



**UIF APP 2024 - 2025**

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<b>List of Acronyms</b>	
<b>APP</b>	<b>Application</b>
<b>BT&amp;R</b>	<b>Business Turnaround and Recovery</b>
<b>CF</b>	<b>Compensation Fund</b>
<b>COVID-19</b>	<b>Corona Virus Disease of 2019</b>
<b>DEL/Department</b>	<b>Department of Employment and Labour</b>
<b>ED</b>	<b>Enterprise Development</b>
<b>FSCA</b>	<b>Financial Sector Conduct Authority</b>
<b>ICT</b>	<b>Information and Communications Technology</b>
<b>LAP</b>	<b>Labour Activation Programmes</b>
<b>MTSF</b>	<b>Medium Term Strategic Framework</b>
<b>NATJOC</b>	<b>National Joint Operational Centre</b>

<b>NDP</b>	<b>National Development Plan</b>
<b>NEDLAC</b>	<b>National Economic Development and Labour Council</b>
<b>NEET</b>	<b>Neither in Employment, Education nor Training</b>
<b>NPA</b>	<b>National Prosecuting Authority</b>
<b>PES</b>	<b>Public Employment Service</b>
<b>PIC</b>	<b>Public Investment Corporation</b>
<b>QES</b>	<b>Quarterly Employment Statistics</b>
<b>QLFS</b>	<b>Quarterly Labour Force Survey</b>
<b>Stats SA</b>	<b>Statistics South Africa</b>
<b>SARB</b>	<b>The South African Reserve Bank</b>
<b>SIU</b>	<b>Special Investigating Unit</b>
<b>SOEs</b>	<b>State Owned Entities</b>
<b>SRI</b>	<b>Socially Responsible Investment</b>
<b>TERS</b>	<b>Temporary Employer/Employee Relief Scheme</b>
<b>TLS</b>	<b>Training of Layoff Scheme</b>
<b>UI Act</b>	<b>Unemployment Insurance Amendment Act</b>
<b>UIF/ Fund</b>	<b>Unemployment Insurance Fund</b>
<b>USSD</b>	<b>Unstructured Supplementary Service Data</b>
<b>WABU</b>	<b>Workers Affected by Unrest</b>

## **FOREWORD BY THE MINISTER**

The Unemployment Insurance Fund (UIF), public entities and government departments are constrained by the current fiscal environment. Government has embarked on cost containment measures to be implemented by national departments, public entities and provinces to close the fiscal gap. As a result of these containment measures, the UIF has prudently attempted to strike a balance between the need to cut costs whilst at the same time ensuring that service delivery is not affected. In the financial year 2024-2025, the Fund has ensured that key objectives of the Fund such as broadening accessibility of services, finalising claims within shorter turnaround times, provision of good quality services, contribution to the alleviation of the challenge of unemployment and the attainment of improved audit outcomes are not compromised.

In the financial year 2024-2025, the Fund will, for the first time, take applications that are not complete from clients and then assist clients with ensuring that the applications are completed. In the past, the burden of ensuring that the submitted applications were complete and accurate was largely carried by the claimants. Clients were expected to liaise with their companies to ensure that the companies were compliant with the requirements for declarations and monthly contributions. This, coupled with inadequate communication by the Fund, led to high levels of dissatisfaction with the service that was received by the claimants. This resulted in situations whereby clients were left with the impression that their submitted applications were complete and valid, when they were not, thus leading to unfulfilled payment expectations.

The Fund will continue to explore avenues for creating more job opportunities in the 2024/25 financial year, where an amount of R15.7 billion has been allocated for creation of more jobs through the Labour Activation Programme (LAP). These jobs will make a sustained impact as the minimum duration of the programmes is 12 months, with a maximum of 3 to 4 years.

In this financial year too, we will be implementing the recommendations of the diagnostic analysis by PwC (PricewaterhouseCoopers) drawing on established organizational management best practice, which presents the strategic elements of the redesign necessary to positively impact service delivery and overcome the systemic issues which have impeded the ability of the UIF to fully meet client needs.

The plan is to implement the recommendations incrementally over the next 36 months, sequencing short-term, medium-term and longer-term actions, and insourcing professional skills where necessary with the objective of ensuring the requisite skills needed to run the Fund. We want the UIF to focus on the country priorities, improved business process systems, good governance and positive audit outcomes, whilst being responsive to client needs and enhancing service delivery. With improved efficiencies, the Fund will pursue its mandate in terms of the Unemployment Insurance Act effectively and provide professional services.



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**Mr TW 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.

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.

We have begun 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 Gurnede, 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 Victims Affected by Business Unrests (WABU).

May God bless and protect you all.



**Ms Botumelo Moloi, MP**  
**Deputy Minister of Employment and Labour**



## **FOREWORD BY THE ACCOUNTING AUTHORITY**

The UIF will continue to make 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
- 

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 money 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 UIF is cogniscent of the challenges and experiences that clients are faced with at the point of contact at labour centres and the call centre. has now decentralised the processing of online claims from the Fund's Head Office in Pretoria to the provinces. This in its efforts 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. Communication on claims has also been elevated to 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 monitor their claim and payment status and confirm registration with the Fund from the comfort of their home and workplaces.

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.

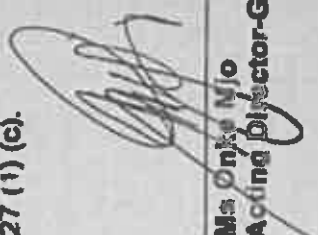
The Labour Activation Programme (LAP) of the UIF plays a critical role in addressing the high unemployment rate in the country. The LAP is tasked to enhance the employability of the unemployed through various interventions, including through training of the unemployed through viable projects that will guarantee that people are placed in employment. To this end, the UIF LAP is strengthening the capacity of the Labour Activation Programme by establishing a Project Management Capacity, finalise the electronic Business Processes of LAP, review the Terms

of Reference of the Adjudication Committee and finalise the Forensic Investigation on the LAP Processes. All of these strategies are intended to strengthen governance, business efficiencies and the implementation and monitoring of the LAP

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 2025. The project is in line with the reconfiguration of UIF in order 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)

The UIF will focus its efforts on service delivery and providing social security to its contributors in line with its constitutional mandate (section 27 (1) (c).



Ms Onke Mjo  
Acting Director-General: Employment and Labour

## **COMMISSIONER'S STATEMENT**

Notwithstanding the cost containment measures introduced by government, the Fund has retained all of its objectives in its two programmes; Business Operations and Labour Activation Programme.

The Fund will continue to evaluate the impact that its funded COVID 19 TERS and LAP have had. The purpose of the evaluations is to ensure that the Department and the Fund deploy the resources on the basis of evidence and that there is value for money for the investments made. The Fund has deployed a host of other omni-channels in order to improve the accessibility of the Fund and further augment the existing Labour Centres' capacity. These channels include; a UIF application, WhatsApp, USSD and U-Filing. In the 2024-2025 financial year, the Fund will keep assessing the effectiveness of these investments and whether they are assisting the Fund in strengthening its drive for a Fund that is accessible.

The Fund will continue to drive measures that are intended to ensure that there is improvement in its pursuit for an improved audit outcome from the qualifies audits attained in prior years. In terms of the core business, the Fund will for the first time, take applications that are not complete from clients and then assist clients with ensuring that the applications are complete. In the past, the burden of ensuring that the submitted applications were complete and accurate was largely carried by the claimants. Clients were expected to liaise with their companies to ensure that the companies were compliant with the requirements for declarations and monthly contributions. This, coupled with inadequate communication by the Fund led to high levels of dissatisfaction with the service that was received by the claimants. This resulted in situations whereby clients were left with the impression that the submitted applications were complete and valid and thus leading to payment expectations.

The Fund plans to continue to contribute to the alleviation of the challenge of unemployment by recruiting about 360 000 people with a guarantee of employment at the end of their contracts.

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


**OFFICIAL SIGN-OFF**

It is hereby certified that this Annual Performance Plan:

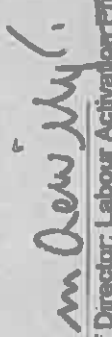
- Was developed by the management of the Unemployment Insurance Fund under the guidance of Honourable Minister Thulas Nxesi,
- Takes into account all the relevant policies, legislation and other mandates for which the Unemployment Insurance Fund is responsible: and
- Accurately reflects the Outcomes and Outputs which the Unemployment Insurance Fund will endeavour to achieve over the period 2024/25 financial year.

Ms. J Kumbi  
Signature:   
Chief Director: Business Operations

Adv. M Yawo  
Signature:   
Chief Director: Corporate Services

Mr. C Mshuza  
Signature:   
Acting Head of Planning

Ms Onike Mjo  
Signature:   
Acting Director-General

Mr. M Nape  
Signature:   
Acting Chief Director: Labour Activation Programme

Ms. FPuzi.  
Signature:   
Chief Financial Officer

T Maruping  
Signature:   
UIF Commissioner

Mr. T.W Nxesi, MP  
Signature:   
Minister of Employment and Labour

## **PART A: OUR MANDATE**

### **Constitutional mandate**

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

### **Legislative and policy mandates**

#### **1.1 Legislative Mandate**

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

Section 9 of the UICA 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 (UICA).**  
**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**

### **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:




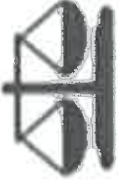

- **Multiple Channels** - The UIF will ensure accessibility of its services through various channels and across different physical locations.
- **Social Insurance Benefits-** Refers to the following financial benefit claims provided under the UIA and Labour Laws Amendment Act and paid out to UI Contributors:
  - 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 UIFCA 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
	<b>Transparency</b>	We will be open to all stakeholders without reservation on dealings within the Fund.
	<b>Mutual Respect</b>	We will respect our colleagues and stakeholders and treat them as we want to be treated.
	<b>Client-centred service</b>	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.
	<b>Integrity</b>	We will communicate openly, honestly and build relationships based on trust.
	<b>Accountability</b>	We will own up to our responsibilities in relation to our behaviour, actions and results.

