has only returned to his position recently and in the past twelve months there have been three Acting Commissioners. His return should help stabilise the UIF and solidify the efforts of building and rebranding the UIF.

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. The vacancy rate at the Fund is currently sitting at 9.5 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 from the 2022-2023 financial year and the MTEF period, the Fund will seek to reduce the current vacancy rate to not more than 3 percent.

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 service to beneficiaries (e.g. through the 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 to experience intermittent downtimes which impact on the Fund's turnaround times. Furthermore, the *working from home* arrangement which was one of the measures to curb the spread of the COVID-19 virus. The arrangement required adequate provision of tools of trade and adequate ICT services (laptops, cell phones, data, and reliable connectivity).

At the core of some of the challenges that the Fund faces relate to ICT. The deployment of the organisation-wide ICT infrastructure in the 2022-2023 financial year is expected 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 technological developments<sup>2</sup>: took place between the 2019/20 Financial Year and the 2020/21 Financial Year:

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<sup>2</sup> UIF Annual Reports (2016/17 FY- 2020/21FY)

Product/System	Objective	Go live 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 nationwide lockdown to make online applications for the special relief	April 2020
eCompliance Certificate	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

### UIF Business Operations

The demand for service pertaining to unemployment insurance benefit claims has been steadily increasing. This will require continuous investment in efficiency generating resources such human resources and ICT. The graphs below illustrate the numbers handled by Business Operations over a five-year period.





### **Compliance to UIF Legislation**

Compliance with the UI legislation is at the heart of improving social insurance coverage. It is also linked to increase in contributions revenue or 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 Registrations<sup>3</sup>:



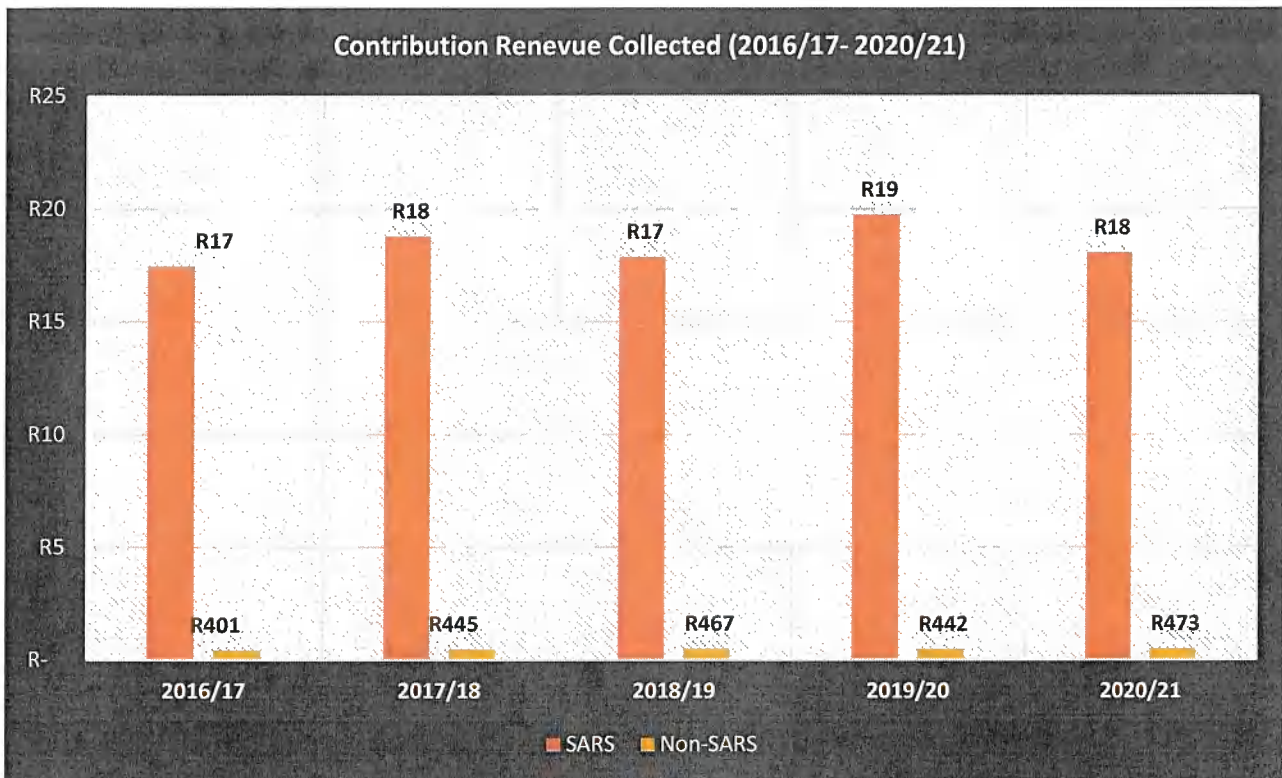
Source: UIF Annual Reports 2016/17 FY- 2020/21 FY

COVID-19 continued 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. The graph below shows the Fund's Revenue Collection for both SARS and Non-SARS contributions<sup>4</sup> over the past five (5) years.

