

2019/2020

ANNUAL PERFORMANCE PLAN



labour

Department:
Labour
REPUBLIC OF SOUTH AFRICA



Compensation Fund
WORKING FOR YOU



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REPUBLIC OF SOUTH AFRICA

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FOREWORD BY THE MINISTER

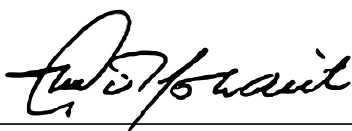
We have adopted the vision 2020 for the Compensation Fund (CF) as a strategy to make the Compensation Fund a world class provider of sustainable compensation for occupational injuries and diseases, rehabilitation and reintegration services. In order to achieve this vision, the Compensation Fund has developed initiatives to provide efficient, quality, client-centric and accessible Compensation for Occupational Injuries and Diseases (COID) services, maintain financial viability and ensure that it takes care of the needs of its staff for effective service delivery.

The Annual Performance Plan (APP) for 2019/2020 marks the final year of the five-year Strategic Plan 2015/16-2019/20. Over the last four years the Compensation Fund has implemented indicators and targets which were set five years ago with the aim of taking us closer to the realisation of the Medium Term Strategic Framework. This last leg of the five-year Strategic Plan 2015/16-2019/20 is a continuation of the CF's resolve to ensure that the Fund contributes to decent employment, reduces workplace injuries and diseases and extends social protection to vulnerable workers.

Over the last four years the Fund has registered and adjudicated 703 440 claims in order to enable injured workers to have access to social protection. This contribution to social security has added R13,2 billion into the economy over the last four years in the form of benefits paid to injured workers.

The Compensation for Occupational Injuries and Diseases Act (COIDA) Amendment Bill has finally been published for public comments during the 2018/2019 financial year. In order to improve social security coverage, the Bill contains the following two amendments, namely, the introduction of domestic workers and a comprehensive rehabilitation and intergration programme. During the 2019/2020 financial year we will incorporate inputs from the public and submit the Bill for further processing in Parliament.

This Annual Performance Plan for 2019/2020 is therefore an ambitious programme of the work of the Compensation Fund. However, the commitments that we are making require a concerted effort and clear focus from all in the Compensation Fund in order to achieve our objectives and mandate.



Ms MN Oliphant, MP

Executive Authority of the Department of Labour

ACCOUNTING AUTHORITY STATEMENT

The Compensation Fund fulfils an important constitutional mandate of ensuring that those employed have access to social security in the event of a workplace injury or disease. In order to fulfil this important mandate, this Annual Performance Plan contains transparent and clearly defined performance indicators, targets and objectives of the Compensation Fund.

Since 2015 we have embarked on a transformation journey to turn around the fortunes of the Compensation Fund in order to ensure that it delivers according to its mandate. The challenges of the CF that were impeding it from service delivery have been well documented over the years. The various initiatives that we have implemented have sought to address these challenges. Despite these challenges, the Compensation Fund remains steadfastly committed to the realisation of its mandate and achieving the strategic action plan, aims and objectives.

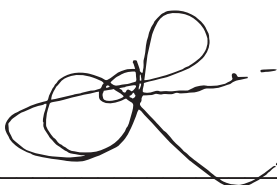
The Compensation Fund has made some progress with the finalisation and payment of medical invoices. Over the past four years the CF has processed an average of 700 000 medical invoices per annum within 60 days of receipt. The claims registered are adjudicated within 40 days of receipt to ensure that injured workers have access to medical aid. There are ongoing efforts to ensure that the CF, competes at the same level as private providers. Some of these efforts include the recent restructuring of the Compensation Fund with the creation of the three specialised core business units, namely, COID Services, Medical Benefits and Rehabilitation.

During the 2018/19 financial year we have introduced several initiatives which were aimed at improving efficiencies and ultimately the customer experience. The initiatives include;

- Development of the Second Phase Action Plan (Turnaround Strategy);
- Launch of the Compensation Fund online CF-Filing system for the registration of employers and submission of Return on Earnings (ROEs) and;
- Launch of the e-Compensation for Occupational Injuries and Diseases (eCOID) Project which is aimed at developing an online claims management system for the Compensation Fund as a replacement to uMehluko.