VALUES	DESCRIPTION
	<p><b>Teamwork</b></p> <p>We will involve each other, work together across the organisation, seek ideas and share solutions.</p>
	<p><b>Caring for our people</b></p> <p>We treat employees with care, dignity and respect. We grow our people for performance excellence.</p>
	<p><b>Excellence</b></p> <p>We will achieve a total customer satisfaction by providing excellent and world - class services to our stakeholders.</p>

## 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.

The Quarterly Employment Survey (QES), covers the formal and informal sectors of the economy, excluding agriculture and private households. QES results for the first quarter of 2023<sup>1</sup> show that: The number of employed persons increased by 258 000 to 16,2 million in the first quarter of 2023 compared to the fourth quarter of 2022. This was the sixth consecutive quarterly increase in employment since the fourth quarter of 2021, when the number of employed people was 14,6 million. The increase in employment was mainly driven by the trade, construction, transport and mining industries. The proportion of those who were unemployed for a year or longer increased from 65,5% in the first quarter of 2013 to 77,2% in the first quarter of 2023. This indicates that long-term unemployment remains a serious challenge for the labour market.

Statistics South Africa's Quarterly Labour Force Survey (QLFS) reports the unemployment rate for quarter 2 of 2023 at 32.6% and the expanded unemployment rate is at 42.1%<sup>2</sup>. The youth remain the most hard hit by unemployment and are largely neither in Employment, Education nor Training (NEET) 43.4% to be exact<sup>3</sup>. The number of employed persons increased by 154 000 to 16,3 million in Q2: 2023, while the number of unemployed persons decreased by 11 000 to 7,9 million compared to Q1 : 2023, resulting in an increase of 143 000 (up by 0,6%) in the number of people in the labour force. Employment gains were observed in the formal sector (up by 143 000), Private households (up by 37 000) and Agricultural sector (up by 7 000), while losses were observed in the informal sector (down by 33 000) in Q2: 2023.

While formal sectors continue to see slow economic recovery following the pandemic, the less formal economies including platform work/ work

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<sup>1</sup> Quarterly Employment Survey, Q1:2023

<sup>2</sup> Quarterly Labour Force Survey, Q2:2023

<sup>3</sup> Quarterly Labour Force Survey, Q2:2023

in the Gig economy is experiencing an increase in job losses.

Both surveys (QLFS and QES) results indicate that the labour market is gradually recovering from the impact of the COVID-19 pandemic and lockdown restrictions. However, there are still significant challenges such as high unemployment rates, low labour force participation rates and low absorption rates. The continuing challenge of unemployment requires an efficient and customer-centric Unemployment Insurance Fund to effectively pay benefits and enable re-entry into the labour market.

COVID-19TERS 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 providing income protection plans with additional benefits such as maternity, disability or illness benefits among others.

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 government. This also indicated the need to explore alternative policy ideas that could potentially resolve the current social security gaps in the country. 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 digitised 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-19 TERS. By 31 March 2022, the UIF had dispersed over R64 billion to employers and employees who could not operate during the Lockdown<sup>4</sup>. 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.

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<sup>4</sup> UIF Annual Report 2022-23 FY

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

Despite the complaints and gaps regarding 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 COVID-19 TERS put the UIF under a microscopic view nationwide, bringing attention to 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 complaints 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 opportunities 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 pandemic. For instance, the Fund put in extra and utilised a significant amount of its resources to ensure successful implementation of the COVID-19 TERS. Challenges related to the implementation of this project resulted in a number of senior management suspensions 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-19 TERS 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. Whilst stability is returning within the executive management of the Fund, the negative impact of the suspensions amongst the official directly and indirectly affected lingers on. And the UIF had to introduce and implement yet another scheme (Workers Affected By the civil Unrest (WABU)) whilst still suffering the consequences of Covid-19 TERS.

### **Vacancy Rate**

The Funds vacancy rate is currently 3.7% which is a significant improvement from the 9% rate recorded at the 2023-2024 financial year (31 December 2023). This shows the commitment towards becoming a caring, accessible and customer centric organisation. It is also evident that the Human Resource Management section is increasingly improving its ability to work within the limited staff capacity currently experienced.

### **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 continues, as more functions continue to go live (latest being the Labour Activation Programme (LAP)) 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. And recognising this, the UIF launched a zero-rated mobile APP as well as a free USSD platform to enable clients to access

UJF services at any time, from anywhere at no cost, with the aim of addressing long queues at labour centres around the country. The launch of the USSD and Mobile APP will promote greater self-service for clients, reduce long queues in the labour centres and alleviate pressure on officials. The platforms would put more money in the pockets of clients because they would save on transport costs currently being used to visit labour centres. The aim is to create a better, more capable UIF that leverages technology to respond to challenges on the ground and changes in the external environment<sup>5</sup>. These developments complement the already existing platforms such as the uFiling system and temporary systems such as the Covid-19 TERS system.

Though the Fund is enhancing its ICT infrastructure to enable the ease of rendering of services to beneficiaries through technology, 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.

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 125 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.

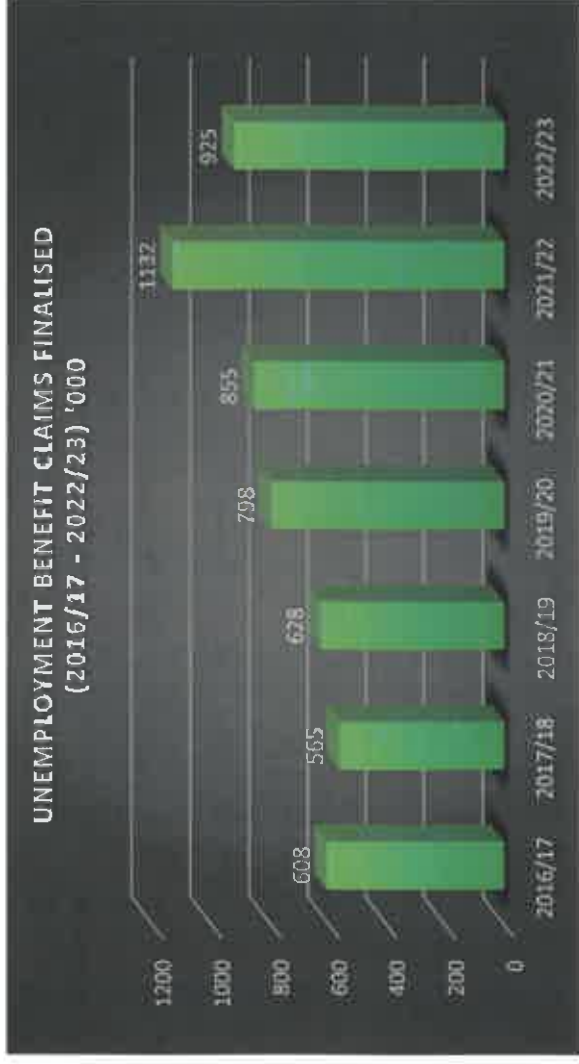
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<sup>5</sup> <https://www.gov.za/speeches/free-mobile-app-and-ussd-platform-4-sep-2023-0000>



## Unemployment Benefit Claims

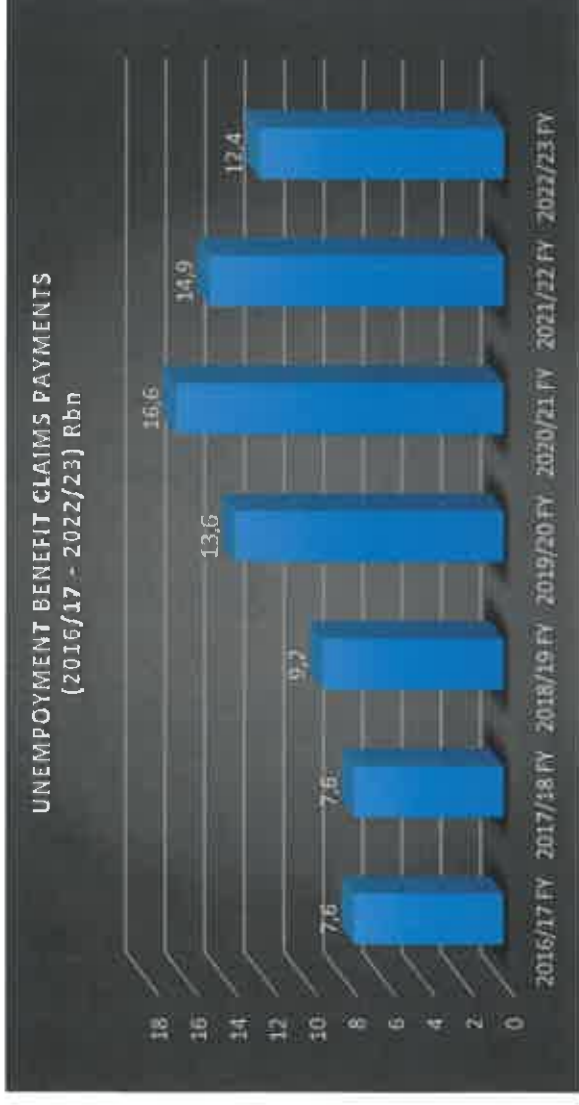
The graphs below illustrate the numbers handled by UIF's Business Operations over a seven-year period. There has been a steady increase in the number of claims received and processed by the Fund, however they are starting to subside in the 2022/23 financial year.



