



UNEMPLOYMENT INSURANCE FUND

# ANNUAL PERFORMANCE PLAN

2023 – 2024



UNEMPLOYMENT  
BENEFITS



REDUCED  
WORK TIME  
BENEFITS



MATERNITY  
BENEFITS



PARENTAL  
BENEFITS



ADOPTION  
BENEFITS



ILLNESS  
BENEFITS



DEATH  
BENEFITS



Website: [www.labour.gov.za](http://www.labour.gov.za)  
Facebook (@UIFZA)  
Twitter (@UIFBenefits)  
Instagram (@UIF\_Benefits)  
YouTube (UIF Benefits)



**employment & labour**

Department:  
Employment and Labour  
REPUBLIC OF SOUTH AFRICA



**PUBLISHER**

Department of Employment and Labour  
Unemployment Insurance Fund  
Directorate: Communication  
and Marketing  
Pretoria  
0052

**LAYOUT AND DESIGN, EDITING AND  
DISTRIBUTION**

Directorate: Communication  
and Marketing

**RP NUMBER**

125/2023

**ISBN NUMBER**

978-0-621-51095-9

UIF APP 2023 – 2024

**ANNUAL  
PERFORMANCE  
PLAN**

# TOP LEADERSHIP

The goal of an effective leader is to recondition your team, to be solution *focused and not problem focused*.

— *Unknown*

A great leader works towards getting desired outcomes for their team and so must have a positive attitude as well as a logical mind. They should be primarily focused on coming up with solutions to problems rather than the problems when faced with them.



Teboho Maruping  
UIF COMMISSIONER

Boitumelo Moloi  
DEPUTY MINISTER

Thulas Nxesi  
MINISTER

Thobile Lamati  
DIRECTOR-GENERAL

# TABLE OF CONTENTS

Foreword by the Minister	vii
Deputy Minister's statement	ix
Foreword by the Accounting Authority	x
Commissioner's statement	xii
Official sign-Off	xiv
<b>PART A: OUR MANDATE</b>	
Constitutional mandate	2
Legislative mandates	2
Legislative policy	2
<b>PART B: OUR STRATEGIC FOCUS</b>	
Vision	4
Mission	4
Values	5
Situational Analysis	5
External Environment Analysis	6
Internal Environment Analysis	7
<b>PART C: MEASURING OUR PERFORMANCE</b>	
Programme 1: Administration	14
Programme 2: Business Operations	19
Programme 3: Labour Activation Programme	22
Explanation of planned performance over the medium term period	24
1. Priority one: Capable, ethical and developmental state	25
2. Priority Two: Economic Transformation and Job Creation	27
3. Priority Four: Consolidating the social wage through reliable and basic services,	27
<b>PART D: TECHNICAL INDICATOR DESCRIPTION (TID)</b>	
Programme 1: Administration	34
Programme 2: Business Operations	49
Programme 3: Labour Activation Programme	54

# 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 Programme
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	South African Reserve Bank
SIU	Special Investigating Unit
SOEs	State Owned Entities
SRI	Socially Responsible Investment
TERS	Temporary Employer/Employee Relief Scheme
TLS	Training Layoff Scheme
UI Act	Unemployment Insurance Amendment Act
UIF/ Fund	Unemployment Insurance Fund
USSD	Unstructured Supplementary Service Data
WABU	Workers Affected by Unrest



# FOREWORD BY THE MINISTER

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

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

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

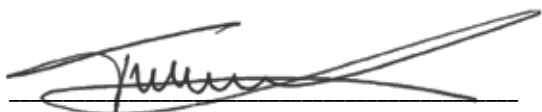
As a response to President Ramaphosa's directive that government must ensure that livelihoods are protected, the Unemployment Insurance Fund (UIF/Fund) introduced the Covid-19 Temporary Employer Employee Relief Scheme (Covid-19 TERS) to support the millions of employees and thousands of businesses that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

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

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



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

A handwritten signature in black ink, appearing to read 'T.W Nxesi', is written over a horizontal line.

**T.W Nxesi, MP**

Minister of Employment and Labour



## DEPUTY MINISTER'S STATEMENT

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

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

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

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

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

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

This Annual Performance plan included commitments dealing with the verification of the COVID-TERS and the Workers Affected by Business Unrests (WABU).

May God bless and protect you all.



**Ms Boitumelo Moloi - MP**

Deputy Minister of Employment and Labour

# FOREWORD BY THE ACCOUNTING AUTHORITY

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

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

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

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

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

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


Purposeful action plans have also been put in place to execute audit findings. These entail improving ICT governance and policies and reviewing access to ICT systems to ensure accessibility is aligned with responsibilities. The Fund will unapologetically persist with efforts to achieve a clean audit outcome by amongst others, reinforcing



internal controls and governance processes. We are also optimistic that successfully applying the “fit for purpose” project shall aid our clean audit trajectory. The project, upon implementation, is poised to improve overall governance, risk management, and internal control environment which will contribute significantly to the achievement of an improved audit outcome.

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

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



**Mr. T.M Lamati**  
Director-General

# COMMISSIONER'S STATEMENT

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

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

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

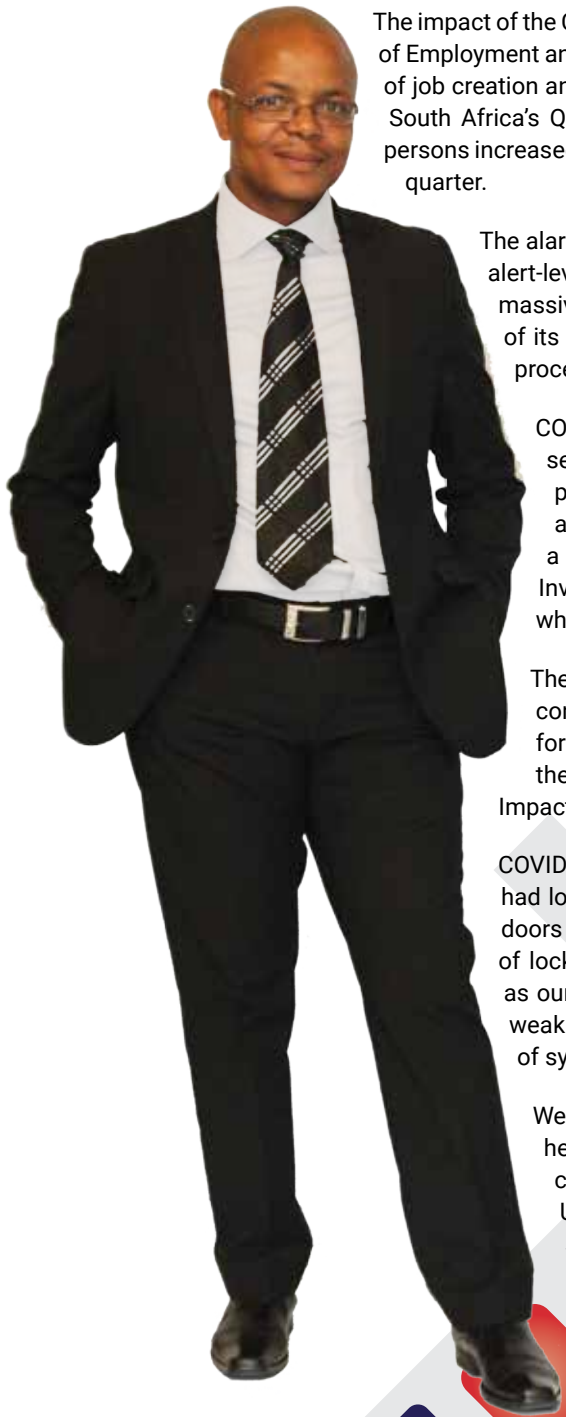
The alarming figures were largely exacerbated by slow economic growth and COVID-19 alert-level lockdowns that were implemented to slow the rapid spread of the virus. The massive job losses made it imperative for the UIF to be more responsive to the needs of its clients in relation to its investment mandate,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

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

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

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

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



and Gauteng in July 2021. The control measures we introduced included checking information against the databases of various government departments and stakeholders to ensure that fraudulent and irregular claims are blocked forthwith.

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

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

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

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

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

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

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

*Ke a leboga  
Thank you*



**Mr. Teboho Maruping**  
Unemployment Insurance Fund Commissioner



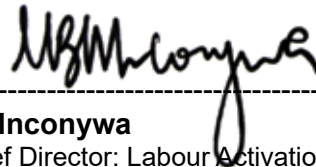
# OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Unemployment Insurance Fund under the guidance of Honourable Minister T. Nxesi;
- Takes into account all the relevant policies, legislation and other mandates for which the UIF is responsible; and
- Accurately reflects the Impact, Outcomes and Outputs which the UIF will endeavour to achieve over the period 2023/24 financial year.