While it is taking time to turn around the weaknesses in the control environment, there has been some steady progress with regards to the operational performance. During the 2016/2017 financial year, the Compensation Fund was amongst the lowest performing entities in the Department of Labour with a 42% achievement rate of the annual performance targets. At the end of the 2017/18 financial year the performance level had increased to 67%. In the first two quarters of the 2018/2019 financial year the performance has been steady at 86%.

I want to thank the Minister, the Compensation Fund Board; the management and all employees of the CF for their dedication and commitment of the discharge of their CF responsibilities. The year 2019/2020 will be the final year of this Medium Term Strategic Framework and I have no doubt that the Fund will realise further improvements.



Mr TM Lamati
Accounting Authority of the Department of Labour

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:


- Was developed by the management of the Compensation Fund under the guidance of the Minister of Labour, Ms MN Oliphant, MP.
- Takes into account all the relevant policies, legislation and other mandates for which the Compensation Fund is responsible and was prepared in line with the Compensation Fund Strategic Plan.
- Accurately reflects the performance targets which the Compensation Fund will endeavour to achieve over the period 2019/20.

J. Modiba

Signature: 

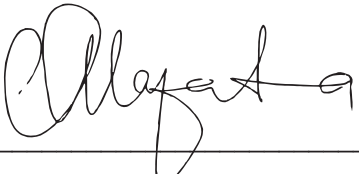
Chief Operations Officer

T. Headbush

Signature: 

Chief Financial Officer

V. Mafata

Signature: 

Compensation Fund Commissioner

T. Lamati

Signature: 

Director-General of Labour

S.P. Holomisa, MP

Signature: 

Deputy Minister

Approved by:

M.N. Oliphant, MP

Signature: 