<sup>3</sup> UIF Annual Reports (2016/17 FY- 2020/21FY)

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



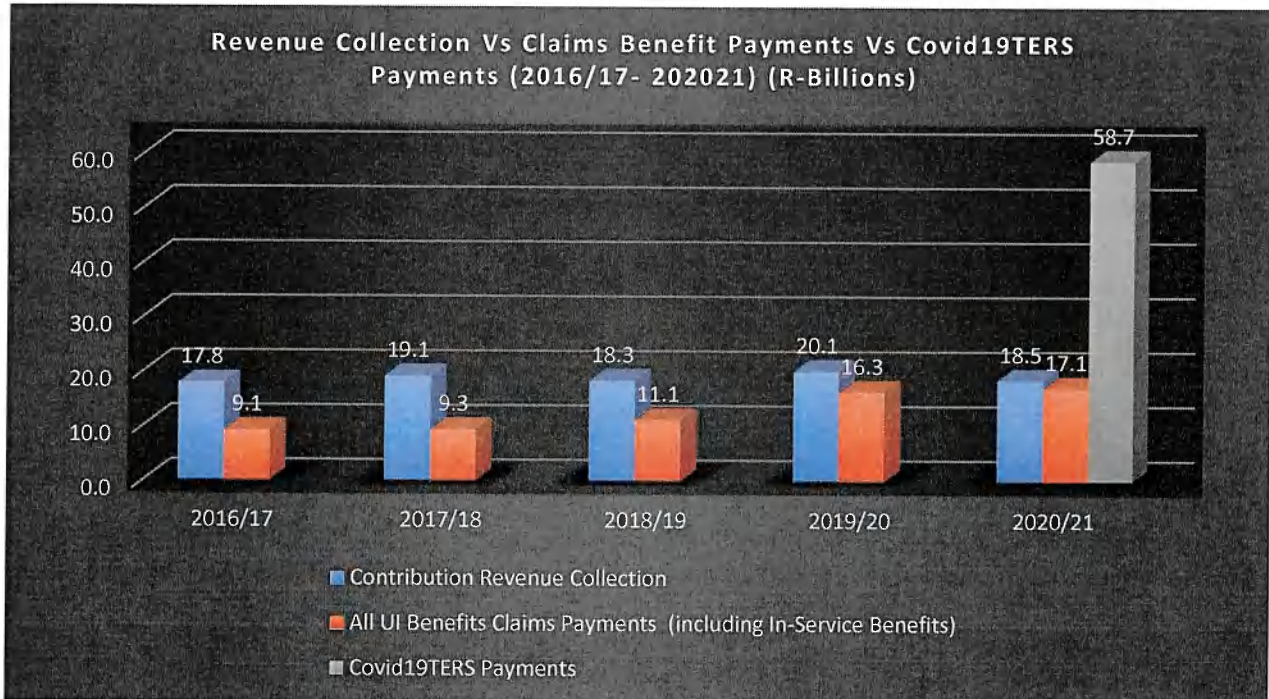
The pandemic has affected business incomes and their ability to timeously pay their UIF contributions. These challenges, adds to the already bigger challenge of non-compliance to UI legislation by some employers; and as a result, the Fund's financial viability has deteriorated.

Between April 2020 and 31 March 2021, the UIF has paid out about R58,7 billion in COVID19TERS 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.

UIF Investment Portfolio was projected to be R126bn by 31 March 2020. Within a year (due mainly to COVID-19TERS benefit payments), the UIF was left with a mere R34.5bn in surplus and Technical Reserve or "Worker Credit" amount available (which barely covers the 3 million UI Contributors within the Fund's database, that would qualify for benefit payments should they need them). Following the extensions of the Covid19TERS benefit due to the extension of the nationwide lockdowns, after 31 March 2021, the UIF will no longer have any Surplus nor Reserves. By 30 June 2021, the Fund was heading towards a projected deficit of more than R600m.



Below is the graphic representation of COVID-19TERS payments in the last years versus Contributions collected and Benefits paid over the past five (5) years<sup>5</sup>:



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.

The Fund needs a healthy financial position to consistently fund its flagship programme- Labour Activation Programme (LAP). LAP seeks to enhance the employability of workers and facilitate their re-entry in to the labour market through various sub-programmes and projects.

## PART C: MEASURING OUR PERFORMANCE

### Institutional Programme Performance Information

#### Programme 1: Administration

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

**Outcomes, Outputs, Performance Indicators and Targets**

<sup>5</sup> UIF Annual Reports (2016/17 FY- 2020/21FY)

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited performance		Estimated Performance		MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Functional and Efficient UIF.	Unqualified audit opinion	% of audit action plans implemented	New indicator	New indicator	AGSA findings: 29/68= 43%	100% of Internal and External audit findings resolved	100% of external audit action plans implemented	100% of external audit action plans implemented	100% of external audit action plans implemented	100% of external audit action plans implemented
	Fraud and corruption cases investigated	% of fraud and corruption cases finalised within 90 working days	New indicator	New indicator	31% of COVID-19 cases finalised within 60 days (71 / 227 COVID -19 within cases finalised within 60 days)	90% of cases finalized (simple cases finalised within 30 working days, complex cases within 90 working days and COVID-19 cases within 60 working days)	90% of cases finalised within 90 working days	90% of cases finalised within 90 working days	95% of cases finalised within 90 working days	
Functional and Efficient UIF	Suppliers paid within 30 calendar days	% of valid invoices paid within 30 calendar days of receipt	99.9% (6 654 / 6 655) of invoices were paid within 30 calendar days of receipt	99.9%(2036/2039) of invoices were paid within 30 calendar days of receipt	100% of invoices paid within 30 calendar days of receipt	100% of valid invoices paid within 30 calendar days of receipt	100% of valid invoices paid within 30 calendar days of receipt	100% of valid invoices paid within 30 calendar days of receipt.		