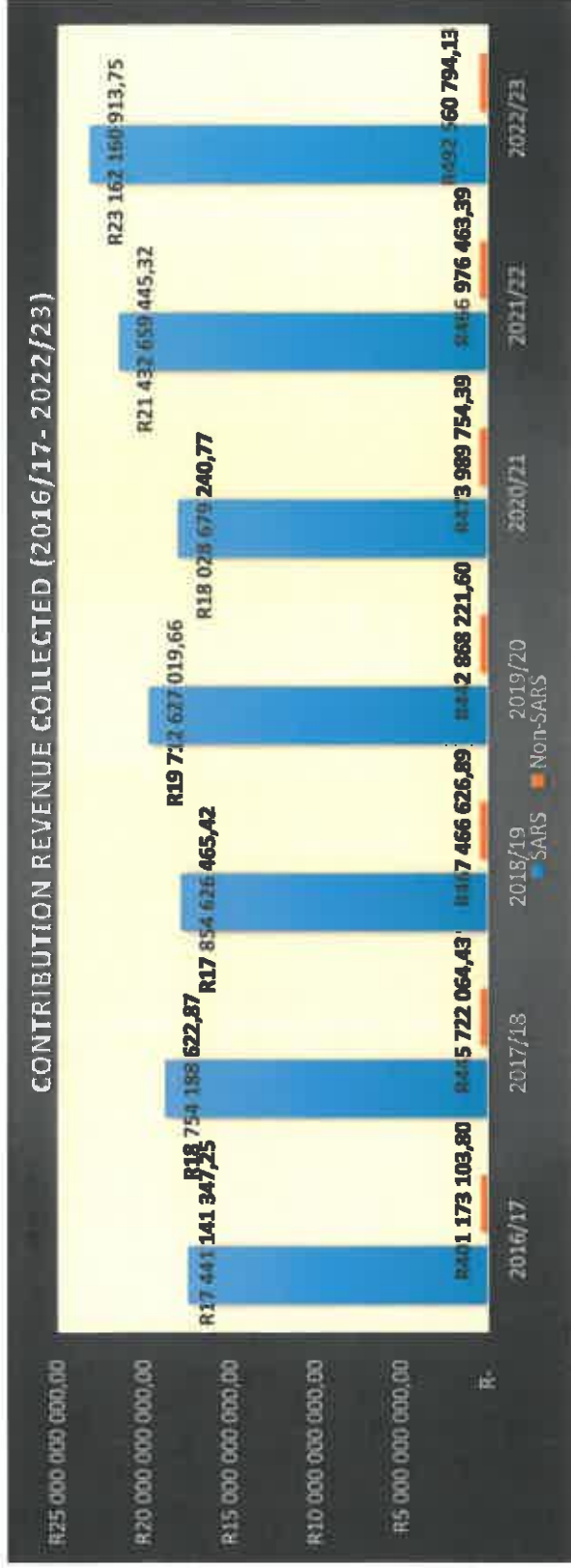
The steady increase particularly in the unemployment benefit claims is concerning and will require to be countered by measures to replace those exiting the labour market with those newly entering or reentering the labour market. Furthermore, the Labour Activation Programme (LAP) will need to intensify 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 were steadily increasing (peaking at R16.6bn in the 2020/21 financial year during the height of the Covid-19 TERS pandemic), but have reduced to R12.4bn in the 2022/23 financial year as the economy slowly recovers.



The graph below shows the Fund's Revenue Collection for both SARS and Non-SARS contributions over the past seven (7) years.

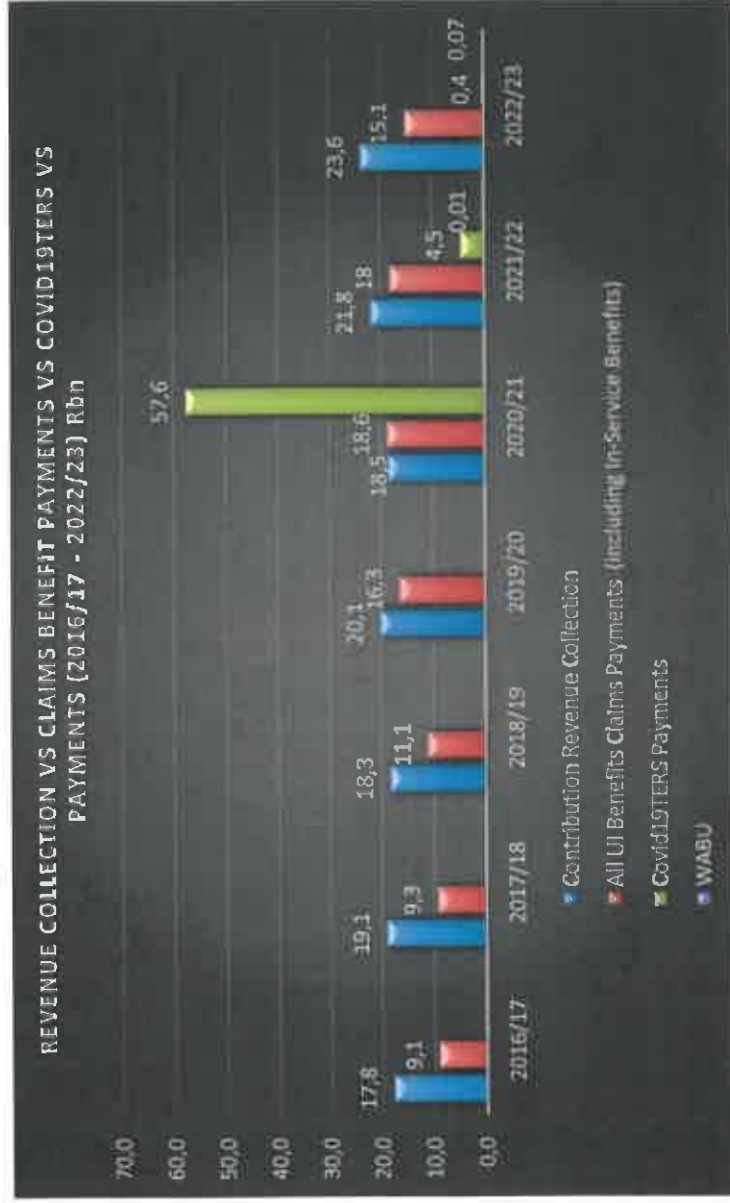


The pandemic has affected business incomes and their ability to timeously pay their UIF contributions. These challenges, adds to the already bigger challenge of non-compliance with the unemployment insurance contributions legislation by some employers. Revenue Collection was at its lowest in the 2020/21 financial year during the height of the pandemic, but is steadily increasing the past 2 financial years, indicating an increase in compliance and contribution payments. This positive trajectory is what is needed for the UIF to maintain its financial sustainability which was threatened under Covid-19 TERS.

Between April 2020 and 31 March 2021, the UIF paid out about R57,1 billion in Covid-19 TERS benefits. The amount that the Fund has already paid in Covid-19 TERS 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-19 TERS. 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-19 TERS payments in the previous years versus contributions collected and benefits paid over the past seven (7) years<sup>6</sup>.



<sup>6</sup> UIF Annual Reports (2016/17 FY- 2022/23FY)

Unemployment benefit payments have been on a steady increase between the 2016/17 financial year and the 2020/21 financial year as more South Africans lost their jobs and the Fund saw an increase in unemployment benefit claims. On top a dire situation during that period, the dispensation of R57,6bn through Covid-19 TERS put a further strain on the UIF coffers. As the economy slowly recovers, an increase in

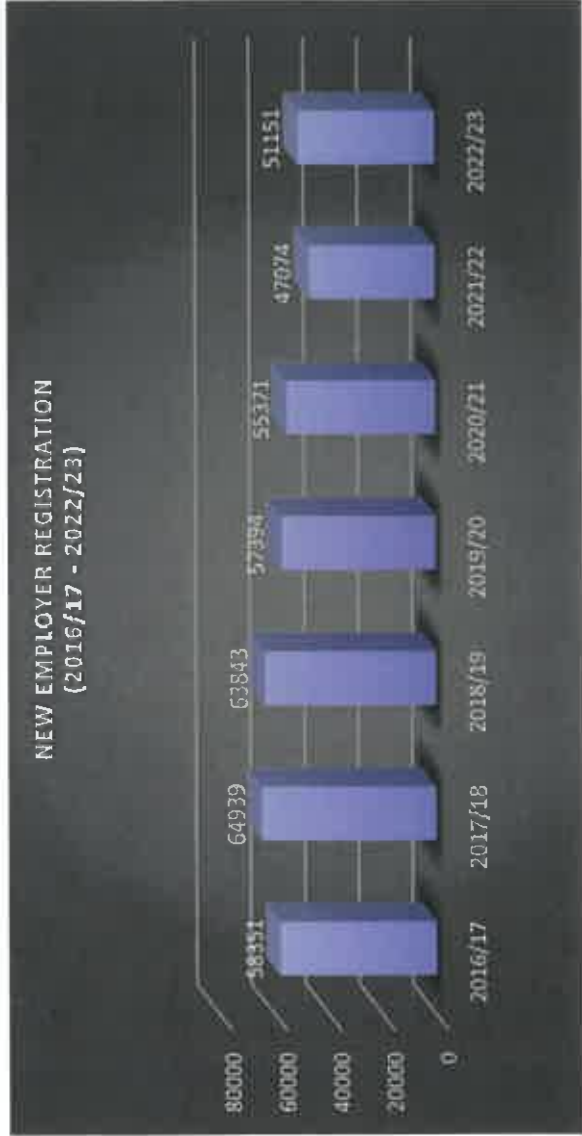
#### **Revenue**

was observed as opposed to benefit claims payments, which decreased from R18,6bn in 2020/21 financial year to R15,1bn in the 2022/23 financial year. The Covid-19 TERS and WABU schemes remain a reason why the fund is still experiencing significant financial outflows that are not linked to credits even the 2021/22 and 2022/23 financial years.

#### **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>7</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-19 TERS. Instead, few employers registered, whilst many businesses closed down, and retrenched employees.

<sup>7</sup> UIF Annual Reports (2016/17 FY- 2020/21FY)

The low numbers of employer registration led to the UIF revising its 80 000 target to 40 000 in the 2022/23 financial year, and actual employer registration of 51 151 was recorded in the same period. The low registrations also resulted 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. Improvement in compliance Legislation remains key. Thus necessitating the fund to amend the current legislation to provide more powers and legitimise the UI compliance certificate.