Executive Authority

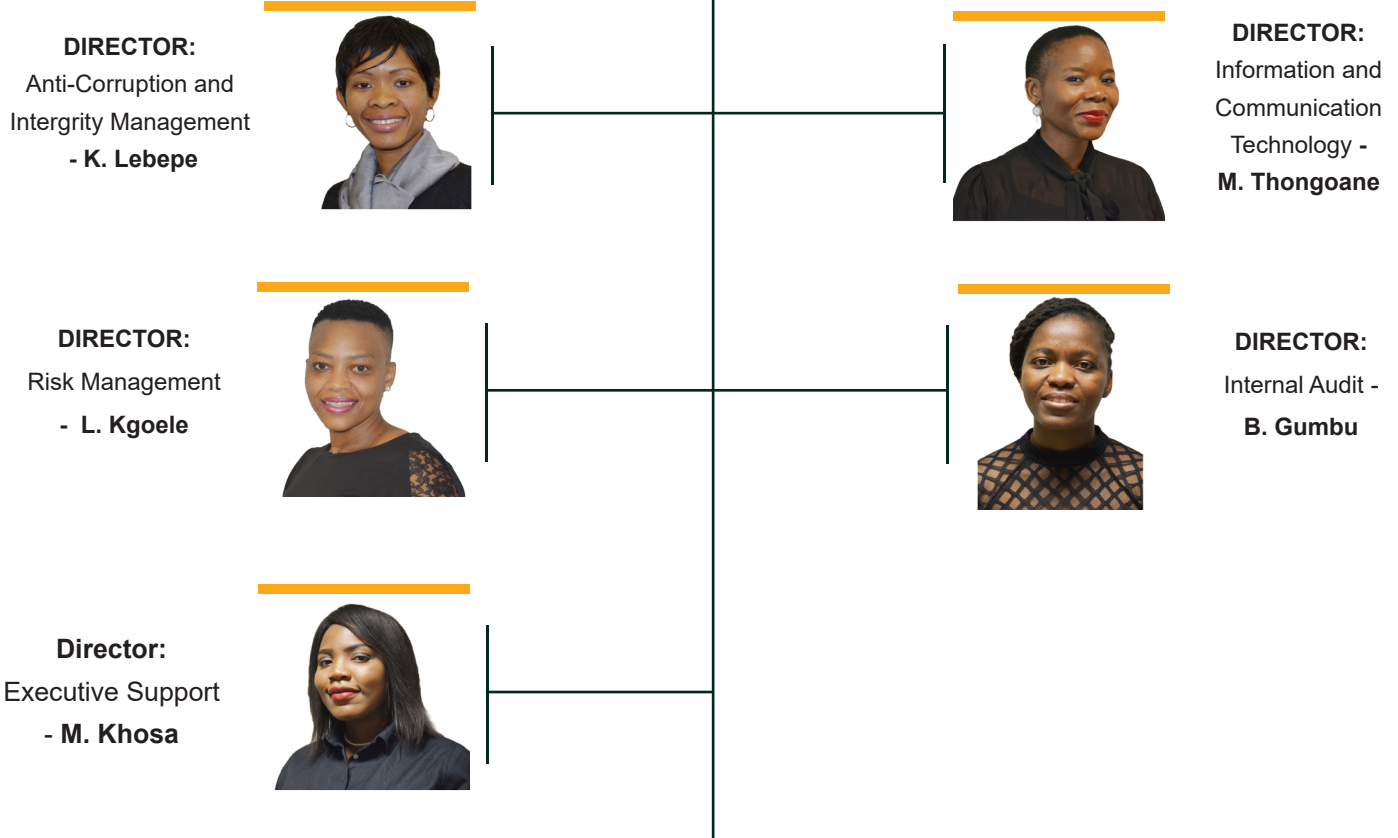
LIST OF ACRONYMS

Acronym	Description
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
CD	Chief Director
CDPO	Chief Director Provincial Operations
CF	Compensation Fund
CFO	Chief Financial Officer
CPI	Consumer Price Index
COID	Compensation for Occupational Injuries and Diseases
COIDA	Compensation for Occupational Injuries and Diseases Act
COO	Chief Operations Officer
DG	Director General /Accounting Officer
DPME	Department of Planning, Monitoring and Evaluation
DoL	Department of Labour
GDP	Gross Domestic Product
IES	Inspection and Enforcement Services
ICT	Information and Communication Technology
IMF	International Monetary Fund
LAP	Labour Activation Programme
KPI	Key Performance Indicator
KRA	Key Result Area
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MP	Member of Parliament
N/A	Not Applicable
NEDLAC	National Economic Development and Labour Advisory Council
NDP	National Development Plan
NEET	Not in employment, education or training
NT	National Treasury
TTD	Temporary Total Disablement
PD	Permanent Disability
PIC	Public Investment Corporation
Q	Quarter
QLFS	Quarterly Labour Force Survey
ROE	Return of Earnings
SA	South Africa

ORGANISATIONAL STRUCTURE



COMPENSATION FUND COMMISSIONER:
V. Mafata



Acting Chief Director:
Medical Benefits
- M. Ruiters



Chief Director:
Orthotics and Rehabilitation
- F. Fakir



Chief Director:
COID Services
- M. Ruiters



Chief Director:
Financial Management
- T. Headbush



Chief Director:
Corporate Services
- N. Qamata



Chief Operations Officer
- J. Modiba

PART A: STRATEGIC OVERVIEW

The South African labour administration system recognises that labour market flexibility for competitiveness of enterprises should be balanced with the promotion and protection of the basic rights of workers and with provision of adequate social safety nets to protect vulnerable workers.

Despite the introduction of progressive labour and employment policy reforms and programmes, the labour market is still characterised by challenges. This includes high levels of unemployment and under-employment, inequality and discrimination, violation of employment standards and fundamental rights at work, and unacceptably high levels of workplace incidents and injuries.

1. UPDATED SITUATIONAL ANALYSIS

1.1. PERFORMANCE DELIVERY ENVIRONMENT

The South African labour administration system recognises that labour market flexibility for competitiveness of enterprises should be balanced with the promotion and protection of the basic rights of workers and with provision of adequate social safety nets to protect vulnerable workers. Despite the introduction of progressive labour and employment policy reforms and programmes, the labour market is still characterised by high levels of unemployment and under-employment, inequality and discrimination, violation of employment standards and fundamental rights at work, and unacceptably high levels of workplace incidents and injuries. In its endeavour to perform its constitutional and legislative mandates, the Compensation Fund's delivery environment continues to be subjected and affected by many external environmental factors.

• Economic Growth:

The International Monetary Fund (IMF) forecast that the world economic growth rate will be at 3.7% during 2019. The IMF furthermore expects SA's economy to expand by 1.4% in 2019, down from its April projection of 1.7%. Amongst major middle-income countries in sub-Saharan Africa, SA has the lowest projected growth rate for 2018, according to the IMF, after Cameroon and Zambia, both projected to grow at 3.8% in 2018

(<https://www.fin24.com/Economy/imf-downgrades-sas-2018-growth-forecast-to-08-20181009>). This will have an impact on the revenue and investment performance of the Compensation Fund's investment portfolio. Plans will have to be put in place to ensure that this risk is adequately mitigated.