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited performance		Estimated Performance		MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strengthened institutional capacity of the Fund	Reduced vacancy rate	% of vacancy rate	13.3% (80 posts/ 602) establishment 522 = filled 80 = vacant	7.1% (43 posts/ 602) establishment 559 = filled post 43= vacant	7.1% (43 posts/ 602) establishment 559 = filled post 43= vacant	Vacancy rate maintained at ≤9%	Vacancy rate reduced to ≤3%	Vacancy rate maintained at ≤3%	Vacancy rate maintained at ≤3%
Functional and Efficient UIF	Deployed Integrated Claims Management system	Integrated Claims Management System deployed	Development, testing and deployment of release 1 reports not done	Request for handover submission has been approved by the National Treasury.	There were contractual issues that delayed handover and system testing processes	Approval for system handover granted	A fully functional Integrated Claims Management System deployed	No target	No target
Functional and Efficient UIF	Verified COVID-19 TERS payments	Number of identified COVID-19 TERS payments verified	New indicator	New indicator	49 out of 1998 identified COVID-19 TERS cases verified.	No target	1 122 identified COVID-19 TERS payments verified	3 000 identified COVID-19 TERS payments verified	10 000 identified COVID-19 TERS payments verified

**Indicators, Annual and Quarterly Targets**

<b>Output Indicators</b>	<b>Annual Target 2022/23</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
% of audit action plans implemented	100% of external audit action plan implemented	50% of external audit action plan implemented	100% of external audit action plan implemented	50% of external audit action plan implemented	100% of external audit action plan implemented.
% of fraud and corruption cases finalised within 90 working days	90% of fraud and corruption cases finalised within 90 working days	90% of cases finalised within 90 working days	90% of cases finalised within 90 working days	90% of cases finalised within 90 working days	90% of cases finalised within 90 working days
% of valid invoices paid within 30 calendar days of receipt	100% of valid invoices paid within 30 calendar days of receipt	100% within 30 calendar days	100% within 30 calendar days	100% within 30 calendar days	100% within 30 calendar days
% of vacancy rate	Vacancy rate reduced to ≤3%	≤8%	≤7%	≤6%	≤3%
Integrated Claims Management System deployed	A fully functional Integrated Claims Management System deployed	Blueprint for finance system report approved	Prototype of claims system approved	Integrated Claims Management Systems' financial accounting system fully deployed	A fully functional Integrated Claims Management System deployed
Number of identified COVID-19 TERS payments verified	1 122 identified COVID-19 TERS payments verified	Project plan on the COVID-19 TERS payment verification developed	106 identified COVID-19 TERS payments verified	660 identified COVID-19 TERS payments verified	1122 identified COVID-19 TERS payments verified



**Programme 2: Business Operations**

**Purpose:** To collect contributions and pay benefits

**Outcomes, Outputs, Performance Indicators and Targets**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance		Estimated Performance		MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
An inclusive and responsive social security coverage	Improved turnaround time to create a registration document (UI54)	% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day	99% of new companies with complete, accurate and verified information created with registration document (UI 54) within 2 working days.	96% (57 394/59 984) of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day	99% (54 842/55 371) of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day	95% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day	97% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day	100% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day	100% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance		Estimated Performance		MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Improved turnaround time to create Benefit payment documents	% of complete, accurate and verified benefit payment documents created within 3 working days	99% (2 715 078/2 750 601) of complete, accurate and verified benefit payment documents created within 6 working days	99% (3 287 380/3 309 029) of complete, accurate and verified benefit payment documents created within 6 working days	99% (3 069 077 / 3 106 426) of complete, accurate and verified benefit payment documents created within 5 working days	95% of complete, accurate and verified benefit payment documents created within 3 working days	95% of complete, accurate and verified benefit payment documents created within 3 working days	99% of complete, accurate and verified benefit payment documents created within 3 working days	100% of complete, accurate and verified benefit payment documents created within 2 working days
An inclusive and responsive social security coverage	Improved turnaround time to approve or reject valid unemployment benefit claims	% of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days	94% (628 807/67 1188) of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days	93% (798 151/854 639) of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days	87% (855 686/984 498) of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days	92% of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days	92% of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days	92% of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days	95% of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance		Estimated Performance		MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			15 working days	rejected within 15 working days	rejected within 15 working days	days	15 working days	15 working days	15 working days
Improved turnaround to approve or reject valid in-service benefit claims	% of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 10 working days	93% (798 151/854 639) of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 15 working days	92% (126 442/136 897) of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 10 working days	87% (91 427/105 189) of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 10 working days	92% of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 10 working days	92% of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 10 working days	92% of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 7 working days	92% of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 7 working days	95% of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 7 working days
An inclusive and responsive	Improved turnaround time to	% of valid deceased benefit claims with	92% (13 179 / 14 397) of valid deceased benefit	95% (14 539/ 15 337) of valid deceased benefit	85% (11 284 /13 212) valid deceased	92% valid deceased benefit claims	92% of valid deceased benefit claims	92% of valid deceased benefit claims	95% of valid deceased benefit claims

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance		Estimated Performance		MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
social security coverage	approve or reject valid deceased benefit claims	complete, accurate and verified information approved or rejected within 20 working days	claims with complete, accurate and verified information approved or rejected within 20 working days.	benefit claims with complete, accurate and verified information approved or rejected within 20 working days	with complete, accurate and verified information approved or rejected within 20 working days	with complete, accurate and verified information approved or rejected within 20 working days	with complete, accurate and verified information approved or rejected within 10 working days	with complete, accurate and verified information approved or rejected within 10 working days	with complete, accurate and verified information approved or rejected within 10 working days



**Indicators, Annual and Quarterly Targets**

<b>Output Indicators</b>	<b>Annual Target 2022/23</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day	97% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day	97% within 1 working day	97% within 1 working day	97% within 1 working day	97% within 1 working day
% of complete, accurate and verified benefit payment documents created within 3 working days	95% of complete, accurate and verified benefit payment documents created within 3 working days	95% within 3 working days	95% within 3 working days	95% within 3 working days	95% within 3 working days
% of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days	92% of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days	92% within 15 working days	92% within 15 working days	92% within 15 working days	92% within 15 working days
% of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 10 working days	92% of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 10 working days	92% within 10 working days	92% within 10 working days	92% within 10 working days	92% within 10 working days
% of valid deceased benefit claims with complete, accurate and verified information approved or rejected within 20 working days	92% of valid deceased benefit claims with complete, accurate and verified information approved or rejected within 20 working days	92% within 20 working days	92% within 20 working days	92% within 20 working days	92% within 20 working days