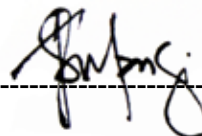
**J Kumbi**  
Chief Director: Business Operations



**M Mnconywa**  
Chief Director: Labour Activation Programme



**M Yawa**  
Chief Director: Corporate Services



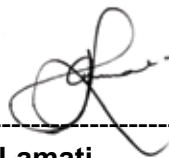
**F Puzi**  
Chief Financial Officer



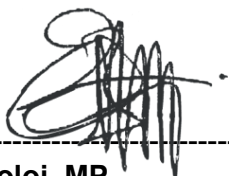
**T. Mokgahla**  
Head of Planning



**T Maruping**  
UIF Commissioner



**T.M Lamati**  
Accounting Authority



**B.E Moloi, MP**  
Deputy Minister



**T.W Nxesi, MP**  
Executive Authority







UNEMPLOYMENT



MATERNITY



PARENTAL



ADOPTION



ILLNESS



DEATH

## UIF BENEFITS



Website: [www.labour.gov.za](http://www.labour.gov.za)  
Facebook (@UIFZA)  
Twitter (@UIFBenefits)  
Instagram (@UIF\_Benefits)  
YouTube (UIF Benefits)

The cover features a large central photograph of two hands clasped together, set within a white-bordered diamond shape. This diamond is partially overlaid by a red geometric shape on the left and a dark blue one on the right. Below the main diamond, there are two smaller diamond shapes, one dark blue and one red. The background is a light gray with dark gray geometric accents at the bottom corners.

UIF APP 2023 – 2024

# **PART A**

## **OUR MANDATE**

# PART A: OUR MANDATE

## 1. 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.

## 2. Legislative and policy mandates

### 2.1 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 UCA empowers the UIF Commissioner to collect contributions from all those employers who are not required to register as employers in terms of the fourth schedule of the Income Tax Act (Act 58 of 1962) and who are not liable for the payment of the skills development levy in terms of the Skill Development Act (Act 9 of 1999). These contributions are used for the payment of benefits and other expenditures reasonably incurred relating to the application of the Act.

### 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 (UCA).**  
**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's Strategic Plan.

#### 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**

# PART B: OUR STRATEGIC FOCUS

## 1. Vision

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

The UIF vision can further be elaborated as follows:

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

## 2. Mission



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

The new mission can be further elaborated as follows:

- **Multiple Channels** - The UIF will ensure accessibility of its services through various channels and across different physical locations.
- **Social Insurance Benefits** - Refers to the following financial benefit claims provided under the UIA and Labour Laws Amendment Act and paid out to UI Contributors:
  - Unemployment Benefits
  - Maternity Benefits
  - Illness Benefits
  - Adoption Benefits
  - Dependant's Benefits
  - Parental Benefits
- **Vulnerable Workers** - The UIF will contribute to the improvement of the lives of the vulnerable workers by funding their training and business development interventions.
- **Improve Coverage** - UIF benefits access is currently limited to employees as defined in the UCA 4 of 2002, and no other persons outside the scope defined in the Act can access the benefits, including self-employed persons, persons working in the informal sector, artists in the arts and entertainment and recent graduates. The Act will be amended to increase much-needed coverage of these groups in order to reduce unemployment and contribute to job creation and entrepreneurship.
- **Funding the Retention and Re-entry of Contributors into the employment** - In order to improve the lives of the UIF contributors, ensure their continuation of contribution payments and contribute to economic growth, the UIF will provide funding for interventions (such as training, business development) that are aimed at enabling retrenched workers to re-enter into employment (as employees or as self-employed).

### 3. Values

The UIF subscribe to the following values:

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

# 1. Situational Analysis

## 1.1. External Environment analysis

### Poverty, Unemployment and Economic Growth

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

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

The continuing challenge of unemployment requires an efficient and customer-centric Unemployment Insurance Fund to effectively pay benefits and help enable re-entry into the job market.

While formal sectors continue to see slow economic recovery following the pandemic, the less formal economies including platform work/ work in the Gig economy is experiencing an increase.

COVID-19 pandemic created a unique opportunity for some platform workers and those operating in the gig economy. Furthermore, massive job losses globally forced recently unemployed people to explore innovative ways of making a living to avoid the effects of unemployment. And as a result, the platform work and gig economy are increasingly becoming a major role player in employment, although not always acknowledged or even accommodated by labour laws (including the UIA and the UCA).

### Global Increase in ICT developments and implications for manual labour

In a drive towards the Fourth Industrial Revolution (4IR), ICT usage and improvement has increased significantly globally. And the need to conduct work and business remotely with as little contact as possible between traders and clients in order to reduce exposure to the Covid19 virus accelerated some ICT developments and increased digitisation in many organisations. Whilst these are positives, the implications for manual labour as well as the providers of manual labour are mixed. Some replacements or manual labourers have occurred, however there also lies opportunities for retraining and reskilling. Given South Africa's skills shortages, it remains crucial that reskilling to meet the demands of the future jobs be prioritised.

### National Social Security Developments Environment

The South African social security system remains fragmented, with multiple entities in both public and private sector providing some portions/components of social security services. There is a growing social security offerings in the private sector with more Insurance companies now providing income protection plans sometimes accompanied by maternity, disability or even illness benefits.

<sup>1</sup> Quarterly Labour Force Survey, Q2:2022

<sup>2</sup> Quarterly Labour Force Survey, Q2:2022



In the public sector, the publishing and subsequent withdrawal of the Green Paper on Comprehensive Social Security and Retirement Reform was an indication of the existing fragmentations, working in silos, and the silent disagreements on matters of social security within the State. Whilst all this unfolds, the need for social security keeps on increasing as unemployment remains a challenge, and those in informal sectors, platform work, gig economy as well as self-employed remain outside of most social insurance offerings in the public sector including the Unemployment Insurance Fund (UIF).

## COVID-19TERS Dispensation

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

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

## Unplanned demand for financial relief services and implications for UIF

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

## Increase in complaints and demand for services

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

# 1.2. Internal Environment Analysis

## Management Stability

The Fund's internal environment (like the external environment) was also impacted by COVID-19. For instance, the Fund put in extra effort and utilised a significant amount of its resources to ensure successful implementation of the COVID-19TERS. Challenges related to the implementation of this project resulted in a number of senior management suspended during the 2020-21 financial year and only returned toward the end of 2021-22 financial year. About half of the executive management was suspended including the Commissioner. The UIF had four Acting Commissioners during the 17 months within which the Commissioner was on suspension.

Stability at senior management is very important to steer the strategic direction of the organisation, and the UIF has much to make up for. Whilst tackling current and emerging challenges, UIF management has the added responsibility of learning how the COVID-19TERS could have been better handled in order to avert the recurrence of the same and further ensure improved preparedness and planning with regard to its future interventions.

## Vacancy Rate

At the end of the 2021-2022 financial year, the vacancy rate of the Fund was high (at 9%) for an organisation that sought to achieve its vision of a caring, accessible and customer centric organisation. It is against this background that in the 2023-2024 financial year and the MTEF period, the Fund will seek to reduce the current vacancy rate to about 8 percent.

## Architectural review and ICT

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

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

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

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

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

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

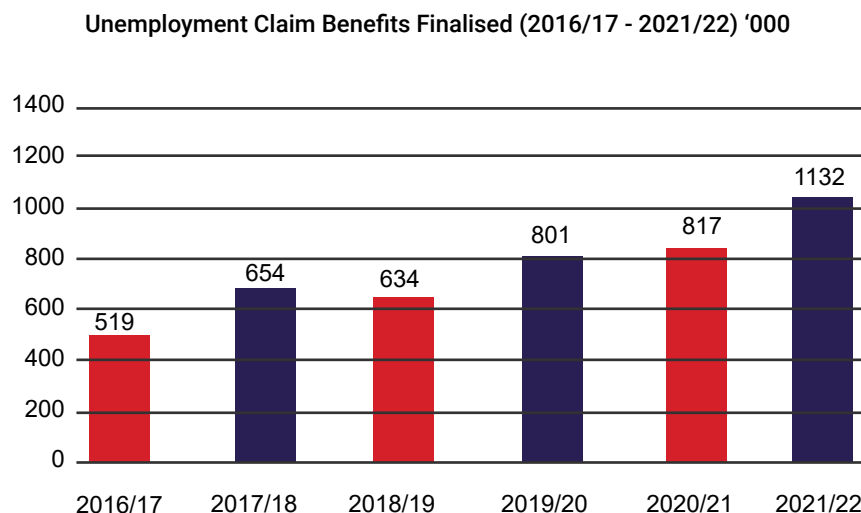
## Monitoring of Labour Centre Performance

In addition to the multiple ICT channels listed above, UIF services are also and primarily rendered through 126 Labour Centres around the country and their service points, including mobile buses. All the service delivery modes should be monitored to ensure that challenges encountered are identified as often and as quickly as possible in order to enable timely responses from the Fund. This will assist in curbing the increase in complaints received from clients. However currently, monitoring particularly in provinces, is still a fragmented function involving multiple units and Directorates at UIF Head Office, Head Office at the Department of Employment and Labour and provinces as well.