PART A: STRATEGIC OVERVIEW

• Shrinking Labour Force:

According to the second quarter Labour Force Survey for 2018, released by Statistics South Africa, the official unemployment rate increased by 0,5% of a percentage point to 27,2% compared to the first quarter of 2018. The results of the Quarterly Labour Force Survey (QLFS) for the second quarter of 2018 released by Statistics South Africa, indicate that the increase in the unemployment rate is as a result of a decline of 90 000 people in employment and an increase of 102 000 people who became unemployed between the first and second quarters of 2018. This was coupled with an increase in the number of discouraged work-seekers to 2,9 million during this period. This shrinking labour force will reduce the revenue collected by the Compensation Fund and lead to a number of people without social security protection.

• Fourth Industrial Revolution:

New technological innovations have an impact on the labour market as many jobs become automated. This might have a negative impact on the labour market as many jobs might become redundant, resulting in an increased unemployment rate. Automation of work might also result in decreased injuries or might have a negative impact where the use of machinery is not supported by adequate training. Training of employers and Compensation Fund employees on the CF claims system and processes will continue to ensure an improvement in the delivery of services.

• Compliance to Occupational Health and Safety Laws:

Lack of safety compliance by the mining industry, and other industries, to the Occupational Health and Safety Amendment Act gives rise to the high injury rate and fatalities in the labour market. There is a need to ensure compliance by employers on COID services. The Compensation Fund is working with the Inspections and Enforcement Services (IES) in this regard by creating awareness on safety in the workplace.

1.2 OVERVIEW OF THE ORGANISATIONAL ENVIRONMENT

The Compensation Fund remains consistent and committed to improving the organisational environment, addressing performance challenges by improving the organisational culture, self-introspection and capacity building. The fundamental outcome that the CF strives to achieve is to ensure access to social security through the provision of social security to all injured and diseased employees.

PART A: STRATEGIC OVERVIEW

The strategic objectives of the Fund are to:

- Provide faster, reliable and accessible COID services; and
- Provide effective and efficient client-oriented support services.

During the 2018/19 Financial Year, the Fund implemented the revised Organisational Structure. By reviewing the structure, the Fund aimed to address strategic and operational requirements and to further ensure that social security obligations in the South African labour market are met. The implementation of the structure resulted in, amongst other issues, the appointment of Chief Directors and key personnel in the areas of Finance, Medical, Rehabilitation and Provincial Operations. With the implementation of the revised structure, there are a number of vacancies that have to be filled. The following Chief Directorates are paramount to service delivery on the revised structure:

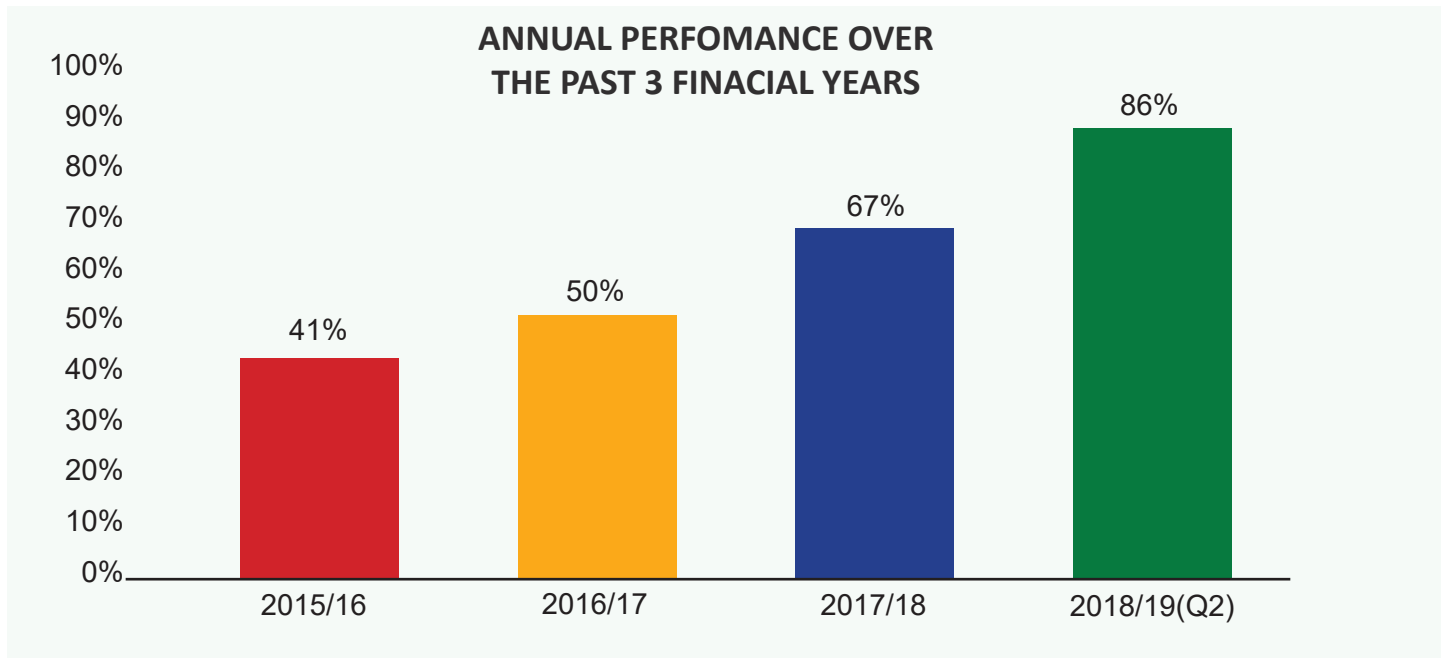
- Chief Directorate: Medical Benefits which provides strategic support and medical expertise on claims processing.
- Chief Directorate: Orthotic and Rehabilitation Services which provides support in the orthotic and rehabilitation services for the Fund.
- Chief Directorate: COID Services which administer compensation claims, medical adjudication, accounts and operations.
- Chief Operations Officer, which provides strategy, monitoring, evaluation and customer care services.
- Chief Directorate: Financial management performing financial reporting, income and expenditure management, supply chain management, as well as investment and actuarial services.

The Compensation Fund implemented Phase 1.0 of the Action Plan resulting in the improved stability in the operations of the Fund. Phase 2.0 of the Action Plan was developed during 2018/19 to further improve operations and internal control weaknesses identified by various stakeholders. The aim of the Action Plan is to review, strengthen, enhance the strategies and improve the control environment to deliver on the mandate. The Action Plan is based on the following 4 pillars:

- Financial Management and Governance.
- Service Delivery and Performance Improvement.
- Anti-Corruption and Integrity Management; and
- Organisational culture, renewal and capacity building.

PART A: STRATEGIC OVERVIEW

During 2017/18, the Compensation Fund achieved 67% of its set performance targets. This was an improvement as compared to prior financial years. At the end of Quarter 2 of the 2018/19 financial year, the CF had achieved 86% of the Annual Performance Plan 2018/19 targets. Over the last three years, this was the how the CF performed:



The Compensation Fund continues to pay benefits in respect of pensions, medical and compensation. As part of the process the tables below reflects the number claims adjudicated, medical invoices finalised for payment of benefits over the past financial years:

Table: Number of claims adjudicated per province:

Claims Received and Adjudicated per Provinces										
	2014/15		2015/16		2016/17		2017/18		2018/19 (Quarter 2)	
Province	Registered	Adjudicated	Registered	Adjudicated	Registered	Adjudicated	Registered	Adjudicated	Registered	Adjudicated
Gauteng	4,569	80,026	86,482	64,805	58,408	74,185	72,132	16,467	15,726	
Free State	2,389	4,698	6,044	4,398	4,378	3,689	3,646	2,087	2,054	
Northern Cape	76,312	2,885	3,491	2,795	2,719	2,662	2,601	900	890	
Western Cape	11,437	14,705	16,459	34,998	34,257	52,595	51,970	20,836	20,503	
Eastern Cape	2,240	3,781	3,566	7,119	6,807	8,275	7,908	4,365	4,147	
KwaZulu-Natal	4,446	10,477	7,589	15,955	15,147	12,711	12,350	7,130	6,867	
Mpumalanga	1,202	3,816	3,705	3,801	3,186	3,742	3,456	2,800	2,754	
North West	2,797	2,844	3,483	4,154	3,981	6,248	5,950	3,324	3,240	
Limpopo	23,897	5,891	7,583	17,402	17,039	19,993	19,676	12,305	12,120	
Total	225,511	129,123	138,402	155,427	145,922	184,100	179,689	70,214	68,301	