### **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.

## 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	Audited performance				Estimated Performance				Annual Targets			
			2020/21	2021/22	2022/23	2023/24	2024/2025	2025/2026	2026/2027	2024/2025	2025/2026	2026/2027		
Functional and Efficient UIF	Implemented audit action plans	% of audit action plans implemented	No indicator	78% (73/94) of Internal and External audit findings Resolved instead of 100%	93/122 of external findings resolved instead of 90% (Unaudited)	100% of external audit action plans implemented	100% of audit action plans implemented	100% of audit action plans implemented	100% of audit action plans implemented	100% of audit action plans implemented	100% of audit action plans implemented			
	Implemented POPIA Implementation matrix	% of POPIA implemented	No indicator	No indicator	No indicator	100% of POPIA Implemented	100% of POPIA Implemented	100% of POPIA Implemented	100% of POPIA Implemented	100% of POPIA Implemented	100% of POPIA Implemented			
	Fraud and corruption cases investigated	% of fraud and corruption cases finalised	100% (25/25) covid-19 fraud cases finalised within 60 working days.	6.7% cases finalised within timeframes (8 cases out of 120 and	39% (51 / 131) of cases finalised within 90 working days. 56 finalised outside the turnaround time. (Unaudited)	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				



Outcome	Outputs	Output Indicators	Annual Targets								
			Audited performance		Estimated Performance		MTEF Period				
			2020/21	2021/22	2022/23	2023/24	2024/2025	2025/2026	2026/2027		
Functional and Efficient UIF	Suppliers paid within 30 calendar days	% of valid invoices paid within 30 calendar days of receipt	99.9% (2036/2039)	98% (3113/3166)	99.7% (1305/1309) (Unaudited)	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	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
Strengthened institutional capacity of the Fund	Reduced vacancy rate	% of vacancies reduced	7.1% (43/6020)	9.8% (59 vacant posts / 602 establishment)	4.8%. (29 vacancies / 602 establishment) (Unaudited)	Vacancy rate reduced to ≤8%	Vacancy rate reduced to ≤7%	Vacancy rate reduced to ≤6%	Vacancy rate reduced to ≤5%		
Functional and Efficient UIF	Verified COVID-19 TERS payments	Number of identified COVID-19 TERS payments verified	2.5% COVID-19 cases verified. Number of cases allocated to companies: 1 998 Total number of cases verified: 49	No Indicator	1 130 identified COVIDTERS payments verified against a target of 1 122 (Unaudited)	10 500 identified COVID-19 TERS payments verified	14 123 identified COVID-19 TERS payments verified	No target	No target	No target	

Outcome and Efficient UIF	Output Indicators		Annual Targets						
	Outputs	Output Indicators	Audited performance		Estimated Performance				
			2020/21	2021/22	2022/23	2023/24	2024/2025	2025/2026	2026/2027
	Compliance with the strategic asset allocation mandate	% compliance with the approved strategic asset allocation mandate	No indicator	No indicator	No indicator	90%	90%	93%	95%
	Conducted client experience surveys	Number of Client experience surveys conducted	New Indicator	New indicator	New indicator	2 Client experience surveys Conducted	2 Client experience surveys conducted	2 Client experience surveys conducted	2 Client experience surveys Conducted
	COVID-19TERS evaluation reports produced	Number of COVID-19TERS projects Evaluated	New indicator	New indicator	New indicator	COVID-19TERS impact evaluation report produced	5 COVID-19TERS projects evaluated	5 COVID-19TERS projects Evaluated	5 COVID-19TERS projects evaluated
	LAP evaluation reports produced	Number of LAP projects evaluated	No indicator	No indicator	No indicator	LAP impact evaluation report produced	5 LAP projects evaluated	5 LAP projects evaluated	5 LAP projects evaluated

		Audited performance				Estimated Performance				Annual Targets						
Outcome	Outputs	Output Indicators	2020/21	2021/22	2022/23	2023/24	2024/2025	2025/2026	2026/2027	2020/21	2021/22	2022/23	2023/24	2024/2025	2025/2026	2026/2027
	Implemented PwC recommendations	% of PwC recommendations implemented	No indicator	No indicator	No indicator	No indicator	70% of PwC recommendations implemented	90% of PwC Recommendations implemented	100% of PwC recommendations implemented							

### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2024/25	Q1	Q2	Q3	Q4
% of audit action plans implemented	100% of audit action plans implemented	25% audit action plans implemented	50% audit action plans implemented	75% audit action plans implemented	100% audit action plans implemented
% of POPIA implemented	100% of POPIA implemented	25% of POPIA implemented	50% of POPIA implemented	75% 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
% of valid invoices paid within 30 calendar days of receipt	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 vacancies reduced	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
Number of identified COVID-19 TERS payments verified	Vacancy rate reduced to ≤7% 14 123 identified COVID-19 TERS payments verified	≤7% 2500	≤7% 5000	≤7% 7500	≤7% 14 123

Output Indicators	Annual Target 2024/25	Q1	Q2	Q3	Q4
% 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
Number of COVID-19 TERS projects evaluated	5 COVID-19 TERS projects evaluated	0	2	1	2
Number of LAP projects evaluated	5 LAP projects evaluated	0	2	1	2
% of PWC recommendations implemented	70% of PWC recommendations implemented	Development of the project plan	30%	50%	70%

### Programme 2: Business Operations

Purpose: To pay benefits

### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited Performance		Estimated Performance		MTEF Period			
			2020/21	2021/22	2022/23	2023/24	2024/2025	2025/2026	2026/2027	
An inclusive and responsive social security coverage	Improved turnaround time to create a registration document (UI54)	% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day	99% (54 842/55 371) within 1 working day	100% (51 785/51 963) within 1 working day	100% (51,008/51,154) within 1 working day (Unaudited)	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	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

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited Performance		Estimated Performance			MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/2025	2025/2026	2026/2027	
An inclusive and responsive social security coverage	Improved turnaround time to approve or reject valid unemployment benefit claims	% of complete, accurate and verified benefit payment documents created within 5 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	96% (2,833,667/ 2,940,610) within 3 working days (Unaudited)	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 5 working days	97% 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	
			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	89% (99,372/116,936) within 15 working days (Unaudited)	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	80% of invalid unemployment benefit claims finalised within 30 working days
Improved turnaround time to approve or reject valid in-service benefit	Improved turnaround time to approve or reject valid in-service benefit	% of in-service benefit claims finalised within the set timeframes	No target	No target	No target	No target	No target	60% of invalid unemployment benefit claims finalised within 30 working days	70% of invalid unemployment benefit claims finalised within 30 working days	92% of valid In-service benefit claims (maternity, illness and
			92% (126 442/136 897) within 10 working days	93% (124 642/ 133 544) within 10 working days	85% (99,372) within 10 working days (Unaudited)	92% of valid In-service benefit claims (maternity, illness and	92% of valid In-service benefit claims (maternity, illness and	95% of valid In-service benefit claims (maternity, illness and	97% of valid In-service benefit claims (maternity, illness and	

Outcome	Outputs	Output Indicators	Annual Targets					
			Audited Performance		Estimated Performance		MTEF Period	
			2020/21	2021/22	2022/23	2023/24	2024/2025	2025/2026
	claims				adoption) with complete, accurate and verified information approved or rejected within 10 working days	adoption) with complete, accurate and verified information approved or rejected within 7 working days	adoption) with complete, accurate and verified information approved or rejected within 5 working days	
		No target	No target	No target	No target	60% of invalid In-service benefit claims finalised within 30 working days	70% of invalid In-service benefit claims finalised within 30 working days	80% of invalid In-service benefit claims finalised within 30 working days
An inclusive and responsive social security coverage	Improved turnaround time to approve or reject valid deceased benefit claims	% of deceased benefit claims finalised within the set timeframes	95% (14 539/ 15 337) within 20 working days.	97% (15 058/15 516) within 20 working days	93% (9,730/ 10,499) within 20 working days (Unaudited)	92% 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
		No target	No target	No target	No target	60% of invalid deceased benefit claims finalised within 30 working days	70% of invalid deceased benefit claims finalised within 30 working days	80% of invalid deceased benefit claims finalised within 30 working days



**Indicators, Annual and Quarterly Targets**

<b>Output Indicators</b>	<b>Annual Target 2024/25</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day	97% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day	97% within 1 working day	97% within 1 working day	97% within 1 working day	97% within 1 working day
% of complete, accurate and verified benefit payment documents created within 5 working days	95% of complete, accurate and verified benefit payment documents created within 5 working days	95% within 5 working days	95% within 5 working days	95% within 5 working days	95% within 5 working days
% of Unemployment benefit claims finalised within the set timeframes	92% of valid unemployment benefit claims with complete, accurate and verified information approved or rejected within 15 working days 60% of invalid unemployment benefit claims finalised within 30 working days	92% within 15 working days 60% within 30 working days	92% within 15 working days 60% within 30 working days	92% within 15 working days 60% within 30 working days	92% within 15 working days 60% within 30 working days
% of In-service benefit claims finalised within the set timeframes	92% of valid In-service benefit claims (maternity, illness and adoption) with complete, accurate and verified information approved or rejected within 10 working days 60% of invalid In-service benefit claims finalised within 30 working days	92% within 10 working days 60% within 30 working days	92% within 10 working days 60% within 30 working days	92% within 10 working days 60% within 30 working days	92% within 10 working days 60% within 30 working days
% of deceased benefit claims finalised within the set timeframes	92% of valid deceased benefit claims with complete, accurate and verified information approved or rejected within 20 working days	92% within 20 working days	92% within 20 working days	92% within 20 working days	92% within 20 working days

Output Indicators	Annual Target 2024/25	Q1	Q2	Q3	Q4
	60% of invalid deceased benefit claims finalised within 30 working days	60% within 30 working days	60% within 30 working days	60% within 30 working days	60% within 30 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			
			2020/21	2021/22	2022/23	2023/24	2024/2025	2025/2026	2026/2027	
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	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	100% (4/4) approved after 20 working days (Unaudited)	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	90% of valid Temporary Employer/ Employee Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days	93% 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	Number of beneficiaries participating in	13381	21 073	8 457 (Unaudited)	15 000 beneficiaries participating in	360 000 beneficiaries participating in	820 000 beneficiaries participating in	820 000 beneficiaries participating in	