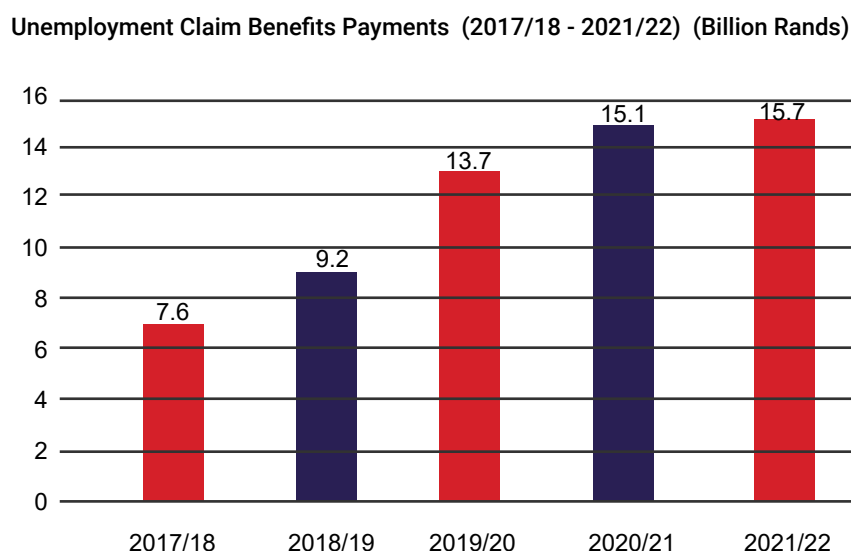
## Unemployment Benefit Claims

The graphs below illustrate the numbers handled by UIF's Business Operations over a five-year period.

There has been a steady increase in the number of claims received and processed by the Fund.

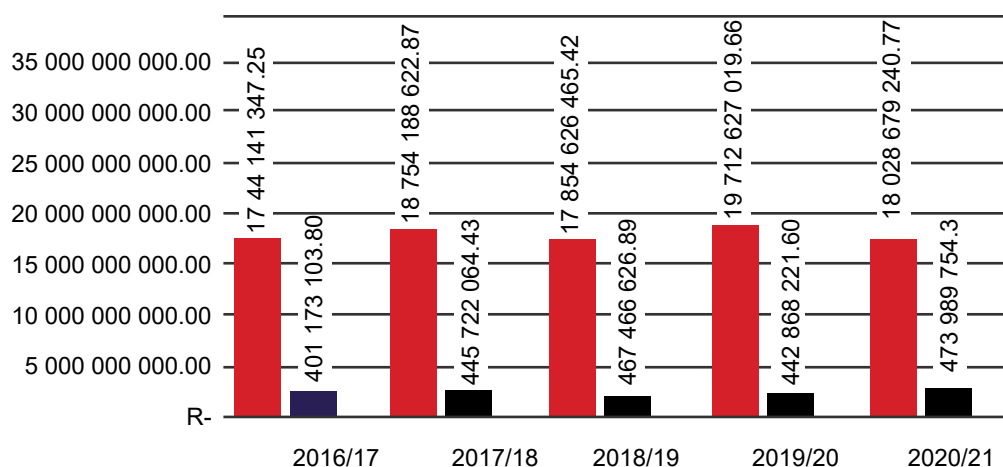


The steady increase particularly in the unemployment benefit claims is concerning and will require to be countered by measures to replace those exiting the labour market with those newly entering or reentering the labour market. Also, the Labour Activation Programme will need to intensify its measures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



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

**Contribution Revenue Collected (2016/17 - 2021/22) (Billion Rands)**

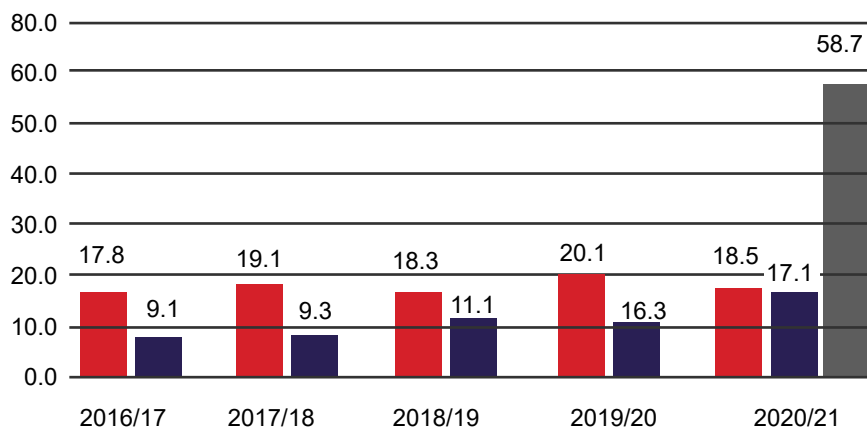


The pandemic has affected business incomes and their ability to timeously pay their UIF contributions. These challenges, adds to the already bigger challenge of non-compliance with the unemployment insurance contributions legislation by some employers.

Between April 2020 and 31 March 2021, the UIF paid out about R58,7 billion in COVID-19TERS benefits. The amount that the Fund has already paid in COVID-19TERS means that the Fund will need to be prudent in its consideration of any request for intervention that is not linked to workers' credits as it has been the case with WABU and COVID-19TERS. It is not sustainable for the Fund to continue with the payment of relief that is not linked to credits.

Below is the graphic representation of COVID-19TERS payments in the previous years versus contributions collected and benefits paid over the past five (5) years<sup>3</sup>.

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



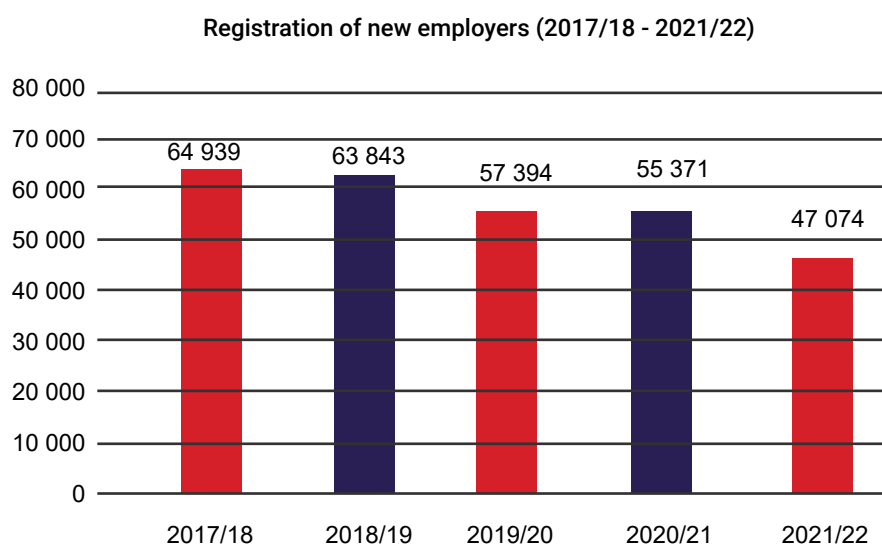
<sup>3</sup> UIF Annual Reports (2016/17 FY- 2020/21FY)

Unemployment benefit payments have been on a steady increase in the past five (5) years as unemployment increased resulting in many contributors losing their jobs. Unfortunately, revenue collection has not been steady and has declined as COVID-19TERS benefit payments in the 2020/21 FY led to significant financial outflows.

## UIF Compliance Environment

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

The graph below depicts steady decline in new Employer Registrations<sup>4</sup>:



COVID-19 had serious 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, few employers registered, whilst many businesses 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.

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

## Labour Activation Programme

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

The UIF further funded a number of entities that were implementing programmes aimed at new venture creation, namely Enterprise Ilembe Economic Development Agency (86) Mpumalanga Growth Agency (758); North West Development Corporation (287); Walter Sisulu University (1500), and a total of 2 631 persons will benefit from those programmes.