PART A: STRATEGIC OVERVIEW

Table: Medical invoices finalised per province:

Claims Received and Adjudicated per Provinces						
	2016/17		2017/18		2018/19 (Quarter 2)	
Province	Received	Finalised	Received	Finalised	Received	Finalised
Eastern Cape	1863	934	28754	25654	21952	21128
Free State	9361	8476	24429	24150	11594	10454
Gauteng	188790	144920	483324	480881	201930	193337
Kwa-Zulu Natal	18181	14266	32398	32780	11075	10495
Limpopo	8737	7493	43904	43875	27304	26437
Mpumalanga	12980	10024	32494	29634	11943	11595
North West	6889	5602	32625	30061	12269	11626
Northern Cape	1429	668	7198	7409	4178	3996
Western Cape	36971	33492	66238	70338	28840	27554
System	462324	460510	-	-	1357	924
GRAND TOTAL	747525	686385	751364	744782	332442	317546

Table: Benefits paid:

The below table indicates amounts paid towards benefits between the Financial Year 2014/15 and 2018/19 (Quarter 2).

Benefit	2014/15	2015/2016	2016/17	2017/18	2018/9 (Quarter 2)
Medical	R 1 075 745 759	R 2 669 979 385	R 2 963 708 265	R 2 425 666 802	R 1 344 179 434.57
Compensation	R 89 656 048	R 133 567 436	R 152 300 380	R 167 090 873	R 77 778 571.27
Pension	R 463 534 420	R 958 831 503	R 1 054 806 065	R 1 084 052 713	R 586 370 858.40
TOTAL	R 1 628 936 227	R 3 762 378 324	R 4 170 814 710	R 3 676 810 388	R 2 008 328 864.24

During 2017/18, 66% of the amount paid was in relation to medical claims, 29% pension and 5% for compensation claims. At the end of Quarter 2 of the 2018/19 Financial Year, 67% of the amount paid was in relations to medical claims, 29% pension and 4% for compensation claims.

PART A: STRATEGIC OVERVIEW

2. REVISIONS OF LEGISLATIVE AND OTHER MANDATES

2.1. CONSTITUTIONAL MANDATE

The mandate of the Compensation Fund is derived from Section 27 (1) (c) of the Constitution of the Republic of South Africa. In terms of this Act, specifically the mentioned section, all South Africans have a right to social security. The Compensation Fund is thus mandated to provide social security to all injured employees, and those who contract diseases as a result of their workplace as well as diseased employees and their dependants.

2.2. LEGISLATIVE MANDATE

The Compensation Fund is a Schedule 3A Public Entity of the Department of Labour. The Fund administers the Occupational Injuries and Diseases Act No 130/1993 as amended by the COIDA 61/1997. The main objective of the Act is to provide compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees, or for death resulting from injuries or diseases, and provide for matters connected therewith.

The Compensation Fund generates its revenue from levies paid by employers. This consists of annual assessments paid by registered employers on the basis of a percentage or fixed rate of the annual earnings of their employees. The COIDA Act, however, makes provision for a minimum assessment to ensure the assessment is not less than the administration costs incurred.

The operations of CF are also informed by the following legislations:

- Constitution of the Republic of South Africa, 1996, as amended;
- Occupational Health and Safety Act, 1993;
- National Economic Development and Labour Council Act (NEDLAC), 1994;
- Labour Relations Act, 1995, as amended;
- Basic Conditions of Employment Act, 1997, as amended
- Employment Equity Act, 1998, as amended;
- Skills Development Act, 1998, as amended;
- Unemployment Insurance Act, 2001, as amended;
- Unemployment Insurance Contributions Act, 2002;

PART A: STRATEGIC OVERVIEW

- Employment Services Act, 2014;
- Public Finance Management Act, 1999, as amended;
- Public Service Act, 1994, as amended;
- Broad Based Black Economic Empowerment Act, 2003;
- Preferential Procurement Policy Framework Act, 2000;
- Prevention and Combating of Corrupt Activities Act, 2004;
- Promotion of Access to Information Act, 2000;
- Promotion of Administrative Justice Act, 2000;
- Promotion of Equality and Elimination of Unfair Discrimination Act, 2000;
- Protected Disclosure Act, 2000; and
- Prevention of Organised Crime, 2004, as amended.