		Annual Targets											
		Audited Performance		Estimated Performance		MTEF Period							
		2020/21	2021/22	2022/23	2023/24	2024/2025	2025/2026	2026/2027					
<b>Outcome</b>	<b>Outputs</b>	<b>Output Indicators</b>											
	employability programmes <b>Job creation including presidential employment stimulus)</b>	employability programmes	No indicator	No indicator	No indicator	employability programmes	employability programmes	employability programmes	employability programmes	employability programmes	employability programmes	employability programmes	employability programmes
	Increase in the percentage of Vulnerable groups ( Youth / Women) participating in employability programmes	% of vulnerable groups participating in employability programmes	No indicator	No indicator	No indicator	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	50% of vulnerable groups 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	No indicator	No indicator	94% (102/108) Unaudited)	90% of funded projects monitored	90% of funded projects monitored	90% of funded projects monitored	90% of funded projects monitored	90% of funded projects monitored	90% of funded projects monitored	95% of funded projects monitored	95% of funded projects monitored
	Increase in the number of business enterprises	Number of business enterprises supported	No indicator	No indicator	No indicator	80	90 business enterprises	90 business enterprises	100 business enterprises	100 business enterprises	110 business enterprises	110 business enterprises	110 business enterprises
	Labour Activation Programme Strategy implemented	Review of the Labour Activation Programme strategy	No indicator	No indicator	No indicator	No indicator	Labour Activation Programme strategy reviewed by the UIC	Labour Activation Programme strategy reviewed by the UIC	Labour Activation Programme strategy reviewed by the UIC	% Implementation of Labour Activation Programme strategy	% Implementation of Labour Activation Programme strategy	% Implementation of Labour Activation Programme strategy	% Implementation of Labour Activation Programme strategy

### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target 2024/25	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% of valid Temporary Employer/ Employee 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
Number of beneficiaries participating in employability programmes	360 000 beneficiaries participating in employability programmes	30 000	90 000	210 000	360 000
% of vulnerable groups participating in employability programmes	50% of vulnerable groups participating in employability programmes	50%	50%	50%	50%
% of funded projects monitored	90% of funded projects monitored	20%	50%	70%	90%
Number of business enterprises supported	90 business enterprises	50	60	70	90
Review of the Labour Activation programme strategy	Labour Activation Programme strategy reviewed by the UIC	No target	1 <sup>st</sup> draft Labour Activation programme strategy review produced	2 <sup>nd</sup> draft Labour Activation Programme strategy review produced	Labour Activation Programme strategy reviewed by the UIC

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

The of the UIF as reflected in the APP is aligned to the following priorities:

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

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

#### **1.1. Audit Outcomes**

In the financial year 2021-2022, 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-19 TERS, particularly with regard to treatment of COVID-19 TERS 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 R65 billion worth of COVID-19 TERS 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-19 TERS payments during the MTEF period. In the 2023-2024 the Fund will verify 10 500 identified COVID-19 TERS 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-19 TERS 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.

### **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	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26	2026/27
			Adjusted Appropriation	Revised Estimate	Revised Estimate			
1. Administration	2 959 981	1 024 416	4 008 923	3 912 205	3 713 142	3 875 978	3 289 240	3 357 342
2. Business Operations	68 191 773	23 959 511	26 509 469	25 731 555	19 271 789	21 491 125	22 841 593	24 423 554
3. Labour Activation Programme	723 818	706 493	3 158 495	3 157 281	851 812	14 954 267	4 914 388	5 917 349
<b>Totals</b>	<b>71 875 572</b>	<b>25 690 420</b>	<b>33 676 887</b>	<b>32 801 041</b>	<b>23 836 743</b>	<b>40 321 370</b>	<b>31 045 221</b>	<b>33 698 245</b>
	<b>Audited outcomes</b>		<b>Adjusted Appropriation</b>	<b>Revised Estimate</b>	<b>Revised Estimate</b>	<b>Medium Term Expenditure</b>		
<b>R-thousand</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>		<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
Current Payments	4 597 372	3 020 153	5 126 959	4 962 499	5 524 671	5 971 007	6 169 506	6 335 444
Compensation of Employees	1 482 415	1 507 776	2 079 441	2 075 117	2 225 751	2 525 588	2 562 152	2 562 152
Goods and Services	3 114 957	1 512 377	3 047 518	2 887 382	3 298 920	3 445 419	3 607 354	3 773 293
Of which:								
Advertising	33 907	7 806	32 561	33 770	37 924	41 057	42 907	44 964
Communication	41 780	50 327	52 515	65 744	87 879	66 273	69 388	72 580
Computer Services	216 851	182 657	483 239	540 922	609 209	620 107	649 252	679 118



	83 553	245 891	761 088	747 801	884 971	943 945	988 311	1 033 773
	Audited outcomes			Revised Estimate				
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
<i>Consultants and Professional Services: Business and advisory services</i>								
<i>Fleet Services</i>								
<i>Inventory: Stationary and printing</i>	11 376	12 971	28 247	25 276	30 966	33 995	35 593	37 230
<i>Lease payments</i>	160 789	170 078	268 576	237 271	270 995	299 740	313 827	328 263
<i>Property Payments</i>	34 334	38 569	36 886	41 705	50 459	52 042	54 488	56 994
<b>R-thousand</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	
<i>Travel and Subsistence</i>	27 745	57 743	65 597	78 449	149 517	179 761	188 210	196 867
<i>Other Goods and Services</i>	2 504 622	746 335	1 318 809	1 116 444	1 177 000	1 208 499	1 265 378	1 323 504
<i>Transfers and Subsidies</i>	67 244 960	22 670 267	27 050 157	26 212 924	17 155 546	33 054 236	24 253 653	26 762 124
<i>Non-profit institutions</i>								
<b>Households</b>	<b>67 244 960</b>	<b>22 670 267</b>	<b>27 050 157</b>	<b>26 212 924</b>	<b>17 155 543</b>	<b>33 054 236</b>	<b>24 253 653</b>	<b>26 762 124</b>
<b>Payments for capital assets</b>	<b>33 240</b>	<b>0</b>	<b>1 499 771</b>	<b>1 625 618</b>	<b>1 156 526</b>	<b>1 296 127</b>	<b>622 062</b>	<b>600 677</b>
<i>Buildings and other fixed structures</i>	33 240	0	1 499 771	1 625 618	1 156 526	1 296 127	622 062	600 677
<b>Totals</b>	<b>71 875 572</b>	<b>25 690 420</b>	<b>33 676 887</b>	<b>32 801 041</b>	<b>23 836 743</b>	<b>40 321 370</b>	<b>31 045 221</b>	<b>33 698 245</b>

**Business Operations Programme:** In order to ensure the effective and efficient delivery of services, the Fund commits to bringing services closer to its diverse client base in all provinces through various platforms (including through electronic platforms). The Fund will continue to increase the number of labour centres with claims processing capacity in order to achieve quicker turn-around times for claim processing and

payment. This will be pursued and co-ordinated through the Department's decentralisation drive and the virtual office concept. This objective will also be achieved through improving stakeholder relations by educating the public and informing them about UIF services and obligations.

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

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

## Key Risks

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

<b>Outcome</b>	<b>Key Risk</b>	<b>Risk Mitigation</b>
<b>More decent jobs created and sustained</b>	<b>Inability by the UIF to enhance employability of UIF contributors, retention of workers and re-introduction of workers into employment</b>	<b>Implementation of Temporary Employer Employee Relief Scheme (TERS)</b> <b>Funding agreements to be signed with project partners</b>
	<b>Ineffective Implementation of Labour Activation Programme</b>	<b>Approved Labour Activation mandate/strategy.</b> <b>Approved Standard Operating Procedures for all programmes (TERS, BT&amp;R, Employability and ED)</b>
	<b>Ineffective monitoring owing to poor capacity</b>	<b>Sourcing of interim capacity for LAP</b>
	<b>Breach of contract by LAP implementing partners (e.g. failure to place recruits at end of contract)</b>	<b>Enforcement of the breach of contract clause</b>
<b>An inclusive and responsive social security coverage</b>	<b>Fraud and Corruption</b>	<b>Review Fraud Prevention Strategy</b> <b>Review policies and procedures</b>
	<b>Non-compliance with the claims turnaround times</b>	<b>Implementation of the Business Operations Standard Operating Procedures</b>
	<b>Inadequate human capacity</b>	<b>Filling of vacancies</b> <b>Implementation of the Fit-for-purpose structure</b>
	<b>ICT challenges</b>	<b>Implementation and monitoring of the SAP ICT project plan</b> <b>Integration of the Virtual Office and Siyaya in the Interim</b>
<b>Functional and Efficient UIF.</b>	<b>Ineffective expenditure measures leading to financial loss</b>	<b>Review finance policy and procedures aligned to relevant legislation</b>
	<b>Poor investment decisions and returns</b>	<b>Development, implementation and monitoring of an Investment Strategy</b>
	<b>Pressure to fund ad hoc benefits/relief payments (leading to the Fund's compromised financial sustainability)</b>	<b>Mobilisation of Minister and Cabinet support for limited/stringent consideration of ad hoc benefit/relief projects</b>
	<b>Poor resolution success of audit findings</b>	<b>Implementation and monitoring of the Audit Action Plan</b>
	<b>ICT challenges</b>	<b>Implementation and monitoring of the SAP ICT project plan</b>

<b>Outcome</b>	<b>Key Risk</b>	<b>Risk Mitigation</b>
Strengthened institutional capacity of the Fund	UIF not having HR strategy to support the organisational strategy	Revised organisational structure Approved business processes
	Management instability	Implementation of change management programme
	ICT challenges	Implementation and monitoring of the SAP ICT project Plan

## **PART D: TECHNICAL INDICATOR DESCRIPTION (TID)**

### **Programme 1: Administration**

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

<b>Indicator Title</b>	<b>% of audit action plans implemented</b>
<b>Definition</b>	<p>The indicator is about the implementation of audit action plans developed by management to address findings raised by external auditors at the end of an audit period.</p> <p>An audit action is implemented if it has been fully achieved as per the target date.</p>
<b>Source of data</b>	External auditors report and audit action plan
<b>Method of Calculation / Assessment</b>	<p>Method of calculation for Quarter 1:</p> <ul style="list-style-type: none"> <li>Number of Requests for Information responded to 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>
<b>Means of verification</b>	<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> </ul>

	<ul style="list-style-type: none"> <li>• Proof of submission of response to Request for Information submitted to the Audit Controller or Auditor General of South Africa</li> </ul> <p><b>Quarter 2 - 4 means of verification:</b></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>
<b>Assumptions</b>	There will be management commitment to identify root causes, and then develop, implement and monitor the audit action plans
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation Type</b>	<p>Quarter 1: Non-cumulative</p> <p>Quarter 2 to Quarter 4 targets: Cumulative year-to- date</p>
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	90%
<b>Indicator Responsibility</b>	Deputy Director: Governance

<b>Indicator Title</b>	<b>% of Protection of Personal Information Act Implemented</b>
<b>Definition</b>	<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>
<b>Source of data</b>	POPIA. POPIA Implementation matrix.
<b>Method of Calculation / Assessment</b>	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.