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



UIF APP 2023 – 2024

# PART C

## MEASURING OUR PERFORMANCE



# 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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited performance			Estimated Performance		MTEF Period	
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Functional and Efficient UIF	Implemented audit action plans	% of audit action plans implemented	No target	50% (59/119) Internal Audit Findings: 30/51 =59% AGSA findings: 29/68= 43%	78% (73/94) of Internal and External audit findings resolved. 87% (59/68) of external audit findings resolved. 54% (14/26) of internal audit findings resolved.	100% of external audit action plans implemented	90% of audit action plans implemented	100% of audit action plans implemented	100% of audit action plans implemented
	Implemented POPIA Implementation matrix	% of POPIA implemented	New indicator	New indicator	New indicator	New indicator	100% of POPIA Implemented	100% of POPIA implemented	100% of POPIA implemented

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited performance		Estimated Performance		MTEF Period			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
			New indicator	31% of COVID-19 cases finalised within 60 days (71 / 227 COVID -19 within cases finalised within 60 days)	6.7% cases finalised within timeframes (8 cases out of 120) 93 out of 120 finalised outside of the turnaround time	90% of cases finalized cases within 90 working days	80% of simple cases finalised within 90 working days	80% of simple cases finalised within 90 working days	80% of simple cases finalised within 90 working days	80% of simple cases finalised within 90 working days
Functional and Efficient UIF	Fraud and corruption cases investigated	% of fraud and corruption cases finalised	New target	New target	New target	New target	80% of complex cases finalised within 365 calendar days	80% of complex cases finalised within 365 calendar days	80% of complex cases finalised within 365 calendar days	

Outcome	Outputs	Output Indicators	Annual Targets					
			Audited performance		Estimated Performance		MTEF Period	
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
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).	99.9% (2036/2039)	98% (3113/3166)	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
	Reduced vacancy rate	% of vacancies reduced	13.3% (80 posts/ 602)	7.1% (43/6020)	9.8% (59 vacant posts / 602 establishment)	Vacancy rate reduced to ≤3%	Vacancy rate reduced to ≤8%	Vacancy rate reduced to ≤7%
Functional and Efficient UIF	Verified COVID-19 TERS payments	Number of identified COVID-19 TERS payments verified	New indicator	2.5% COVID-19 cases verified. Number of cases allocated to companies: 1 998 Total number of cases verified: 49	New indicator	1 122 identified COVID-19 TERS payments verified	10 500 identified COVID-19 TERS payments verified	14 123 identified COVID-19 TERS payments verified
	Verified WABU Payments	% of WABU payments verified	New indicator	New indicator	New indicator	New indicator	100% of WABU payments verified	No target
	COVID-19 TERS impact evaluation report	COVID-19 TERS Impact Evaluation conducted	New indicator	New indicator	New indicator	New indicator	COVID-19 TERS impact evaluation report produced	No target

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited performance		Estimated Performance		MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Functional and Efficient UIF	LAP impact assessment report	Impact assessment on LAP projects conducted	New indicator	New indicator	New indicator	New indicator	LAP impact assessment report produced	No target	No target
	Accessible UIF services	Multiple channels for accessing UIF services	New indicator	New indicator	New indicator	New indicator	32 Kiosks rolled out	No target	No target
			New indicator	New indicator	New indicator	New indicator	11 Buses deployed to provinces	10 Buses deployed to provinces	No target
		Compliance with the strategic asset allocation mandate	% compliance with the approved strategic asset allocation mandate	New indicator	New indicator	New indicator	New indicator	90%	93%
Functional and Efficient UIF	Conducted client experience surveys	Number of Client experience surveys conducted	New Indicator	New indicator	New indicator	New indicator	2 Client experience surveys conducted	2 Client experience surveys conducted	2 Client experience surveys conducted
	Deployed Integrated Claims Management system	Integrated Claims Management System deployed	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	An Integrated Claims management System deployed	No target	No target

## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2023/24	Q1	Q2	Q3	Q4
% of audit action plans implemented	90% of audit action plans implemented	90% of Auditor's RFIs submitted within 3 working days of receipt	25% audit action plans implemented	50% audit action plans implemented	90% audit action plans implemented
% of POPIA implemented	100% of POPIA implemented	30% of POPIA implemented	50% of POPIA implemented	70% of POPIA implemented	100% of POPIA implemented
% of fraud and corruption cases finalised	80% of simple cases finalised within 90 working days	80% of simple cases finalised within 90 working days	80% of simple cases finalised within 90 working days	80% of simple cases finalised within 90 working days	80% of simple cases finalised within 90 working days
	80% of complex cases finalised within 365 calendar days	80% of complex cases finalised within 365 calendar days	80% of complex cases finalised within 365 calendar days	80% of complex cases finalised within 365 calendar days	80% of complex cases finalised within 365 calendar days
% 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	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
% of vacancies reduced	Vacancy rate reduced to ≤8%	≤8%	≤8%	≤8%	≤8%
Number of identified COVID-19 TERS payments verified	10 500 identified COVID-19 TERS payments verified	2500	5000	7500	10 500
% of WABU payments verified	100% of WABU payments verified	40%	50%	60%	100%
COVID-19 TERS Impact Evaluation conducted	COVID-19 TERS impact evaluation report produced	Inception report on COVID-19 TERS	Feasibility Report on COVID-19 TERS	Draft report on data collected	COVID-19 TERS impact evaluation report produced
Impact assessment on LAP projects conducted	LAP impact assessment report produced	Inception report on LAP assessment produced	Feasibility Report on LAP impact assessment produced	Draft report on data collected	LAP impact assessment report produced
Multiple channels for accessing UIF services created	32 Kiosks rolled out	Business case on the rolling out of Kiosks	User specifications developed	32 Kiosks procured	32 Kiosks rolled out to provinces
	11 Buses deployed to Provinces	Business case on the deployment of buses	User specifications developed	11 Buses procured	11 Buses deployed to provinces
% compliance with the approved strategic asset allocation mandate	90%	90%	90%	90%	90%
Number of client experience surveys conducted	2 client experience surveys conducted	1 Client experience survey conducted	Report on survey findings produced	1 Client experience survey conducted	Report on survey findings produced
An Integrated Claims Management System deployed	An Integrated Claims Management System deployed	Blueprint for the Claims Management Module approved	Financial accounting module developed	Integrated Claims Management System quality assured	An Integrated Claims Management System deployed

## Programme 2: Business Operations

Purpose: To collect contributions and pay benefits

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets					MTEF Period		
			Audited Performance		Estimated Performance					
			2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26
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	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	100% (51 785/51 963) 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% 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	98% 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
	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% (3 543 354/3 568 776) 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	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 1 working days

Outcome	Outputs	Output Indicators	Annual Targets					MTEF Period			
			Audited Performance		Estimated Performance						
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26		
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	94% (1 058 483/1 131 787 ) 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	97% of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 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	93% (124 642/ 133 544) 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	95% of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 7 working days	97% of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 5 working days		
An inclusive and responsive social security coverage	Improved turnaround time to approve or reject valid deceased benefit claims	% of valid deceased benefit claims with complete, accurate and verified information approved or rejected within 20 working days	92% (13 179 / 14 397) of valid deceased benefit claims with complete, accurate and verified information approved or rejected within 20 working days	95% (14 539/ 15 337) of valid deceased benefit claims with complete, accurate and verified information approved or rejected within 20 working days.	97% (15 058/15 516) within 20 working days	92% 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	95% of valid deceased benefit claims with complete, accurate and verified information approved or rejected within 10 working days	100% of valid deceased benefit claims with complete, accurate and verified information approved or rejected within 10 working days		



## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4
% 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 7 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 In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 20 working day	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						
			Audited Performance		Estimated Performance			MTEF Period	
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
More decent jobs created	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	92% (23/25) 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	0% achieved. 2 out of 27 applications were finalised outside of the prescribed 15 working days and reported as such in previous reporting period	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	92% 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	36 198	13381	21 073	15 000 beneficiaries participating in employability programmes	75 000 beneficiaries participating in employability programmes <a href="https://storefront.labour.net/">https://storefront.labour.net/</a>	80 000 beneficiaries participating in employability programmes	85 000 beneficiaries participating in employability programmes

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
More decent jobs created	Increase in the percentage of Vulnerable groups (Youth / Women) participating in employability programmes	Percentage of vulnerable groups participating in employability programmes	No target	5 419	10 202	15 000 beneficiaries participating in employability programmes	50% of vulnerable groups participating in employability programmes	50% of vulnerable groups participating in employability programmes	50% of vulnerable groups participating in employability programmes
	Funded projects monitored	% of funded projects monitored	New indicator	New indicator	New indicator	90% of funded projects monitored	90% of funded projects monitored	90% of funded projects monitored	95% of funded projects monitored
	Increase in the number of business enterprises	Number of business enterprises supported	New indicator	New indicator	New indicator	New indicator	80 business enterprises	90 business enterprises	100 business enterprises

## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2023/24	Q1	Q2	Q3	Q4
% 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	75 000	5 000	10 000	30 000	30 000
Percentage of vulnerable groups participating in employability programmes	50%	50%	50%	50%	50%
% of funded projects monitored	90%	20%	50%	70%	90%
Number of business enterprises supported	80	50	60	70	80

## EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD.

The work 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,

# 1. Priority one: Capable, ethical and developmental state

## 1.1. Audit Outcomes

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

### 1.1.1. Socially responsible investments

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

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

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

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

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

## 1.2. Verification of relief scheme payments

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

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

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

## 1.3. Multiple channels for the delivery of services

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

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

## 1.4. Improvement of client experience

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

## 2. Priority Two: Economic Transformation and Job Creation

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

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

## 3. Priority Four: Consolidating the social wage through reliable and basic services,

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

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

## Programme Resource Considerations

The table below reflects budget allocation per programme and sub-programme as per Estimated National Expenditure for the 2023-2024 financial year and the MTEF period.