Mr. V. Mafata

Compensation Fund Commissioner

PART A: STRATEGIC OVERVIEW

3. OVERVIEW OF 2019/20 BUDGET AND MEDIUM TERM EXPENDITURE FRAMEWORK ESTIMATES

3.1 EXPENDITURE ESTIMATES

Compensation Fund:

Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure		
	2015/16 (R.'000)	2016/17 (R.'000)	2017/18 (R.'000)		2018/19 (R.'000)	2019/20 (R.'000)	2020/21 (R.'000)
Programme 1: ADMINISTRATION	821 534	1 021 495	6 452 970	2 429 877	3 092 140	3 334 232	3 631 620
Programme 2: COID SERVICES	8 510 520	5 590 621	2 639 951	959 479	992 720	1 042 356	1 094 474
Programme 3: MEDICAL BENEFITS	31 979	47 440	64 622	3 106 119	3 036 432	3 188 253	3 347 666
Programme 4: ORTHOTIC AND REHABILITATION	-	-	-	42 450	64 975	68 201	71 611
Subtotal	9 364 033	6 659 556	9 157 543	6 537 925	7 186 267	7 633 042	8 145 371
Direct charges against revenue							
Total	9 364 033	6 659 556	9 157 543	6 537 925	7 186 267	7 633 042	8 145 371
Change to budget estimate							
Economic Classification							
Current Payments	1 439 682	1 047 231	6 651 123	2 408 018	3 131 719	3 336 396	3 571 293
Compensation of employees	501 302	637 648	726 700	973 497	1 118 251	1 202 120	1 298 289
Goods and services of which:	938 380	409 583	5 924 423	1 434 521	2 013 468	2 134 276	2 273 004
Communication (Telecommunica- tions)	13 347	16 208	18 395	18 340	19 015	20 155	21 466
Computer services	109 618	61 641	121 040	222 333	592 550	628 103	668 930
Consultants, contractors and special services	441 774	75 994	51 937	199 323	268 716	284 839	303 354
Inventory	4 028	3 673	4 916	15 513	22 634	23 992	25 552

PART A: STRATEGIC OVERVIEW

3.1 EXPENDITURE ESTIMATES

Compensation Fund (contunues):

Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure		
	2015/16 (R.'000)	2016/17 (R.'000)	2017/18 (R.'000)	2018/19 (R.'000)	2019/20 (R.'000)	2020/21 (R.'000)	2021/2022 (R.'000)
Maintenance repair and running cost	3 572	5 780	20 682	23 013	45 928	48 683	51 848
Operating leases	78 799	87 228	94 826	248 234	330 232	350 046	372 799
Travel and subsistence	34 052	29 724	36 121	51 049	55 337	58 658	62 470
Advertising and legal services	40 633	80 305	12 389	77 179	478 480	507 189	540 157
Other (Administrative expenditure Items not provided for in the template that includes the impairment of debtors)	212 557	49 030	5 564 117	579 537	200 576	212 611	226 428
Depreciation and Acc Amortisation	12 350	10 264	48 728	112 000	117 500	123 375	129 544
Interest and rent on land				-	-		
Financial transactions in assets and liabilities							
Transfers and subsidies to:	7 909 975	5 500 249	2 444 480	3 935 656	3 802 248	4 030 383	4 292 358
Provinces and municipalities							
Departmental agencies and accounts							
Universities and Technikons							
Public corporations and private enterprises							
Foreign governments and international organisations							
Non-profit institutions							
Households/ Compensation benefits	7 909 975	5 500 249	2 444 480	3 935 656	3 802 248	4 030 383	4 292 358

PART A: STRATEGIC OVERVIEW

3.1 EXPENDITURE ESTIMATES

Compensation Fund (contunues):

Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure		
	2015/16 (R.'000)	2016/17 (R.'000)	2017/18 (R.'000)		2018/19 (R.'000)	2019/20 (R.'000)	2020/21 (R.'000)
Payments for capital assets	2 026	101 812	13 212	82 251	134 800	142 888	152 176
Buildings and other fixed structures				-	-		
Machinery and equipment	2 026	101 812	13 212	82 251	134 800	142 888	152 176
Cultivated assets							
Software and other intangible assets							
Land and subsoil assets of which: Capitalised compensation							
Total	9 364 033	6 659 556	9 157 543	6 537 925	7 186 267	7 633 042	8 145 371

PART A: STRATEGIC OVERVIEW

3.2. RELATING EXPENDITURE TRENDS TO STRATEGIC GOALS

Compensation of Employees:

The total approved 2018/19 Compensation of employee's budget is R 843 370 000. This is to cater for the newly approved functional structure which was implemented in October 2017.