<b>Means of verification</b>	<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>
<b>Assumptions</b>	There will be management commitment to ensure implementation of the identified POPIA clauses.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	100%
<b>Indicator Responsibility</b>	Deputy Director: Governance

<b>Indicator Title</b>	<b>% of fraud and corruption cases finalised</b>
<b>Definition</b>	<p><b>For simple cases target:</b> 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><i>Finalised</i> means there are findings and recommendations and that the case will no longer be investigated any further by Risk Management.</p> <p><i>Simple cases:</i> 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 <i>simple</i> 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. Reclassification must be done within 60 working days).</p>
<b>Source of data</b>	<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>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Cumulative case register signed off by the Chief Risk Officer showing date of case receipt, date on which case was allocated for investigation, and date on which the finalised case was approved by the Chief Risk Officer.</li> </ul>

	<ul style="list-style-type: none"> <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>
<b>Method of Calculation / Assessment</b>	<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 working days for the actual finalisation of cases excludes the 10 days for assessment and allocation.</li> <li>Simple cases are categorized as simple and they will be assessed within 60 days after allocation before they can be converted to complex cases.</li> <li>Cases not assessed and allocated within 10 days of receipt shall automatically be deemed to be part of the population of allocated cases that require to be finalised.</li> </ul>
<b>Assumptions</b>	There will be required capacity to investigate as well as cooperation from Stakeholders
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Reflect on contribution to spatial transformation priorities: N/A</li> <li>Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	80% within 90 working days
<b>Indicator Responsibility</b>	Chief Risk Officer

<b>Indicator Title</b>	<b>% of fraud and corruption cases finalised</b>
<b>Definition</b>	<p><b>For Complex cases target:</b> 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><i>Finalised</i> means there are findings and recommendations and that the case will no longer be investigated any further by Risk Management.</p> <p><i>Complex cases</i> 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 <i>Not Applicable</i></p>
<b>Source of data</b>	Case Management database report
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Cumulative case register signed off by the Chief Risk Officer showing date of case receipt, date on which case 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>
<b>Method of Calculation / Assessment</b>	<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>
<b>Assumptions</b>	There will be required capacity to investigate as well as cooperation from Stakeholders
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> </ul>



	Target for People with Disabilities: N/A
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	80% within 356 calendar days
<b>Indicator Responsibility</b>	Chief Risk Officer

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

<b>Desired performance</b>	100% of invoices paid within 30 calendar days of receipt
<b>Indicator Responsibility</b>	Chief Financial Officer

<b>Indicator Title</b>	<b>% of vacancies reduced</b>
<b>Definition</b>	<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 8%.</p> <p>A vacancy is defined as a new or vacated position that has been vacated by a holder, and has not been filled for a period longer than four months (i.e. 120 days). A vacancy is a vacated position that is older than four months (i.e. 120 calendar days) since it was last vacated. 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>
<b>Source of data</b>	PERSAL system
<b>Method of Calculation / Assessment</b>	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).
<b>Means of verification</b>	PERSAL reports Vacancies age analysis report
<b>Assumptions</b>	Functional PERSAL system, and availability of required skills to fill the vacant Positions
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative year-to-date
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Vacancy rate reduced to 8% or less
<b>Indicator Responsibility</b>	Chief Director: Corporate Services

<b>Indicator Title</b>	<b>Number of identified COVID-19 TERS payments verified</b>
<b>Definition</b>	<p>The indicator is about verification of identified COVID-19 TERS payments made by the UIF to employers and the subsequent payments made by these same employers to employees for whom they (employers) lodged the claims.</p> <p>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-19 TERS payments made" means those COVID-19 TERS payments specifically selected from the population of all COVID-19 TERS payments that were made by the UIF using predetermined selection criteria.</p> <p>Predetermined selection criteria refers to the criteria that has been developed and signed off management that include amongst others; employers who registered and declared their employees during COVID19 TERS period and did not pay contributions prior to the lockdown; essential services employers or sectors who applied for TERS. Employers who are part of the data analytics discrepancy list and employers implicated by the AGSA findings; employers who were paid a minimum total TERS benefit of R2 million; and high risk employers who were identified during the phase 1 of the follow the money project. Example= NPO's, Security Services and Personal Services.</p>
<b>Source of data</b>	COVID-19 TERS system
<b>Method of Calculation / Assessment</b>	Simple count
<b>Means of verification</b>	<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>
<b>Assumptions</b>	There will be cooperation from employers who benefitted from the relief scheme
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative year-to-date
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	10 500 identified COVID-19 TERS payments verified
<b>Indicator responsibility</b>	Deputy Director: Governance

<b>Indicator Title</b>	<b>% compliance with the approved strategic asset allocation mandate</b>
<b>Definition</b>	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.
<b>Source of data</b>	Computron Financial System - General Ledger Module: Investment Capital Accounts  PIC UIF Quarterly Report
<b>Method of Calculation / Assessment</b>	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
<b>Means of verification</b>	<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>
<b>Assumptions</b>	<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>• PIC compliance with monthly and quarterly client reporting timeframes.</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative at year end
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	90% compliance with the strategic asset allocation mandate
<b>Indicator Responsibility</b>	Chief Financial Officer

<b>Indicator Title</b>	<b>Number of COVID-19 TERS projects Evaluated</b>
<b>Definition</b>	The indicator is about producing an evaluation report on the COVID-19 TERS projects.
<b>Source of data</b>	COVID-19 TERS System and Reports
<b>Method of Calculation / Assessment</b>	Simple count of COVID-19 TERS evaluation reports
<b>Means of verification</b>	COVID-19 TERS evaluation reports signed off by Director: Policy and Planning
<b>Assumptions</b>	There will be ease of access of data to conduct the evaluation
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>

<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	5 COVID-19 TERS projects evaluated
<b>Indicator Responsibility</b>	Director: Policy and Planning

<b>Indicator Title</b>	<b>Number of LAP projects evaluated</b>
<b>Definition</b>	The indicator is about producing an impact assessment report on 5 companies that benefitted from the Labour Activation Programmes. The overall purpose or focus of the assessment will be to establish whether there are any positive effects attained out of the Investments and Interventions made by the UIF through the LAP
<b>Source of data</b>	Funding Agreements, Progress Reports from funded companies and Learner Reports.
<b>Method of Calculation / Assessment</b>	Simple count of LAP evaluation reports signed off by the Director: Policy and Planning
<b>Means of verification</b>	LAP Impact assessment reports signed off by Director: Policy and Planning
<b>Assumptions</b>	There will be ease of access of data to conduct the impact assessment
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	5 LAP projects evaluated
<b>Indicator Responsibility</b>	Director: Policy and Planning

<b>Indicator Title</b>	<b>% of PWC recommendations implemented</b>
<b>Definition</b>	<p>The indicator seeks to measure the implementation of identified recommendation drawn from the PWC report. The identified recommendations are broken down into measurable actions which will be tracked and measured on a quarterly basis.</p> <p>*Identified recommendation means those actions from the PWC report specifically selected (by management) from the population. These selected recommendations shall be implemented in the financial year of the Annual Performance Plan in</p>

	question.
<b>Source of data</b>	PWC recommendations matrix.
<b>Method of Calculation / Assessment</b>	Number of implemented recommendation in the PWC implementation matrix achieved divided by the total number of PWC recommendation matrix multiply by 100.
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• PWC recommendation matrix indicating the progress status of each implemented actions per Identified action signed off by Director: Organizational effectiveness</li> </ul>
<b>Assumptions</b>	There will be management commitment to ensure implementation of the identified recommendations.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	70% of PWC recommendations implemented
<b>Indicator Responsibility</b>	Deputy Director: Governance

## Programme 2: Business Operations

**Purpose:** To pay benefits

<b>Indicator Title</b>	<b>% of new companies with complete, accurate and verified information created with registration document (UI 54) within 1 working day</b>
<b>Definition</b>	<p>Tracks the percentage and turnaround time to create registration document (UI 54) to new companies after receipt of documents.</p> <p><b>Complete means:</b> all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p><b>Accurate means:</b> information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations</p> <p><b>Verified means:</b> information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
<b>Source of data</b>	Siyaya system/Oracle
<b>Method of Calculation / Assessment</b>	The number of new companies created with a registration document (UI54) within 1 working day after receipt of complete, accurate and verified documents divided by the total number of new companies with registrations documents received multiplied by 100. The counting will start from receipt



	date until the <i>created date</i> on the system.
<b>Means of verification</b>	ICT PDF report
<b>Assumptions</b>	Functional SIYAYA System//Oracle
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<b>Desired performance</b>	97% within 1 working day
<b>Indicator Responsibility</b>	Chief Director: Business Operations

<b>Indicator Title</b>	<b>% of complete, accurate and verified benefit payment documents created within 5 working days</b>
<b>Definition</b>	<p>Percentage of payment documents created within 5 working days (excluding weekends, Financial/Office closure days and public holidays) of receipt.</p> <p><b>Complete means:</b> all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p><b>Accurate means:</b> information supplied on all mandatory documents to be correct without mistakes conforming to the SOP for Business Operations</p> <p><b>Verified means:</b> information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p>
<b>Source of data</b>	Siyaya Operating system//Oracle
<b>Method of Calculation / Assessment</b>	The payment documents receipt date is compared against the created date. The numbers of payments documents created on the Siyaya system within 5 working days (excluding weekends, Financial/Office closure days and public holidays) from receipt date are divided by total number of payment documents received for the period and the quotient is multiplied by 100. (Total payments documents excludes documents for first payments in respect of In Service benefits, Death Benefits and re-issues)
<b>Means of verification</b>	ICT PDF report
<b>Assumptions</b>	Functional SIYAYA System//Oracle
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> </ul>