R-thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
1. Administration	1 261 092	2 959 981	1 024 416	4 008 924	4 049 772	3 394 183	3 468 649
2. Business Operations	16 807 514	68 191 773	23 959 511	26 509 469	22 499 844	23 473 502	24 658 600
3. Labour Activation Programme	951 851	723 818	706 493	3 158 495	3 214 632	3 535 995	3 889 491
Totals	19 020 457	71 875 572	25 690 420	33 676 888	29 764 248	30 403 680	32 016 740

R-thousand	Audited outcomes			Adjusted Appropriation	Revised Estimate	Medium Term Expenditure Estimate		
	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
Current Payments	2 702 850	4 597 372	3 020 153	5 126 959	4 962 499	5 342 876	5 066 122	5 193 001
Compensation of Employees	1 461 633	1 482 415	1 507 776	2 079 441	2 075 117	2 138 821	2 233 998	2 233 998
Goods and Services	1 241 217	3 114 957	1 512 377	3 047 518	2 887 382	3 204 055	2 832 124	2 959 003
Of which:								
Advertising	13 080	33 907	7 806	32 561	33 770	33 676	35 175	36 750
Communication	25 512	41 780	50 327	52 515	65 744	72 162	75 375	78 752
Computer Services	120 156	216 851	182 657	483 239	540 922	574 351	599 910	626 786
Consultants and Professional Services: Business and advisory services	32 391	83 553	245 891	761 088	747 801	754 276	787 841	823 136





**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 revamp process will continue in the 2023-2024 financial year in order to clearly define the role of the programme, and build synergies with other internal and external stakeholders. The 2023-2024 budget also takes into account the provision for the Workers Affected By Unrest: Temporary financial Relief Scheme (also called WABU) and the 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



UNEMPLOYMENT



MATERNITY



PARENTAL



ADOPTION



ILLNESS



DEATH

## UIF BENEFITS



Website: [www.labour.gov.za](http://www.labour.gov.za)  
Facebook (@UIFZA)  
Twitter (@UIFBenefits)  
Instagram (@UIF\_Benefits)  
YouTube (UIF Benefits)



UIF APP 2023 – 2024

# **PART D**

## **TECHNICAL INDICATOR DESCRIPTION**

## PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

### Programme 1: Administration

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

Indicator Title	% audit action plans implemented
Definition	<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>An audit action is implemented if it has been fully achieved as per the target date</p>
Source of data	External auditors report and audit action plan
Method of Calculation / Assessment	<p>Method of calculation for Quarter 1:</p> <ul style="list-style-type: none"> <li>Number of Requests for Information responded to within three working days divided by the total population of Requests received from the AGSA or Audit Controller multiply by 100.</li> <li>RFIs received before 12:00 pm on a working day will be counted from that day (i.e actual day of receipt). Counting of RFIs received after 12:00 pm will start the following working day.</li> </ul> <p>Method of calculation for Quarter 2 to Quarter 4:</p> <ul style="list-style-type: none"> <li>Number of audit actions in the external audit matrix implemented divided by the total population of audit actions in the external audit matrix multiply by 100.</li> </ul>
Means of verification	<p>Quarter 1 Means of verification:</p> <ul style="list-style-type: none"> <li>A listing of Auditor General of South Africa's Requests for Information (RFIs) signed by the Deputy Director: Governance showing date of RFI receipt, and date on which the RFI response was sent to the Audit Controller or AGSA.</li> <li>Proof of submission of response to Request for Information submitted to the Audit Controller or Auditor General of South Africa</li> </ul> <p>Quarter 2 - 4 means of verification:</p> <ul style="list-style-type: none"> <li>Quarterly audit action plan report showing targets and progress against the quarterly targets signed by Deputy Director: Governance.</li> <li>A management assurance letter signed by the Head of the Directorate with the audit finding confirming achievement of the stated performance.</li> </ul>
Assumptions	There will be management commitment to identify root causes, and then develop, implement and monitor the audit action plans
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<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>
Calculation Type	<p>Quarter 1: Non-cumulative</p> <p>Quarter 2 to Quarter 4 targets: Cumulative year-to- date</p>
Reporting Cycle	Quarterly
Desired performance	90%
Indicator Responsibility	Deputy Director: Governance

Indicator Title	% of Protection of Personal Information Act implemented
Definition	<p>The indicator seeks to measure the implementation of specifically identified clauses drawn from the Protection of Personal Information Act (POPIA). The identified clauses will be broken down into measurable actions which (actions) will be tracked and measured on a quarterly basis.</p> <p>A POPIA action is implemented if it has been fully achieved as per the target date</p> <p>“Identified clauses” means those clauses from the POPIA specifically selected (by management) from the population of all clauses within the POPIA that are applicable to the UIF’s environment. These selected clauses shall be implemented in the financial year of the Annual Performance Plan in question.</p>
Source of data	POPIA. POPIA Implementation matrix.
Method of Calculation / Assessment	Number of POPIA implementation actions in the POPIA implementation matrix implemented divided by the total number of POPIA implementation actions in the POPIA implementation matrix multiply by 100.
Means of verification	<ul style="list-style-type: none"> <li>POPIA Implementation matrix indicating the progress status of each implemented actions per identified clause signed off by Deputy Director: Governance.</li> </ul>
Assumptions	There will be management commitment to ensure implementation of the identified POPIA clauses.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired performance	100%
Indicator Responsibility	Deputy Director: Governance

Indicator Title	% of fraud and corruption cases finalised
Definition	<p>For simple cases target: The indicator measures the efficiency of the UIF to finalise simple cases of allegations of fraud, corruption and any irregularities reported by whistle-blowers or any other person or entity through the UIF and government's various reporting methods such as anti-fraud hotline, email hotline; line Managers, National Anti-Corruption Hotline and any other method. This includes fraud allegations on COVID-19 TERS payments.</p> <p>Finalised means there are findings and recommendations and that the case will no longer be investigated any further by Risk Management.</p> <p>Simple cases: are cases that have been assessed and classified by the Chief Risk Officer and captured in the case registered as simple and will be completed within 90 working days.</p> <p>(A case may be categorized as simple in the beginning of the investigation and later be categorized as Complex after realizing that the information needed for the investigation is not easily made available by the parties concerned).</p>
Source of data	<p>Case Management database report</p> <p>The information to be investigated comes from the Whistle-blowers or any other person or entity such as the UIF and government's various channels (e.g. anti-fraud hotline, email hotline; line Managers, National Anti-Corruption Hotline, etc.).</p>
Means of verification	<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 was allocated for investigation, and date on which the finalised case was approved by the Chief Risk Officer.</li> <li>The certificate signed by the Chief Risk Officer should be counter-signed by the Performance Information (Policy and Planning) official who has physically seen and verified the actual cases (case documents) and authenticated that indeed the actual cases have been finalised.</li> </ul>
Method of Calculation / Assessment	<p>Simple cases:</p> <ul style="list-style-type: none"> <li>Number of simple fraud and corruption cases finalised within 90 working days from date of allocation (approved and signed) by Chief Risk Officer divided by total number of allocated cases.</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 workings 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>
Assumptions	There will be required capacity to investigate as well as cooperation from Stakeholders
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired performance	80% within 90 working days
Indicator Responsibility	Chief Risk Officer



Indicator Title	% of fraud and corruption cases finalised
Definition	<p>For Complex cases target: The indicator measures the efficiency of the UIF to finalise simple of allegations of fraud, corruption and any irregularities reported by whistle-blowers or any other person or entity through the UIF and government's various reporting methods such as anti-fraud hotline, email hotline; line Managers, National Anti-Corruption Hotline and any other method. This includes fraud allegations on COVID-19 TERS payments.</p> <p>Finalised means there are findings and recommendations and that the case will no longer be investigated any further by Risk Management.</p> <p>Complex cases mean those cases that have been assessed and classified by the Chief Risk Officer and captured in the case registered as complex and will be completed within 365 calendar days.</p> <p>In the event there are no complex cases due for reporting in a particular quarter and there is no cumulative performance to report, then this indicator shall be excluded from the calculation of the overall performance of the Fund and the actual performance shall be captured as Not Applicable</p>
Source of data	Case Management database report
Means of verification	<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 was allocated for investigation, and date on which the finalised case was approved by the Chief Risk Officer.</li> <li>The certificate signed by the Chief Risk Officer should be counter-signed by the Performance Information (Policy and Planning) official who has physically seen and verified the actual cases (case documents) and authenticated that indeed the actual cases have been finalised.</li> </ul>
Method of Calculation / Assessment	<p>Complex cases:</p> <ul style="list-style-type: none"> <li>Number of complex fraud and corruption cases finalised within 365 calendar days from date of allocation (approved and signed) by Chief Risk Officer divided by total number of allocated cases.</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 workings days for the actual finalisation of cases excludes the 10 days for assessment and allocation.</li> </ul> <p>Cases not assessed and allocated within 10 days of receipt shall automatically be deemed to be part of the population of allocated cases that require to be finalised.</p>
Assumptions	There will be required capacity to investigate as well as cooperation from Stakeholders
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired performance	80% within 365 calendar days
Indicator Responsibility	Chief Risk Officer