### 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.

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

Outcome	Outputs	Output Indicators	Annual Targets					MTEF Period				
			Audited Performance		Estimated Performance		Annual Targets			MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25			
More decent jobs created and sustained	Improved turnaround time to approve or reject valid TERS applications	% of valid Temporary Employer / Employee Relief Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days	100% (13 approved/rejected out of 13 received) of Temporary Employer /Employee Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days	92% (23 approved/rejected out of 25 received) of Temporary Employer /Employee Scheme (TERS) applications approved or rejected by the delegated Authority within 15 working days	23% (3 approved/rejected out of 13 received) of Temporary Employer /Employee Scheme (TERS) applications approved or rejected by the delegated Authority within 15 working days	90% of Temporary Employer /Employee Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days	90% of valid Temporary Employer/Employee Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days	90% of valid Temporary Employer/Employee Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days	90% of valid Temporary Employer/Employee Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days	90% of valid Temporary Employer/Employee Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days	90% of valid Temporary Employer/Employee Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days	90% of valid Temporary Employer/Employee Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days
	Increase in the number of beneficiaries participating in employability programmes	Number of beneficiaries participating in employability programmes	3823	36198	13381	52910	15 000 beneficiaries participating in employability programmes	20 000 beneficiaries participating in employability programmes	40 000 beneficiaries participating in employability programmes			

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited Performance		Estimated Performance		MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	Funded projects monitored	% of funded projects monitored	New indicator	New indicator	New indicator	New indicator	90% of funded projects monitored	90% of funded projects monitored	90% of funded projects monitored	90% of funded projects monitored

**Indicators, Annual and Quarterly Targets**

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
	2022/23				
% of valid Temporary Employer Employee Relief Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days	90% within 20 working days	90% within 20 working days	90% within 20 working days	90% within 20 working days	90% within 20 working days
Number of beneficiaries participating in employability programmes	15 000	5 000	5 000	2 500	2 500
% of funded projects monitored	90% of funded projects monitored	20%	50%	70%	90%

## **Explanation of planned performance over the medium term period.**

The work of the of the UIF as reflected in the APP 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,

In order to ensure balance between strategic indicators measuring the Fund's core mandate against administration indicators (programme one), some of the Administration performance indicators contained in the Honourable Minister's performance agreement will be measured and tracked vigorously through the operational plan and also reported to the DEL on an ongoing and quarterly basis in order to demonstrate the extent to which the Fund has been able to fully implement the Minister's performance agreement. Overloading the APP with administration indicators creates a risk of skewing the true performance of the Fund against its core mandate. Though Administration indicators are very important and should be pursued vigorously and enjoy equal management commitment, the integrity of measuring the Fund's core mandate should be preserved and only those Administration indicators with serious strategic enablement characteristic.

The Fund has identified four outcome indicators in its strategic plan. These outcome indicators will contribute to achievement of the broader mandate and impact statement of the Department of Employment and Labour. The Fund's four outcome indicators are; a functional and efficient UIF, strengthened institutional capacity, more decent jobs created and sustained and inclusive and responsive social security coverage. The impact of statement of the Department of Employment and Labour is *a labour market which is conducive to decent employment*. A fully functional and efficient UIF will be financially sustainable, collect contributions and pay claims, meet its objectives of contributing to the enhancement of employability, and enable labour market entry and entry. All these collectively contributes to creating a labour market which is conducive to decent employment.

To enable the achievement of the outcome indicators and the impact statement, the Fund will need, amongst others, to have strong leadership, adequate financial resources, innovative ICT capability, skilled, adequate and committed workforce and a conducive work environment.

The Fund will ensure that workers experience quality service that meets their needs and expectations. Compliance with the UI legislation is at the heart of improving social insurance coverage and closely linked to increase in contributions revenue or 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.

The Fund through its Administration programme will seek to do the following:

- a). To closely monitor the improvement in the ICT infrastructure in the MTEF period in order to improve efficiency of services provided by the Administration, Business Operations and Labour Activation Programme.
- b). Provide management support through increasing the Fund's capacity by reducing the vacancy to three percent or below three percent.
- c) Aggressively finalise the investigations into allegations of fraud and corruption,
- d) Improve the Fund's audit outcome by resolving 100% of all external and internal audit findings.
- e) Pay all valid invoices within 30 calendar days.

As indicated above already, all other administration indicators contained in the Honourable Minister's performance agreement will enjoy serious management commitment and thus will be vigorously tracked through the Operational Plan and submit it to the DEL on a quarterly basis.

### Programme Resource Considerations

Budget allocation per programme and sub-programme as per ENE.

R-thousand	2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
1 Administration	3 176 165	1 261 092	2 959 981	3 278 842	3 103 099	4 008 924	3 324 042	2 689 955
2. Business Operations	7 188 276	16 807 514	68 191 773	50 661 286	40 834 519	26 509 469	22 155 453	22 805 899
3. Labour Activation Programme	121 507	951 851	728 818	2 981 272	2 376 306	3 158 495	3 015 794	3 053 517
<b>Totals</b>	<b>10 485 948</b>	<b>19 020 457</b>	<b>71 875 572</b>	<b>56 871 400</b>	<b>46 313 924</b>	<b>33 676 888</b>	<b>28 495 289</b>	<b>28 499 371</b>
	<b>Audited outcomes</b>			<b>Adjusted Appropriation</b>	<b>Revised Estimate</b>	<b>Medium Term Expenditure Estimate</b>		
R-thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Current Payments	4 433 523	2 702 850	4 597 372	4 831 369	4 917 565	5 126 960	4 973 694	5 197 219
Compensation of Employees	1 332 828	1 461 633	1 482 415	1 956 207	1 990 971	2 079 441	2 079 441	2 173 016
Goods and Services	3 100 695	1 241 217	3 114 957	2 875 162	2 926 594	3 047 519	2 894 253	3 024 208
Of which:								
Advertising	11 055	13 080	33 907	37 252	32 680	32 561	34 010	35 537
Communication	21 232	25 512	41 780	30 280	45 719	52 515	54 852	57 314