	<ul style="list-style-type: none"> <li>• Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	95% within 5 working days
<b>Indicator responsibility</b>	Chief Director: Business Operations

<b>Indicator Title</b>	<b>% of Unemployment benefit claims finalised within the set timeframes</b>
<b>Definition</b>	<p>The indicator measures the Fund's ability to finalise valid and invalid unemployment benefit claims within predetermined timeframes.</p> <p><b>Valid unemployment benefit claims:</b> With regard to valid unemployment benefit claims, the indicator measures the Fund's ability to finalise valid unemployment benefit claims <b>within 15 working days</b> (excluding weekends, Financial/Office closure days and public holidays).</p> <p><b>Valid applications</b> are those that are complete, accurate and verified</p> <p><b>Complete means:</b> all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p><b>Accurate means:</b> information supplied on all mandatory documents to be correct and without mistakes conforming to the SOP for Business Operations</p> <p><b>Verified means:</b> information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p> <p>In the case of ineligible claim, finalisation means that documents required to either reject or approve the claim have been received and the application rejected.</p> <p><b>Invalid unemployment benefit claims:</b> With regard to invalid claims, the indicator measures the Fund's ability to efficiently support the claimants in finalising invalid unemployment valid <b>within 30 working days</b> (excluding weekends, Financial/Office closure days and public holidays).</p> <p>. This will entail engaging, communicating and following up with employers and claimants with a view to; get all the necessary correct information and/or correct documents and/or correct evidence required to finalise a lodged or received claim. The method of communication for follow ups shall be either e-mail, or SMS or telephone</p> <p><b>Invalid claims cover the following types of applications:</b></p> <ul style="list-style-type: none"> <li>Applications with incomplete documents or incomplete supporting evidence</li> <li>Applications inaccurately completed</li> <li>Applications with incomplete information or missing documents</li> <li>Applications with errors or erroneous information</li> </ul> <p><b>Finalisation of an Invalid Unemployment benefit claim means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>Outstanding, correct documents were received, processed and claim <b>rejected</b> or <b>approved</b>; or</li> </ul>



	<p>Outstanding, complete, accurate, and correct documents were still not received even after attempts to get them and the application <b>refused</b>.</p> <p>Required corrections or required evidence were still not received even after attempts to get them either from the employer or claimant and the application <b>refused</b>.</p> <p>The Claimant or the employer could not be reached successfully after an attempt to make contact and the application <b>refused</b>.</p> <p><b>Complete means:</b> all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p><b>Accurate means:</b> Information supplied on all mandatory documents to be correct and without mistakes conforming to the SOP for Business Operations</p> <p>The claim is considered finalised on the date the claim has been approved, or rejected or refused.</p> <p>In the case of ineligible claim, finalisation means that documents required to either reject or approve the claim have been received and the application rejected.</p>
<p><b>Source of data</b></p>	<p>Siyaya Operating system/Oracle</p>
<p><b>Method of Calculation / Assessment</b></p>	<p>For valid applications: Number of valid unemployment benefit claims finalised (rejected or approved) within 15 working days (excluding weekends, Financial/Office closure days and public holidays) divided by total number of valid unemployment benefit claims received multiplied by 100. Counting starts from the day the new unemployment benefit claim application is received.</p> <p>Counting will be done based on the following two 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> <li>○ If OVERALL MAX ACTIVITY DATE is before or similar to the application date, then this claim is valid and carries a TAT of 15 days calculated as follows:</li> </ul> </li> </ul> <p>TURN AROUND TIME =CLAIM FINALISED DATE minus the application date</p> <p>For invalid applications: Number of invalid unemployment benefit claims finalised (rejected or approved or refused) within 30 working days (excluding weekends, Financial/Office closure days and public holidays) divided by total number of invalid unemployment benefit claims received multiplied by 100. Counting starts from the day the new invalid unemployment benefit claim application is received.</p> <p>Counting will be done based on the following two scenarios:</p> <ul style="list-style-type: none"> <li>• Starting point</li> </ul>

	<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> <li>○ If OVERALL MAX ACTIVITY DATE is after the application date, then this claim is invalid and carries a TAT of 30 days calculated as follows:  TURN AROUND TIME =CLAIM FINALISED DATE minus the application date</li> </ul>
<b>Means of verification</b>	ICT PDF report
<b>Assumptions</b>	Functional SIYAYA System//Oracle
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>● Target for Women: N/A</li> <li>● Target for Youth: N/A</li> <li>● Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>● Reflect on contribution to spatial transformation priorities: N/A</li> <li>● Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	<p>Valid unemployment benefit claims: 92% of incomplete claims finalised (rejected or approved) within 15 working days</p> <p>Invalid unemployment benefit claims: 60% of incomplete claims finalised (rejected or approved or refused) within 30 working days</p>
<b>Indicator responsibility</b>	Chief Director: Business Operations

<b>Indicator Title</b>	<b>% of In-service benefit claims finalized within the set timeframes</b>
<b>Definitlon</b>	<p>The indicator measures the Fund's ability to finalise valid and in-service benefit claims within predetermined timeframes.</p> <p><b>Valid In-service benefit claims:</b> With regard to valid in-service benefit claims, the indicator measures the Fund's ability to finalise valid unemployment benefit claims <b>within 10 working days</b> (excluding weekends, Financial/Office closure days and public holidays).</p> <p><b>Valid applications</b> are those that are complete, accurate and verified  <b>Complete means:</b> all mandatory documents provided by a client as per the <b>Standard Operating Guide for Business Operations, per benefit type.</b></p>

	<p><b>Accurate means:</b> information supplied on all mandatory documents to be correct and without mistakes conforming to the SOP for Business Operations</p> <p><b>Verified means:</b> information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p> <p>In the case of ineligible claim, finalisation means that documents required to either reject or approve the claim have been received and the application rejected.</p> <p><b>Invalid unemployment benefit claims:</b> With regard to invalid claims, the indicator measures the Fund's ability to efficiently support the claimants in finalising invalid unemployment valid <b>within 30 working days</b> (excluding weekends, Financial/Office closure days and public holidays).</p> <p>. This will entail engaging, communicating and following up with employers and claimants with a view to; get all the necessary correct information and/or correct documents and/or correct evidence required to finalise a lodged or received claim. The method of communication for follow ups shall be either e-mail, or SMS or telephone</p> <p><b>Invalid claims cover the following types of applications:</b>  Applications with incomplete documents or incomplete supporting evidence  Applications inaccurately completed  Applications with incomplete information or missing documents  Applications with errors or erroneous information</p> <p><b>Finalisation of an Invalid In-service benefit claim means one or more of the following:</b>  Outstanding, correct documents were received, processed and claim <b>rejected or approved</b>; or  Outstanding, complete, accurate, and correct documents were still not received even after attempts to get them and the application <b>refused</b>.  Required corrections or required evidence were still not received even after attempts to get them either from the employer or claimant and the application <b>refused</b>.  The Claimant or the employer could not be reached successfully after an attempt to make contact and the application <b>refused</b>.</p> <p><b>Complete means:</b> all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p><b>Accurate means:</b> information supplied on all mandatory documents to be correct and without mistakes conforming to the SOP for Business Operations  The claim is considered finalised on the date the claim has been approved, or rejected or refused.</p> <p>In the case of ineligible claim, finalisation means that documents required to either reject or approve the claim have been received and the application rejected.</p>
<b>Source of data</b>	Siyaya Operating system/Oracle
<b>Method of Calculation / Assessment</b>	<p><b>For valid applications:</b> Number of valid in-service benefit claims finalised (rejected or approved) within 10 working days (excluding weekends, Financial/Office closure days and public holidays) divided by total number of valid in-service benefit claims received multiplied by 100. Counting starts from the day the new in-service benefit claim application is received.</p> <p>Counting will be done based on the following two scenarios:</p> <ul style="list-style-type: none"> <li>• <b>Starting point</b></li> </ul>

	<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> <li>○ If OVERALL MAX ACTIVITY DATE is before or similar to the application date , then this claim is valid and carries a TAT of 10 days calculated as follows:  TURN AROUND TIME =CLAIM FINALISED DATE minus the application date</li> </ul> <p><b>For invalid applications:</b> Number of invalid in-service benefit claims finalised (rejected or approved or refused) within 30 working days (excluding weekends, Financial/Office closure days and public holidays) divided by total number of invalid in-service benefit claims received multiplied by 100. Counting starts from the day the new invalid in -service benefit claim application is received.</p> <p>Counting will be done based on the following two 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> <li>○ If OVERALL MAX ACTIVITY DATE is after the application date , then this claim is invalid and carries a TAT of 30 days calculated as follows:  TURN AROUND TIME =CLAIM FINALISED DATE minus the application date</li> </ul> </li> </ul>
<b>Means of verification</b>	ICT PDF report
<b>Assumptions</b>	Functional SIYAYA System//Oracle
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>● Target for Women: N/A</li> <li>● Target for Youth: N/A</li> <li>● Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>● Reflect on contribution to spatial transformation priorities: N/A</li> <li>● Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly

<b>Desired performance</b>	<p>Valid in-service benefit claims: 92% of incomplete claims finalised (rejected or approved) within 10 working days</p> <p>Invalid in-service benefit claims: 60% of incomplete claims finalised (rejected or approved or refused) within 30 working days</p>
<b>Indicator responsibility</b>	Chief Director: Business Operations