Indicator Title	% of valid invoices paid within 30 calendar days of receipt
Definition	<p>The indicator measures the percentage of valid invoices received against the turnaround time it took to pay suppliers (with valid invoices). Valid invoice means those with complete, accurate and certified as such by SCM or service owner.</p> <p>All valid invoices must be paid within 30 calendar days of receipt as per PFMA and Treasury Regulations.</p>
Source of data	Computron financial system – AP Trade sub-module, invoices
Method of Calculation / Assessment	<p>Count the number of valid invoices paid within 30 days of receipt divided by the total number of valid invoices received by the Fund multiplied by 100.</p> <p>The percentage achievement will be rounded off to the nearest decimal.</p>
Means of verification	<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>
Assumptions	There will be seamless streamlined invoice handling system
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative at year-end
Reporting Cycle	Quarterly
Desired performance	100% of invoices paid within 30 calendar days of receipt
Indicator Responsibility	Chief Financial Officer

Indicator Title	% of vacancies reduced
Definition	<p>The indicator is about reducing the percentage of vacant funded posts on the establishment of the Unemployment Insurance Fund in order to strengthen the institutional capacity of the Fund. This will be done by reducing and maintaining the vacancy rate at or below 8%.</p> <p>A vacancy is a new or vacated position that is older than four months (i.e. 120 calendar days) since it was last vacated or newly created on the establishment and approved as such. During calculation of performance, such vacancies shall not be included in the overall population of vacancies as per PERSAL report and thus (such vacancies) shall be excluded during the calculation of the establishment and performance.</p> <p>Vacancies that cannot be filled owing to factors such as (but not limited to) being frozen, undergoing job profiling, or subject of a dispute or grievance shall be discounted from the overall establishment during the calculation of performance</p>
Source of data	PERSAL system
Method of Calculation / Assessment	Total number of funded vacant posts older than 4 months (120 calendar days) divided by the total number of funded staff complement multiplied by 100. The calculation is based on permanent appointments (excludes contract appointment).
Means of verification	<p>PERSAL reports</p> <p>Vacancies age analysis report</p>
Assumptions	Functional PERSAL system, and availability of required skills to fill the vacant positions
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative year-to-date
Reporting Cycle	Quarterly
Desired performance	Vacancy rate reduced to 8% or less
Indicator Responsibility	Chief Director: Corporate Services

Indicator Title	Number of identified COVID-19 TERS payments verified
Definition	<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>Verification refers to the process or activities taken to establish the correctness, accuracy and validity of the payments made with the intention of confirming whether the payments made were duly and deservingly made.</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> <p>Predetermined selection criteria refers to the criteria that has been developed and signed off management that include amongst others; employers who registered and declared their employees during COVID19TERS period and did not pay contributions prior to the lockdown; essential services employers or sectors who applied for TERS. Employers who are part of the data analytics discrepancy list and employers implicated by the AGSA findings; employers who were paid a minimum total TERS benefit of R2 million; and high risk employers who were identified during the phase 1 of the follow the money project. Example= NPO's, Security Services and Personal Services.</p>
Source of data	COVID-19TERS system
Method of Calculation / Assessment	Simple count
Means of verification	<p>A payment verification report for each company successfully verified signed by the audit firm or Deputy Director: Governance</p> <p>(Successfully verified means that the auditors were successful in accessing the information or anything or person required in order to conduct the verification and as a result were able to conduct the actual verification)</p>
Assumptions	There will be cooperation from employers who benefitted from the relief scheme
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative year-to-date
Reporting Cycle	Quarterly
Desired performance	10 500 identified COVID-19TERS payments verified
Indicator responsibility	Deputy Director: Governance

Indicator Title	% of WABU payments verified
Definition	<p>The indicator is about verification of Workers Affected By Unrests (WABU) relief scheme payments made by the UIF to workers.</p> <p>Verification refers to the process or activities taken to establish the correctness, accuracy and validity of the payments made with the intention of confirming whether the payments made were duly and deservingly made.</p>
Source of data	WABU system
Method of Calculation / Assessment	Number of WABU payments made to workers verified divided by the total number of WABU payments made to workers multiply by 100.
Means of verification	The worker verification report signed by the audit firm or Deputy Director: Governance
Assumptions	There will be cooperation from employers and employees who benefitted from the relief scheme
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> </ul> <p>Target for People with Disabilities: N/A</p>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative year-to-date
Reporting Cycle	Quarterly
Desired performance	100% of WABU payments verified
Indicator Responsibility	Deputy Director: Governance

Indicator Title	COVID-19 TERS Impact Evaluation conducted
Definition	The indicator is about producing an impact evaluation report on the COVID-19 TERS. The overall purpose or focus of the evaluation will be on whether there was Any positive impact or value for money derived out COVID-19 TERS
Source of data	COVID-19 TERS System and Reports
Method of Calculation / Assessment	COVID-19 report signed off by Commissioner
Means of verification	<p>Q1: Inception report on the COVID19 TERS Impact Evaluation Report signed off by Director: Policy and Research</p> <p>Q2: Feasibility report on COVID19 TERS Impact Evaluation signed off by Director: Policy and Research</p> <p>Q3: Draft report on data collected towards COVID19 TERS Impact Evaluation signed off by Director: Policy and Research</p> <p>Q4: Report on the COVID-19 TERS Impact Evaluation Report signed off by Commissioner</p>
Assumptions	There will be ease of access of data to conduct the impact evaluation
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<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>
Calculation type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	COVID-19 TERS Impact Evaluation Report signed off by the Commissioner
Indicator Responsibility	Director: Policy and Planning

Indicator Title	Impact assessment of the Labour Activation Programme conducted
Definition	The indicator is about producing an impact assessment report on the Labour Activation Programme. The overall purpose or focus of the assessment will be on whether there are any positive effects attained out of the investments and interventions made by the UIF through the LAP
Source of data	Funding Agreements, Progress Reports from funded companies, Learner Reports,
Method of Calculation / Assessment	LAP Impact assessment report signed off by the Commissioner
Means of verification	Q1: Inception report on the LAP impact assessment signed off by Director: Policy and Research Q2: Feasibility report on the LAP impact assessment signed off by Director: Policy and Research Q3: Draft report on data collected towards LAP Impact Assessment signed off by Director: Policy and Research Q4: Report on the LAP impact evaluation report signed off by Commissioner
Assumptions	There will be ease of access of data to conduct the impact assessment
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<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>
Calculation type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	LAP Impact Assessment Report approved by the UIC
Indicator Responsibility	Director: Policy and Planning



Indicator Title	Multiple channels for accessing UIF services created
Definition	With regard to the target on the roll out of kiosks, the indicator seeks to increase accessibility of UIF services for clients through the deployment of kiosks to provinces
Source of data	Project Plan, Kiosks,
Method of Calculation / Assessment	Simple count
Means of verification	Means of verification for the rolling out of Kiosks:  Quarter 1: Business case on the rolling out of Kiosks signed off by Chief Information Officer  Quarter 2: User Specifications developed and signed off by Chief Information Officer  Quarter 3: A purchase order or contract proving procurement of the Kiosks  Quarter 4: A report assuring the delivery and specifying the number kiosks delivered signed off by Chief Information Officer.
Assumptions	There will be no litigations associated with the procurement processes
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	<ul style="list-style-type: none"> <li>• Non-cumulative</li> </ul>
Reporting Cycle	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
Desired performance	<ul style="list-style-type: none"> <li>• 32 Kiosks rolled out to provinces</li> </ul>
Indicator Responsibility	Chief Director: Corporate Services

Indicator Title	Multiple channels for accessing UIF services created
Definition	With regard to the target on the roll out of buses, the indicator seeks to increase accessibility of UIF services for clients through the deployment of buses to provinces
Source of data	Project Plan, Buses
Method of Calculation / Assessment	Simple count
Means of verification	<p>Quarter 1: Business case on the deployment of buses signed off by Chief Information Officer</p> <p>Quarter 2: User Specifications developed and signed off by Chief Information Officer</p> <p>Quarter 3: A purchase order or contract proving procurement of the Kiosks</p> <p>Quarter 4: A report assuring the delivery and specifying the number buses delivered signed off by Chief Information Officer.</p>
Assumptions	There will be no litigations against the procurement processes and thus leading to delays
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<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>
Calculation type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	<ul style="list-style-type: none"> <li>• 11 Buses deployed to provinces</li> </ul>
Indicator Responsibility	Chief Director: Corporate Services