Computer Services	125 897	120 156	216 851	385 426	429 937	483 289	504 743	527 406
Consultants and Professional Services: Business and advisory services	30 113	32 391	83 553	689 153	734 904	761 088	794 957	830 650
Fleet Services								
Inventory: Stationery and printing	9 292	19 914	11 376	30 953	25 077	28 247	29 504	30 829
Lease payments	116 887	155 955	160 789	212 689	243 930	268 576	280 528	293 126
Property Payments	28 770	22 498	34 334	33 674	37 380	36 886	38 527	40 257
Travel and Subsistence	79 182	79 257	27 745	105 262	68 291	65 597	68 516	71 592
Other Goods and Services	2 678 267	772 454	2 504 622	1 350 473	1 308 676	1 318 810	1 088 616	1 137 495
Transfers and Subsidies	5 830 043	16 130 497	67 244 960	51 028 717	40 703 551	27 050 157	22 677 873	23 253 955
Provinces and municipalities								
Departmental agencies and accounts								

Foreign governments and international organisations										
Non-profit institutions										
Households	5 830 043	16 130 497	67 244 960	51 028 717	40 703 551	27 050 157	22 677 873	23 253 955		
Payments for capital assets	222 382	187 110	33 240	1 011 314	692 808	1 499 771	843 722	48 197		
Buildings and other fixed structures	222382	187 110	33 240	1 011 314	692 808	1 499 771	843 722	48 197		
<b>Totals</b>	<b>10 485 948</b>	<b>19 020 457</b>	<b>71 875 572</b>	<b>56 871 400</b>	<b>46 313 924</b>	<b>33 676 888</b>	<b>28 495 289</b>	<b>28 499 371</b>		

**Business Operations Programme:** In order to ensure the effective and efficient delivery of services, the Fund commits to bringing services closer to its diverse client base in all provinces through various platforms (including through electronic platforms). The Fund will continue to increase the number of labour centres with claims processing capacity in order to achieve quicker turn-around times for claim processing and payment. This will be pursued and co-ordinated through the Department's decentralisation drive and the virtual office concept. This objective will also be achieved through improving stakeholder relations by educating the public and informing them about UIF services and obligations.

The Fund will intensify its drive to implement new and sustaining existing functions, and projects aimed at increasing compliance levels through easing compliance burden on employers through the U-Filing system. The Fund will improve its governance processes and ensure that adequate and effective internal controls are in place to mitigate the inherent risk of the organisation through combined assurance. Accordingly, the Fund will also strengthen the institutional capacity of the Fund.



**The Labour Activation Programme:** as mandated by section 48(1)(a)(iv) of the UI Act the Fund will continue to establish partnerships and identify projects to be funded that can alleviate the harmful effects of unemployment. The Fund, in conjunction with other programmes within the Department of Employment and Labour will play a significant role in the training, development and placement of unemployed workers, and fund schemes to create and/or retain jobs and provide social plans to ensure stability and retention of employment opportunities.

The LAP programme will also undergo a revamp in the 2022-2023 financial year in order to clearly define the role of the programme, and build synergies with other internal and external stakeholders.

The 2022 budget also takes into account the Directive issued by the Minister of Employment and Labour in respect of the COVID-19 Temporary Employee/Employer Relief Scheme (COVID19 TERS). Provision has also been made in the budget for the Workers Affected By Unrest: Temporary financial Relief Scheme 2021” (also called WABU) and re-assessment of claims as per the UI Amendment Act. The Management of the Fund will put more effort in consolidating its drive to prevent, detect and recover benefits paid in error and further collect outstanding contribution revenue.

### Key Risks

These are the risks that must be mitigated in order to achieve the Annual Performance Plan 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

## PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

### Programme 1: Administration

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

Indicator Title	% of external audit action plans implemented
<b>Definition</b>	<p>The 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.</p> <p>The external audit action plans that will be measured refers to the consolidated external audit findings for the financial years 2019/2020 (outstanding/unimplemented external findings), 2020/21 and 2021/22. The external audit findings will be consolidated into one audit action plan and each audit finding will be broken into quarterly targets. The quarterly targets should logically lead to the resolution of the external audit findings.</p> <p>The 2021/22 external audit findings will be added to the consolidated audit action plan during the course of the 2022-2023 financial year, upon the completion of the 2021/22 external audit.</p>
<b>Source of data</b>	External auditors report and audit action plan.
<b>Method of Calculation / Assessment</b>	Number of external audit action targets (milestones) achieved (or fully implemented) in that quarter divided by the total number of external audit action targets (milestones) applicable in that reporting quarter, multiply by 100.
<b>Means of verification</b>	<p>Audit Action Plan with quarterly milestones/targets compiled, approved and signed off by the UI Commissioner.</p> <ul style="list-style-type: none"> <li>Quarterly audit action plan report showing quarterly targets and progress against the quarterly targets applicable in that quarter.</li> <li>Signed management assurance letters that the quarterly target has been achieved or the audit finding has been resolved. The management assurance letter should be signed off by the Head of the Directorate with the audit finding.</li> <li>Where applicable or feasible as determined by the nature of the finding, portfolio of evidence should accompany the management assurance letter.</li> </ul>
<b>Assumptions</b>	There will be management commitment to identify root causes, and then develop, implement and monitor the audit action plans
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Reflect on contribution to spatial transformation priorities: N/A</li> <li>Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation Type</b>	Non-cumulative

<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	100%
<b>Indicator Responsibility</b>	Unemployment Insurance Commissioner