<b>Indicator Title</b>	<b>% of deceased benefit claims finalised within the set timeframes</b>
<b>Definition</b>	<p>The indicator measures the Fund's ability to finalise valid and deceased benefit claims within predetermined timeframes.</p> <p><b>Valid deceased benefit claims:</b> With regard to valid deceased benefit claims, the indicator measures the Fund's ability to finalise valid deceased benefit claims <b>within 20 working days</b> (excluding weekends, Financial/Office closure days and public holidays).</p> <p><b>Valid applications</b> are those that are complete, accurate and verified</p> <p><b>Complete means:</b> all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p><b>Accurate means:</b> Information supplied on all mandatory documents to be correct and without mistakes conforming to the SOP for Business Operations</p> <p><b>Verified means:</b> information supplied on all mandatory documents quality checked in line with the SOG, verification circular as well as the approved verification process.</p> <p>In the case of ineligible claim, finalisation means that documents required to either reject or approve the claim have been received and the application rejected.</p> <p><b>Invalid deceased benefit claims:</b> With regard to invalid claims, the indicator measures the Fund's ability to efficiently support the claimants in finalising invalid unemployment valid <b>within 30 working days</b> (excluding weekends, Financial/Office closure days and public holidays). This will entail engaging, communicating and following up with employers and claimants with a view to; get all the necessary correct information and/or correct documents and/or correct evidence required to finalise a lodged or received claim.</p> <p>The method of communication for follow ups shall be either e-mail, or SMS or telephone</p> <p><b>Invalid claims cover the following types of applications:</b></p> <ul style="list-style-type: none"> <li>Applications with incomplete documents or incomplete supporting evidence</li> <li>Applications inaccurately completed</li> <li>Applications with incomplete information or missing documents</li> <li>Applications with errors or erroneous information</li> </ul> <p><b>Finalisation of an invalid deceased benefit claim means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>Outstanding, correct documents were received, processed and claim <b>rejected or approved;</b> or</li> <li>Outstanding, complete, accurate, and correct documents were still not received even after attempts to get them and the application <b>refused.</b></li> <li>Required corrections or required evidence were still not received even after attempts to get them either from the employer or claimant and the application <b>refused.</b></li> </ul>

	<p>The Claimant or the employer could not be reached successfully after an attempt to make contact and the application <b>refused</b>.</p> <p><b>Complete means:</b> all mandatory documents provided by a client as per the Standard Operating Guide for Business Operations, per benefit type.</p> <p><b>Accurate means:</b> Information supplied on all mandatory documents to be correct and without mistakes conforming to the SOP for Business Operations</p> <p>The claim is considered finalised on the date the claim has been approved, or rejected or refused.</p> <p>In the case of ineligible claim, finalisation means that documents required to either reject or approve the claim have been received and the application rejected.</p>
<p><b>Source of data</b></p>	<p>Siyaya Operating system/Oracle</p>
<p><b>Method of Calculation / Assessment</b></p>	<p>For valid applications: Number of valid deceased benefit claims finalised (rejected or approved) within 20 working days divided (excluding weekends, Financial/Office closure days and public holidays) by total number of valid deceased benefit claims received multiplied by 100. Counting starts from the day the new deceased benefit claim application is received. Counting will be done based on the following two scenarios:</p> <p><b>Starting point</b></p> <ul style="list-style-type: none"> <li>o 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>o 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> <li>o If OVERALL MAX ACTIVITY DATE is before or similar to the application date, then this claim is valid and carries a TAT of 20 days calculated as follows:</li> </ul> <p><b>TURN AROUND TIME =CLAIM FINALISED DATE minus the application date</b></p> <p>For invalid applications: Number of deceased benefit claims finalised (rejected or approved or refused) within 30 working days (excluding weekends, Financial/Office closure days and public holidays). divided by total number of invalid deceased benefit claims received multiplied by 100. Counting starts from the day the new invalid deceased benefit claim application is received. Counting will be done based on the following two scenarios:</p> <p><b>Starting point</b></p> <ul style="list-style-type: none"> <li>o 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> </ul>



	<ul style="list-style-type: none"> <li>o The latest activity between declarations (DECLARATIONS RECEIPT DATE FOR MANUAL AND OR CREATED FOR ELECTRONIC) and other supporting documents (DATE OF RECEIPT) will be assigned to OVERALL_MAX_ACTIVITY_DATE</li> <li>o If OVERALL MAX ACTIVITY DATE is after the application date, then this claim is invalid and carries a TAT of 30 days calculated as follows:  TURN AROUND TIME =CLAIM FINALISED DATE minus the application date</li> </ul>
<b>Means of verification</b>	ICT PDF report
<b>Assumptions</b>	Functional SIYAYA System//Oracle
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	<p>Valid deceased benefit claims: 92% of incomplete claims finalised (rejected or approved) within 20 working days</p> <p>Invalid deceased benefit claims: 60% of incomplete claims finalised (rejected or approved or refused) within 30 working days</p>
<b>Indicator responsibility</b>	Chief Director: Business Operations

### Programme 3: Labour Activation Programme

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

<b>Indicator Title</b>	<b>% of valid Temporary Employer Employee Relief Scheme (TERS) applications approved or rejected by the delegated Authority within 20 working days</b>
<b>Definition</b>	<p>The indicator measures efficiency of approving valid TERS applications.</p> <p><b>Valid</b> means that the application has been recommended for approval by the Single Adjudication Committee, the application is complete, accurate, verified and has all accompanying supporting documents required for contracting (i.e. Letter to be signed by UIC notifying the company of the outcome of their application, Ruling from Single Adjudication Committee (SAC), Resolutions of SAC, Companies' request to participate in the TERS, the Agreement to</p>

	<p>participate in the TERS, MIS verified list of employees who will be participating, the UIF Compliance Certificate and Business case)</p> <p><b>Complete</b> means all mandatory documents were provided by the company</p> <p><b>Accurate</b> means information supplied on all mandatory documents to be correct without mistakes conforming to the requirements.</p> <p><b>Verified</b> means information supplied on all mandatory documents quality checked in line with the verification process. 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 <i>Not Applicable</i></p>
<b>Source of data</b>	The CCMA Recommendation Ruling
<b>Method of Calculation / Assessment</b>	<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>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• A listing of all applications showing date of receipt of application, and date on which outstanding required information and documents for a valid application was provided to validate the application and date on which the application was rejected/approved</li> <li>• Signed submission approved or rejected by the delegated Authority</li> </ul>
<b>Assumptions</b>	There will be cooperation and compliance from businesses requiring intervention
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities</li> <li>• Reflect on the spatial impact area</li> </ul>
<b>Calculation type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	90% within 20 working days



<b>Indicator Responsibility</b>	Chief Director: Labour Activation Programme
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<b>Indicator Title</b>	<b>Number of beneficiaries participating in employability programmes</b>
<b>Definition</b>	<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 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>
<b>Source of data</b>	Attendance registers/ timesheet/Pay sheet
<b>Method of Calculation / Assessment</b>	Simple count
<b>Means of verification</b>	<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>
<b>Assumptions</b>	There will be implementing partners who meet the mandatory requirements
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative

<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	360 000 UIF beneficiaries participating in employability programmes
<b>Indicator Responsibility</b>	Chief Director: Labour Activation Programme

<b>Indicator Title</b>	<b>% of vulnerable groups participating in employability programmes</b>
<b>Definition</b>	<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><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 vulnerable beneficiary who participate in more than one project will be counted more than once as per the number of projects.</p>
<b>Source of data</b>	Attendance registers
<b>Method of Calculation / Assessment</b>	Number of vulnerable groups participating in employability programmes divided by the total number of beneficiaries participating in employability programmes multiply by 100
<b>Means of verification</b>	<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>
<b>Assumptions</b>	There will be implementing partners who meet the mandatory requirements
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Target for women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Reflect on contribution to spatial transformation priorities: N/A</li> <li>Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative at year end

<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	50% of vulnerable groups participating in employability programmes
<b>Indicator Responsibility</b>	<b>Chief Director: Labour Activation Programme</b>
<b>Indicator Title</b>	<b>% of funded projects monitored</b>
<b>Definition</b>	<p>The indicator is about monitoring companies funded through the different Labour Activation Programmes (normal TERS, Employability and Business Turnaround and Recovery Programme).</p> <p><b>Monitoring</b> 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><b>Project</b> 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><b>Fund</b> means all employees of the Unemployment Insurance Fund and/or the Department of Employment and Labour.</p>
<b>Source of data</b>	CCMA, Productivity SA, and/or LAP Reports, list of supported companies
<b>Method of Calculation / Assessment</b>	Number of project monitored divided by the total number of projects supported by LAP multiplied by 100.
<b>Means of verification</b>	Signed monitoring report per company monitored. (Reports to be signed by Chief Director: LAP or Director: LAP).
<b>Assumptions</b>	There will be cooperation from funded project partners
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative year-to-date
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	90% of funded projects monitored
<b>Indicator Responsibility</b>	<b>Chief Director: Labour Activation Programme</b>

<b>Indicator Title</b>	<b>Number of business enterprises supported</b>
<b>Definition</b>	<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>

	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.  Business enterprise supported are inclusive of cooperatives.
<b>Source of data</b>	CCMA recommendations, Business Turnaround and Recovery reports, Relief Scheme Reports
<b>Method of Calculation / Assessment</b>	Simple count
<b>Means of verification</b>	The signed submission by the delegated authority of the business enterprise to be supported. Or Signed report from Productivity SA (Business Turnaround and Recovery) indicating number of SMME supported or Signed report from NYDA
<b>Assumptions</b>	N/A
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Cumulative year-to-date
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	80 business enterprises supported
<b>Indicator Responsibility</b>	<b>Chief Director: Labour Activation Programme</b>

<b>Indicator Title</b>	<b>Review of the Labour Activation Programme strategy</b>
<b>Definition</b>	The indicator is about the review and implementation the of Labour Activation Programme Strategy. The purpose of the review is to conduct an assessment of the current Labour Activation Programme strategy to determine whether it is still relevant to the current conditions and identify areas that needs to be changed or enhanced to improve the Labour Activation programme. In year 1, the Fund will review the strategy and year 2 and 3 will be its implementation.
<b>Source of data</b>	Research/Benchmark
<b>Method of Calculation / Assessment</b>	Simple count
<b>Means of verification</b>	<p>Q1: No target</p> <p>Q2: 1<sup>st</sup> draft Labour Activation Programme strategy review produced</p> <p>Q3: 2<sup>nd</sup> draft Labour Activation Programme strategy review produced</p> <p>Q4: Labour Activation Programme strategy reviewed by the UIC</p>
<b>Assumptions</b>	There will be ease of access of data to finalize the review
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> </ul>

	<ul style="list-style-type: none"> <li>• Reflect on the spatial impact area : N/A</li> </ul>
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Labour Activation Programme strategy reviewed by the UIC
<b>Indicator Responsibility</b>	<b>Chief Director: Labour Activation Programme</b>