Indicator Title	Number of client experience surveys conducted
Definition	The indicator is about conducting surveys to determine the level and quality of UIF service experienced by UIF clients with the ultimate intention of using the data to improve the quality of service rendered
Source of data	UIF clients through surveys. Approved survey report
Method of Calculation / Assessment	Survey report signed off by Director: Communication and Marketing
Means of verification	<p>Q1: A report on the survey conducted signed off by the Director: Communication and Marketing</p> <p>Q2: Survey findings report on the conducted survey signed off by Director: Communication and Marketing</p> <p>Q3: A report on the survey conducted signed off by the Director: Communication and Marketing</p> <p>Q4: Survey findings report on the conducted survey signed off by Director: Communication and Marketing</p>
Assumptions	The required number of clients will complete the survey questionnaires
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Client experience survey conducted
Indicator Responsibility	Chief Director: Corporate Services

Indicator Title	% compliance with the approved strategic asset allocation mandate
Definition	The indicator measures PIC's implementation and adherence to the UIF's strategic asset allocation mandate. A strategic asset allocation mandate refers to a portfolio strategy whereby the UIF sets target allocations for various asset classes and gives the Public Investment Corporation (PIC) the mandate to implement the strategy and manage the underlying instruments within each asset class to achieve the UIF's Portfolio Strategy objectives also known as the strategic asset allocation targets. The target allocations for each asset class is based on factors such as the investor's risk tolerance, time horizon, liquidity requirements and investment objectives.
Source of data	Computron Financial System - General Ledger Module: Investment Capital Accounts  PIC UIF Quarterly Report
Method of Calculation / Assessment	Total percentage value of the portfolio held by the PIC on behalf of the UIF minus the percentage aggregate of performance variances of the various asset class allocations
Means of verification	<ul style="list-style-type: none"> <li>Quarterly signed-off Asset Allocation verification report signed by Director: TIA</li> <li>PIC UIF Quarterly Report</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>No adverse events that would require UIF to liquidate the investment portfolio and divert from the approved asset allocation mandate.</li> <li></li> <li>PIC compliance with monthly and quarterly client reporting timeframes.</li> </ul>
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative at year end
Reporting Cycle	Quarterly
Desired performance	90% compliance with the strategic asset allocation mandate
Indicator Responsibility	Chief Financial Officer

Indicator Title	An Integrated Claims Management System deployed
Definition	The Integrated claims management System (ICMS) is implemented through the development of key modules relevant to the receipt, processing and payment of claims. This will entail development and deployment of claims management and finance modules which are key modules for the operation of the Integrated Claims Management System
Source of data	Approved project plan / Blue prints
Method of Calculation / Assessment	Integrated Claims Management System
Means of verification	<p>Q1: A blueprint for the Claims Management module approved and signed off by Chief Director: Business Operations</p> <p>Q2: An approved user acceptance certificate on the successful development of the finance module signed off by the Chief Financial Officer</p> <p>Q3: An approved user acceptance certificate of the quality assured Integrated Claims Management System signed off by the Chief Director: Business Operations and Chief Financial Officer</p> <p>Q4: An approved user acceptance certificate on the successful deployment of an Integrated Claims Management System signed off by both Chief Director: Business Operations and the Chief Financial Officer.</p>
Assumptions	Adherence to the project plan
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	<ul style="list-style-type: none"> <li>• Non-cumulative</li> </ul>
Reporting Cycle	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
Desired performance	An Integrated Claims Management System deployed
Indicator Responsibility	Chief Director: Corporate Services

## Programme 2: Business Operations

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

Indicator Title	% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day
<b>Definition</b>	<p>Tracks the percentage and turnaround time to create registration document (UI 54) to new companies after receipt of documents.</p> <p>Complete means: all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p>Accurate means: information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations</p> <p>Verified means: information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
Source of data	Siyaya system/Oracle
Method of Calculation / Assessment	The number of new companies created with a registration document (UI54) within 1 working day after receipt of complete, accurate and verified documents divided by the total number of new companies with registrations documents received multiplied by 100. The counting will start from receipt date until the created date on the system.
Means of verification	ICT PDF report
Assumptions	Functional SIYAYA System//Oracle
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative
Reporting Cycle	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
Desired performance	97% within 1 working day
Indicator Responsibility	Chief Director: Business Operations

Indicator Title	% of complete, accurate and verified benefit payment documents created within 3 working days of receipt
Definition	<p>Percentage of payment documents created within 3 working days (excluding weekends and public holidays) of receipt.</p> <p>Complete means: all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p>Accurate means: information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations</p> <p>Verified means: information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
Source of data	Siyaya Operating system/Oracle
Method of Calculation / Assessment	The payment documents receipt date is compared against the created date. The numbers of payments documents created on the Siyaya system within 3 working days (excluding weekends and public holidays) from receipt date are divided by total number of payment documents received for the period and the quotient is multiplied by 100. (Total payments documents excludes documents for first payments in respect of In Service benefits, Death Benefits and re-issues)
Means of verification	ICT PDF report
Assumptions	Functional SIYAYA System//Oracle
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>Reflect on contribution to spatial transformation priorities: N/A</li> </ul> <p>Reflect on the spatial impact area : N/A</p>
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired performance	95% within 3 working days
Indicator responsibility	Chief Director: Business Operations



Indicator Title	% of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days
Definition	<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>Valid applications are those that are complete, accurate and verified</p> <p>Complete means: all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p>Accurate means: information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations</p> <p>Verified means: information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
Source of data	Siyaya Operating system/Oracle
Method of Calculation / Assessment	<p>Number of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days (excluding weekends and public holidays) divided by total number of valid claims with complete, accurate and verified information received for the period and the quotient is multiplied by 100. Counting will be done based on the following three scenarios:</p> <ul style="list-style-type: none"> <li>Starting point <ul style="list-style-type: none"> <li>Check if there was any latest activity with regards to the declarations (DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC) and other supporting documents (DATE OF RECEIPT) that has happened within the period of 4-year cycle.</li> <li>The latest activity between declarations (DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC ) and other supporting documents (DATE OF RECEIPT ) will be assigned to OVERALL_MAX_ACTIVITY_DATE</li> </ul> </li> <li>Scenario 1 <ul style="list-style-type: none"> <li>If the OVERALL_MAX_ACTIVITY_DATE (the date on which supporting documents and declarations [UI19]) were received is before or similar to the APPLICATION DATE (the date the employee/contributor came to apply for the UIF benefits), then <ul style="list-style-type: none"> <li>TURN_AROUND_TIME = CLAIM_FINALIZED_DATE (date claim was put on the system) minus the APPLICATION DATE (the date the employee/contributor came to apply for the UIF benefits)</li> </ul> </li> </ul> </li> <li>Scenario 2 <ul style="list-style-type: none"> <li>If the OVERALL_MAX_ACTIVITY_DATE (the date on which supporting documents and declarations [UI 19]) is after the APPLICATIONDATE (the date the employee/contributor came to apply for the UIF benefits), then <ul style="list-style-type: none"> <li>TURN_AROUND_TIME = CLAIM_FINALIZED_DATE (date claim was created on the system) minus OVERALL_MAX_ACTIVITY_DATE</li> </ul> </li> <li>Scenario 3: Invalid supporting documentation submitted</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>
Means of verification	ICT PDF report
Assumptions	Functional SIYAYA System//Oracle
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired performance	92% within 15 working days
Indicator responsibility	Chief Director: Business Operations