<b>Indicator Title</b>	<b>% of fraud and corruption cases finalised within 90 working days</b>
<b>Definition</b>	<ul style="list-style-type: none"> <li>The indicator measures the efficiency of the UIF to finalise 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.</li> <li><i>Finalised</i> means there are findings and recommendations and that the case will no longer be investigated any further by Risk Management.</li> </ul>
<b>Source of data</b>	Case Management database report
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>Cumulative case register signed off by the Chief Risk Officer showing date of case receipt, date on which case assessment was completed, and date on which the finalised case was approved by the Chief Risk Officer.</li> <li>Individual finalised cases approved and signed off by the Chief Risk Officer.</li> <li>Investigations completed by RAIM with findings and recommendations, and further referred to external service providers or law enforcement agencies will be considered finalised for purposes of reporting against the APP.</li> </ul>
<b>Method of Calculation / Assessment</b>	<ul style="list-style-type: none"> <li>Number of 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.</li> <li>Counting starts from the date of receipt of allocation.</li> <li>Case assessment and allocation has to happen within 10 days of receipt. The 90 working days for the actual finalisation of cases excludes the 10 days for assessment and allocation.</li> <li>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.</li> </ul>
<b>Assumptions</b>	There will be required capacity to investigate as well as cooperation from stakeholders
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>

<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative to-date
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	90% within 90 working days
<b>Indicator Responsibility</b>	Chief Risk Officer

<b>Indicator Title</b>	<b>% of valid invoices paid within 30 calendar days of receipt</b>
<b>Definition</b>	<p>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>
<b>Source of data</b>	Computron financial system – AP Trade sub-module, invoices
<b>Method of Calculation / Assessment</b>	Count the number of valid invoices paid within 30 days divided by the number of valid invoices received by the Fund multiplied by 100.
<b>Means of verification</b>	<p>Age analysis report from the financial systems and signed off summary of age invoices in a PDF format.</p> <p>Stamped valid invoice showing date of receipt by the Fund through the service owner, proxy of the service owner, SCM or by centralised system.</p>
<b>Assumptions</b>	There will be seamless streamlined invoice handling system
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
<b>Calculation type</b>	Cumulative at year-end
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	100% of invoices paid within 30 calendar days of receipt
<b>Indicator Responsibility</b>	Chief Financial Officer

<b>Indicator Title</b>	<b>% of vacancy rate</b>
<b>Definition</b>	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.
<b>Source of data</b>	PERSAL system
<b>Method of Calculation / Assessment</b>	Total number of funded vacant posts divided by the total number of funded staff complement multiplied by 100. The calculation is based on permanent appointments ( excludes contract appointment)
<b>Means of verification</b>	PERSAL reports
<b>Assumptions</b>	Functional PERSAL system, and availability of required skills
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative to-date
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	3% or less
<b>Indicator Responsibility</b>	Chief Director: Corporate Services

<b>Indicator Title</b>	<b>Integrated Claims Management System implemented</b>
<b>Definition</b>	The Integrated claims management System (ICMS) is implemented through the development of a reviewed claims processing blue prints, development of finance system prototype for claims processing, deployment of SAP Financial system, report on the functioning of the Integrated claims\ management system and the full deployment of functional SAP claims management system
<b>Source of data</b>	Approved project plan / Blue print
<b>Method of Calculation / Assessment</b>	Functional claims management system
<b>Means of verification</b>	<p><b>Q1:</b> Reviewed blueprint for ICMS finance system approved and signed off by the Chief Financial Officer.</p> <p><b>Q2:</b> A user acceptance certificate on the prototype of the ICMS approved and signed off by both Chief Director: Business Operations and the Chief Financial Officer.</p> <p><b>Q3:</b> A user acceptance certificate on the successful deployment of the financial accounting system approved and signed off by the Chief Financial Officer</p> <p><b>Q4:</b> A user acceptance certificate on the successful deployment of a fully functional ICMS approved and signed off by both Chief Director: Business Operations and the Chief financial Officer.</p>



<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Adherence to the project plan</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<p>Reflect on contribution to spatial transformation priorities: N/A</p> <p>Reflect on the spatial impact area: N/A</p>
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A fully functional ICMS system deployed
<b>Indicator Responsibility</b>	Chief Director: Corporate Services

<b>Indicator Title</b>	<b>Number of identified COVID-19 TERS payments verified</b>
<b>Definition</b>	<p>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>“Identified COVID-19TERS payments made” means those COVID-19TERS payments specifically selected from the population of all COVID-19TERS payments that were made by the UIF using predetermined selection criteria.</p>
<b>Source of data</b>	COVID-19TERS system
<b>Method of Calculation / Assessment</b>	Simple count
<b>Means of verification</b>	<p>Q1: COVID-19TERS verification Project plan approved and signed by the Commissioner.</p> <p>Q2-Q4: A payment verification report signed by the audit firm.</p>
<b>Assumptions</b>	There will be cooperation from employers who benefitted from the relief scheme
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Reflect on contribution to spatial transformation priorities: N/A</li> <li>Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative to-date
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	1122 identified COVID-19TERS payments verified
<b>Indicator responsibility</b>	Unemployment Insurance Commissioner

## Programme 2: Business Operations

**Purpose:** To collect contributions and pay benefits

<b>Indicator Title</b>	<b>% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day</b>
<b>Definition</b>	Tracks the percentage and turnaround time to create registration document (UI 54) to new companies after receipt of documents.  <b>Complete means:</b> all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.  <b>Accurate means:</b> information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations  <b>Verified means:</b> information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.
<b>Source of data</b>	Siyaya system/Oracle
<b>Method of Calculation / Assessment</b>	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 <i>created date</i> on the system.
<b>Means of verification</b>	ICT PDF report
<b>Assumptions</b>	Functional SIYAYA System//Oracle
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<b>Desired performance</b>	97% within 1 working day
<b>Indicator Responsibility</b>	Chief Director: Business Operations

<b>Indicator Title</b>	<b>% of complete, accurate and verified benefit payment documents created within 3 working days of receipt</b>
<b>Definition</b>	Percentage of payment documents created within 3 working days (excluding weekends and public holidays) of receipt.



	<p><b>Complete means:</b> all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p><b>Accurate means:</b> information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations</p> <p><b>Verified means:</b> information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
<b>Source of data</b>	Siyaya Operating system/Oracle
<b>Method of Calculation / Assessment</b>	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)
<b>Means of verification</b>	ICT PDF report
<b>Assumptions</b>	Functional SIYAYA System//Oracle
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	95% within 3 working days
<b>Indicator responsibility</b>	Chief Director: Business Operations

<b>Indicator Title</b>	<b>% of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days</b>
<b>Definition</b>	<p>A 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><b>Valid</b> applications are those that are complete, accurate and verified</p> <p><b>Complete means:</b> all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p><b>Accurate means:</b> information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations</p>

	<b>Verified means:</b> information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.
<b>Source of data</b>	Siyaya Operating system/Oracle
<b>Method of Calculation/ Assessment</b>	<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"> <li>• <b>Starting point</b> <ul style="list-style-type: none"> <li>○ Check if there was any latest activity with regards to the declarations (<b>DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC</b>) and other supporting documents (<b>DATE OF RECEIPT</b>) that has happened within the period of 4-year cycle.</li> <li>○ The latest activity between declarations (<b>DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC</b> ) and other supporting documents (<b>DATE OF RECEIPT</b> ) will be assigned to <b>OVERALL_MAX_ACTIVITY_DATE</b></li> </ul> </li> <li>• <b>Scenario 1</b> <ul style="list-style-type: none"> <li>○ If the <b>OVERALL_MAX_ACTIVITY_DATE</b> (the date on which supporting documents and declarations [UI19]) were received is before or similar to the <b>APPLICATION DATE</b> (the date the employee/contributor came to apply for the UIF benefits), then <ul style="list-style-type: none"> <li>▪ <b>TURN_AROUND_TIME = CLAIM_FINALIZED_DATE</b> (date claim was put on the system) minus the <b>APPLICATION DATE</b> (the date the employee/contributor came to apply for the UIF benefits)</li> </ul> </li> </ul> </li> <li>• <b>Scenario 2</b> <ul style="list-style-type: none"> <li>○ If the <b>OVERALL_MAX_ACTIVITY_DATE</b> (the date on which supporting documents and declarations [UI 19]) is after the <b>APPLICATIONDATE</b> (the date the employee/contributor came to apply for the UIF benefits), then <ul style="list-style-type: none"> <li>▪ <b>TURN_AROUND_TIME = CLAIM_FINALIZED_DATE</b> (date claim was created on the system) minus <b>OVERALL_MAX_ACTIVITY_DATE</b></li> <li>▪ <b>Scenario 3: Invalid supporting documentation submitted</b></li> </ul> </li> </ul> <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> </li> </ul>
<b>Means of verification</b>	ICT PDF report

<b>Assumptions</b>	Functional SIYAYA System//Oracle
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative to-date
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	92% within 15 working days
<b>Indicator responsibility</b>	Chief Director: Business Operations

<b>Indicator Title</b>	<b>% of valid in-service benefit claims (Maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 10 working days</b>
<b>Definition</b>	<p>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><b>Valid</b> applications are those that are complete, accurate and verified</p> <p><b>Complete means:</b> all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p><b>Accurate means:</b> information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations.</p> <p><b>Verified means:</b> information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
<b>Source of data</b>	Siyaya Operating system/Oracle
<b>Method of Calculation / Assessment</b>	<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"> <li>• <b>Starting point</b> <ul style="list-style-type: none"> <li>○ Check if there was any latest activity with regards to the declarations <b>(DECLARATIONS RECEIPT DATE FOR MANUAL AND OR CREATED FOR ELECTRONIC)</b> and other supporting documents</li> </ul> </li> </ul>

	<p>(<b>DATE OF RECEIPT</b>) that has happened within the period of 4-year cycle.</p> <ul style="list-style-type: none"> <li>○ The latest activity between declarations (<b>DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC</b>) and other supporting documents (<b>DATE OF RECEIPT</b>) will be assigned to <b>OVERALL_MAX_ACTIVITY_DATE</b></li> </ul> <ul style="list-style-type: none"> <li>● <b>Scenario 1</b> <ul style="list-style-type: none"> <li>○ If the <b>OVERALL_MAX_ACTIVITY_DATE</b> (the date on which supporting documents and declarations [UI19]) were received is before or similar to the <b>APPLICATION DATE</b> (the date the employee/contributor came to apply for the UIF benefits), then <ul style="list-style-type: none"> <li>▪ <b>TURN_AROUND_TIME = CLAIM_FINALIZED_DATE</b> (date claim was put on the system) minus the <b>APPLICATION DATE</b> (the date the employee/contributor came to apply for the UIF benefits)</li> </ul> </li> </ul> </li> <li>● <b>Scenario 2</b> <ul style="list-style-type: none"> <li>○ If the <b>OVERALL_MAX_ACTIVITY_DATE</b> (the date on which supporting documents and declarations [UI 19]) is after the <b>APPLICATIONDATE</b> (the date the employee/contributor came to apply for the UIF benefits), then <p style="margin-left: 20px;"><b>TURN_AROUND_TIME = CLAIM_FINALIZED_DATE</b> (date claim was created on the system) minus <b>OVERALL_MAX_ACTIVITY_DATE</b></p> </li> <li>▪ <b>Scenario 3:</b> Invalid supporting documentation submitted <p style="margin-left: 20px;">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> </li> </ul> </li> </ul>
<b>Means of verification</b>	ICT PDF report
<b>Assumptions</b>	Functional SIYAYA System//Oracle
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>● Target for Women: N/A</li> <li>● Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>● Reflect on contribution to spatial transformation priorities: N/A</li> <li>● Reflect on the spatial impact area: N/A</li> </ul>
<b>Calculation type</b>	Cumulative to-date
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	92% within 10 working days
<b>Indicator responsibility</b>	Chief Director: Business Operations