Indicator Title	% of valid in-service benefit claims (Maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 10 working days
Definition	<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>Valid applications are those that are complete, accurate and verified</p> <p>Complete means: all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p>Accurate means: information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations.</p> <p>Verified means: information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
Source of data	Siyaya Operating system/Oracle
Method of Calculation / Assessment	<p>Number of valid in-service benefit claims with complete, accurate and verified information approved or rejected within 10 working days (excluding weekends and public holidays) divided by total number of valid claims with complete, accurate and verified information received for the period and the quotient is multiplied by 100. Counting will be done based on the following three scenarios:</p> <ul style="list-style-type: none"> <li>• Starting point <ul style="list-style-type: none"> <li>○ Check if there was any latest activity with regards to the declarations (DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC) and other supporting documents (DATE OF RECEIPT) that has happened within the period of 4-year cycle.</li> <li>○ The latest activity between declarations (DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC) and other supporting documents (DATE OF RECEIPT ) will be assigned to OVERALL_MAX_ACTIVITY_DATE</li> </ul> </li> <li>• Scenario 1 <ul style="list-style-type: none"> <li>○ If the OVERALL_MAX_ACTIVITY_DATE (the date on which supporting documents and declarations [UI19]) were received is before or similar to the APPLICATION DATE (the date the employee/contributor came to apply for the UIF benefits), then <ul style="list-style-type: none"> <li>▪ <math>\text{TURN\_AROUND\_TIME} = \text{CLAIM\_FINALIZED\_DATE}</math> (date claim was put on the system) minus the APPLICATION DATE (the date the employee/contributor came to apply for the UIF benefits)</li> </ul> </li> </ul> </li> <li>• Scenario 2 <ul style="list-style-type: none"> <li>○ If the OVERALL_MAX_ACTIVITY_DATE (the date on which supporting documents and declarations [UI 19]) is after the APPLICATIONDATE (the date the employee/contributor came to apply for the UIF benefits), then <math display="block">\text{TURN\_AROUND\_TIME} = \text{CLAIM\_FINALIZED\_DATE} \text{ (date claim was created on the system) minus OVERALL\_MAX\_ACTIVITY\_DATE}</math> <ul style="list-style-type: none"> <li>▪ Scenario 3: Invalid supporting documentation submitted</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>
Means of verification	ICT PDF report
Assumptions	Functional SIYAYA System//Oracle
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired performance	92% within 10 working days
Indicator responsibility	Chief Director: Business Operations

Indicator Title	% of valid deceased benefit claims with complete, accurate and verified information approved or rejected within 20 working days
Definition	<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>Valid applications are those that are complete, accurate and verified</p> <p>Complete: means all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p>Accurate: means information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations</p> <p>Verified: means information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
Source of data	Siyaya Operating system/Oracle
Method of Calculation / Assessment	<p>Number of valid deceased benefit claims with complete, accurate and verified information approved or rejected within 20 working days (excluding weekends and public holidays) divided by total number of valid claims with complete, accurate and verified information received for the period and the quotient is multiplied by 100. Counting will be done based on the following three scenarios:</p> <ul style="list-style-type: none"> <li>• Starting point <ul style="list-style-type: none"> <li>○ Check if there was any latest activity with regards to the declarations (DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC) and other supporting documents (DATE OF RECEIPT) that has happened within the period of 4-year cycle.</li> <li>○ The latest activity between declarations (DECLARATIONS RECEIPT DATE FOR MANNUAL AND OR CREATED FOR ELECTRONIC ) and other supporting documents (DATE OF RECEIPT ) will be assigned to OVERALL_MAX_ACTIVITY_DATE</li> </ul> </li> <li>• Scenario 1 <ul style="list-style-type: none"> <li>○ If the OVERALL_MAX_ACTIVITY_DATE (the date on which supporting documents and declarations [UI19]) were received is before or similar to the APPLICATION DATE (the date the employee/contributor came to apply for the UIF benefits), then <ul style="list-style-type: none"> <li>▪ <math>\text{TURN\_AROUND\_TIME} = \text{CLAIM\_FINALIZED\_DATE}</math> (date claim was put on the system) minus the APPLICATION DATE (the date the employee/contributor came to apply for the UIF benefits)</li> </ul> </li> </ul> </li> <li>• Scenario 2 <ul style="list-style-type: none"> <li>○ If the OVERALL_MAX_ACTIVITY_DATE (the date on which supporting documents and declarations [UI 19]) is after the APPLICATIONDATE (the date the employee/contributor came to apply for the UIF benefits), then <math display="block">\text{TURN\_AROUND\_TIME} = \text{CLAIM\_FINALIZED\_DATE} \text{ (date claim was created on the system) minus OVERALL MAX ACTIVITY DATE}</math> <ul style="list-style-type: none"> <li>▪ Scenario 3: Invalid supporting documentation submitted</li> </ul> </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>
Means of verification	ICT PDF report
Assumptions	Functional SIYAYA System//Oracle
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired performance	92% within 20 working days
Indicator responsibility	Chief Director: Business Operations

## Programme 3: Labour Activation Programme

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

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

Indicator Title	Number of beneficiaries participating in employability programmes
Definition	<p>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.</p> <p><b>Beneficiary</b> means an individual who was recruited to participate in a project and has signed an attendance register or time sheets.</p> <p><b>Participating</b> means attending or attended a project and signed an attendance register or time sheets as required by the specific project.</p> <p><b>Employability</b> refers at to all LAP funded initiatives aimed at enabling workers' re-employment, job preservations, self-employment and employment. These initiatives shall include but not limited to learnerships, skills programmes, apprenticeships, internships, job placements, Business Turnaround and Recovery solutions and Temporary Employer/Employee Relief Scheme (TERS).</p> <p>A beneficiary who participate in more than one project will be counted more than once as per the number of projects.</p>
Source of data	Attendance registers/ timesheet/Pay sheet
Method of Calculation / Assessment	Simple count
Means of verification	<ul style="list-style-type: none"> <li>Attendance Registers or list of beneficiaries enrolled and participating in learning or job opportunities signed off by Chief Director: Labour Activation Programme or funded company or Director: Labour Activation Programme.</li> <li>In the case of employees employed during the BTR and TERS intervention, a pay sheet or a signed off list of recruits from the company (that is benefitting from the BTR or normal TERS).</li> <li>In the case of the TERS, a list of employees participating in the TERS programme</li> </ul>
Assumptions	There will be implementing partners who meet the mandatory requirements
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative at year end
Reporting Cycle	Quarterly
Desired performance	75 000 UIF beneficiaries participating in employability programmes
Indicator Responsibility	Chief Director: Labour Activation Programme

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

Indicator Title	% of funded projects monitored
Definition	<p>The indicator is about monitoring companies funded through the different Labour Activation Programmes (normal TERS, Employability and Business Turnaround and Recovery Programme).</p> <p>Monitoring refers to the physical site visit (or documentary review) conducted by the Fund at a project that was funded by LAP with a view to track project progress, identifying emerging or potential problems, and mitigating project-related risks.</p> <p>Project means any LAP funded or co-funded learnership, skills programme, apprenticeship, internship or employment programme with a target number of beneficiaries at a specified budget and duration with a specific partner or partners.</p> <p>Fund means all employees of the Unemployment Insurance Fund and/or the Department of Employment and Labour.</p>
Source of data	CCMA, Productivity SA, and/or LAP Reports, list of supported companies
Method of Calculation / Assessment	Number of project monitored divided by the total number of projects supported by LAP multiplied by 100.
Means of verification	Signed monitoring report per company monitored. (Reports to be signed by Chief Director: LAP or Director: LAP).
Assumptions	There will be cooperation from funded project partners
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative year-to-date
Reporting Cycle	Quarterly
Desired performance	90% of funded projects monitored
Indicator Responsibility	<b>Chief Director: Labour Activation Programme</b>

Indicator Title	Number of business enterprises supported
Definition	<p>The indicator measures the number of business enterprises supported through Labour Activation Programme such as Temporary Employer/ Employee Relief Scheme and Business Turnaround and Recovery.</p> <p>A business enterprise is any type of entity that is involved in providing goods and services with the anticipated outcome of earning a profit.</p> <p>Supported means that the business enterprise in question has received monetary or non-monetary or relief support from the UIF. Non-monetary support can refer access to markets, nurturing, assistance with business turnaround, restructuring and support with creation of a business or establishment of a cooperative.</p> <p>In this regard instruments such as normal TERS administered through the CCMA and Business Turnaround and Recovery administered through Productivity South Africa amongst others can be utilised as means of support.</p> <p>Business enterprise supported are inclusive of cooperatives.</p>
Source of data	CCMA recommendations, Business Turnaround and Recovery reports, Relief Scheme Reports
Method of Calculation / Assessment	Simple count
Means of verification	<p>The signed submission by the delegated authority of the business enterprise to be supported.</p> <p>Or Signed report from Productivity SA (Business Turnaround and Recovery) indicating number of SMME supported.</p>
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	<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>
Spatial Transformation (where applicable)	<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>
Calculation type	Cumulative year-to-date
Reporting Cycle	Quarterly
Desired performance	80 business enterprises supported
Indicator Responsibility	Chief Director: Labour Activation Programme



[illegible]



UNEMPLOYMENT  
BENEFITS



REDUCED-  
WORK TIME  
BENEFITS



MATERNITY  
BENEFITS



PARENTAL  
BENEFITS



ADOPTION  
BENEFITS



ILLNESS  
BENEFITS



DEATH  
BENEFITS



Website: [www.labour.gov.za](http://www.labour.gov.za)  
Facebook (@UIFZA)  
Twitter (@UIFBenefits)  
Instagram (@UIF\_Benefits)  
YouTube (UIF Benefits)



UIF APP 2023 – 2024



# ANNUAL PERFORMANCE PLAN



**employment & labour**

Department:  
Employment and Labour  
REPUBLIC OF SOUTH AFRICA