<b>Indicator Title</b>	<b>% of valid deceased benefit claims with complete, accurate and verified information approved or rejected within 20 working days</b>
<b>Definition</b>	<p>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><b>Valid</b> applications are those that are complete, accurate and verified</p> <p><b>Complete:</b> means all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p><b>Accurate:</b> means information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations</p> <p><b>Verified:</b> means information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
<b>Source of data</b>	Siyaya Operating system/Oracle
<b>Method of Calculation / Assessment</b>	<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"> <li>• <b>Starting point</b> <ul style="list-style-type: none"> <li>○ Check if there was any latest activity with regards to the declarations (<b>DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC</b>) and other supporting documents (<b>DATE OF RECEIPT</b>) that has happened within the period of 4-year cycle.</li> <li>○ The latest activity between declarations (<b>DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC</b>) and other supporting documents (<b>DATE OF RECEIPT</b>) will be assigned to <b>OVERALL_MAX_ACTIVITY_DATE</b></li> </ul> </li> <li>• <b>Scenario 1</b> <ul style="list-style-type: none"> <li>○ If the <b>OVERALL_MAX_ACTIVITY_DATE</b> (the date on which supporting documents and declarations [UI19]) were received is before or similar to the <b>APPLICATION DATE</b> (the date the employee/contributor came to apply for the UIF benefits), then <ul style="list-style-type: none"> <li>▪ <b>TURN_AROUND_TIME = CLAIM_FINALIZED_DATE</b> (date claim was put on the system) minus the <b>APPLICATION DATE</b> (the date the employee/contributor came to apply for the UIF benefits)</li> </ul> </li> </ul> </li> <li>• <b>Scenario 2</b> <ul style="list-style-type: none"> <li>○ If the <b>OVERALL_MAX_ACTIVITY_DATE</b> (the date on which supporting documents and declarations [UI 19]) is after the</li> </ul> </li> </ul>

	<p><b>APPLICATIONDATE</b> (the date the employee/contributor came to apply for the UIF benefits), then</p> <p><b>TURN_AROUND_TIME = CLAIM_FINALIZED_DATE</b> (date claim was created on the system) minus <b>OVERALL MAX ACTIVITY DATE</b></p> <ul style="list-style-type: none"> <li>▪ <b>Scenario 3:</b> Invalid supporting documentation submitted</li> </ul> <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>
<b>Means of verification</b>	ICT PDF report
<b>Assumptions</b>	Functional SIYAYA System//Oracle
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> </ul> <p>Target for People with Disabilities: N/A</p>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	92% within 20 working days
<b>Indicator responsibility</b>	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.

Indicator Title	% of valid Temporary Employer Employee Relief Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days
<b>Definition</b>	<p>The indicator measures efficiency of approving valid TERS applications.</p> <p><b>Valid</b> 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><b>Complete</b> means all mandatory documents were provided by the company</p> <p><b>Accurate</b> means information supplied on all mandatory documents to be correct without mistakes conforming to the requirements.</p> <p><b>Verified</b> means information supplied on all mandatory documents quality checked in line with the verification process.</p>
<b>Source of data</b>	The CCMA Recommendation Ruling
<b>Method of Calculation / Assessment</b>	<p>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.</p> <p>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.</p>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• A listing of all applications showing date of receipt of application, and date on which outstanding required information and documents for a valid application was provided to validate the application and date on which the application was rejected/approved</li> <li>• Signed submission approved or rejected by the delegated Authority</li> </ul>
<b>Assumptions</b>	There will be cooperation and compliance from businesses requiring intervention
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>

<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities</li> <li>• Reflect on the spatial impact area</li> </ul>
<b>Calculation type</b>	Cumulative at year-end
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	90% within 20 working days
<b>Indicator Responsibility</b>	Chief Director: Labour Activation Programme

<b>Indicator Title</b>	<b>Number of beneficiaries participating in employability programmes</b>
<b>Definition</b>	The indicator is about enhancing the employability of UIF beneficiaries in the job market. This is implemented through the provision of learning or job opportunities.
<b>Source of data</b>	Attendance registers
<b>Method of Calculation / Assessment</b>	Simple count
<b>Means of verification</b>	List of beneficiaries enrolled to participate in learning or job opportunities signed off by Chief Director: Labour Activation Programme or funded company.
<b>Assumptions</b>	There will be implementing partners who meet the mandatory requirements
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative at year end
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	15 000 UIF beneficiaries enrolled in employability programmes
<b>Indicator Responsibility</b>	Chief Director: Labour Activation Programme

<b>Indicator Title</b>	<b>% of funded projects monitored</b>
<b>Definition</b>	<p>The indicator is about monitoring companies funded through the different Labour Activation Programmes (TERS, Employability and Business Turnaround and Recovery Programme).</p> <p>Monitoring refers to the physical site visit (or documentary review of a project) 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>
<b>Source of data</b>	CCMA, Productivity SA, and/or LAP Reports, list of supported companies
<b>Method of Calculation / Assessment</b>	Number of projects monitored divided by the total number of projects supported by LAP multiplied by 100.
<b>Means of verification</b>	Signed monitoring report per company monitored. (Reports to be signed by Directorate Head).
<b>Assumptions</b>	There will be cooperation from funded project partners
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative to-date
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	90% of funded projects monitored
<b>Indicator Responsibility</b>	Chief Director: Labour Activation Programme