Goods and Services:

The total approved budget for the goods and services is R 1 085 113 000 for the 2018/19 Financial Year. This is mainly to cater for the implementation of the functional structure and continuous business development for Compensation Fund.

The goods and services budget also includes provincial offices and the Department of Labour percentage split in various provincial offices.

Capital Expenditure:

The total approved 2018/19 capital budget for the Compensation Fund is R 82 251 000. This is mainly to cater for the furniture and equipment acquisitions as a result of the Compensation Fund relocation to the Delta Heights building.

STRATEGIC OBJECTIVES OF THE COMPENSATION FUND

Strategic Objective 1	Provide an effective and efficient client oriented support services.
Objective Statement 1	To provide value added services to clients through Human Resources, Risk Management, Financial Services and Audit Services.
Strategic Objective 2	Provide faster, reliable and accessible COID Services by 2020.
Objective Statement 2.1	Promote rehabilitation, re-integration and return to work of injured and diseased workers and contribute to various schemes designed to decrease unemployment including investing mandated funds in socially responsible investments.
Objective Statement 2.2	To process compensation benefits and medical expenses for injured and diseased workers and promote rehabilitation, re-integration and return to work policy for injured and diseased workers.

4. PROGRAMME 1: ADMINISTRATION

4.1. PROGRAMME PURPOSE

The purpose of the programme is to provide an effective and efficient client oriented support services to the entity.

PROGRAMME DESCRIPTION:

- **Compensation Commissioner:** To compensate workers and or their family members for occupational injuries and diseases sustained by the worker whilst on duty.
- **Executive Support:** To provide executive and administrative in support of the Office of the Commissioner.
- **Internal Audit:** To provide an independent and objective assurance service in the Fund.
- **Risk Management:** To provide risk and integrity management services.
- **Anti-Corruption and Integrity Management:** To provide anti-corruption and integrity management services.
- **Office of the Chief Operations Officer:** To strategically oversee the management of operations services.
- **Chief Financial Officer:** To provide financial management services to the Fund.
- **Corporate Services:** To provide corporate services to the Fund.

STRATEGIC OBJECTIVES

Strategic Objective 1	Provide an effective and efficient client oriented support services.
Objective Statement 1.1	To provide value added services to clients through Human Resources, Risk Management, Financial Services and Audit Services.
Baseline	<ul style="list-style-type: none"> • R33 billion proceeds from investments. • 70% achievement of the audit plan (Based on the average of 2013/14-81% and 2014/15- 61%). • Risk Management maturity level 2.

4.2. STRATEGIC OBJECTIVE ANNUAL TARGET FOR 2019-2020

Strategic Objective	Audited/ Actual Performance			Estimated Performance	Medium-term Targets		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/2022
Risk Management							
Provide an effective and efficient client oriented support services.	The Fund risk management maturity level increased annually to 3 by 31 March 2016.	The Fund risk management maturity level increased to 3.5 by 31 March 2017.	The Fund risk management maturity level increased to 3.7 by 31 March 2018.	The Fund risk management maturity level increased to 4 by 31 March 2019.	The Fund risk management maturity level increased to 5 by 31 March 2020.	The Fund risk management maturity level increased to 5 by 31 March 2021.	The Fund risk management maturity level increased to 5 by 31 March 2022.
Internal Audit							
Provide an effective and efficient client-oriented support services.	70.45% (31/44) of the project plan were implemented by 31 March 2016.	78% of projects was executed during the financial year (36/46),	80% of cumulative projects on the risk based audit plan implemented by 31 March 2018.	85% of projects on the risk-based plan implemented by 31 March 2019.	90% of projects on the risk-based plan implemented by 31 March 2020.	90% of projects on the risk-based plan implemented by 31 March 2021.	90% of projects on the risk-based plan implemented by 31 March 2022.

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

4.2. STRATEGIC OBJECTIVE ANNUAL TARGET FOR 2019-2020 (Continues)

Strategic Objective	Audited/ Actual Performance			Estimated Performance	Medium-term Targets		
	2015/16	2016/17	2017/18		2018/19	2019/20	2020/2021
Financial Management							
Provide effective and efficient client oriented support services.	4.02% growth was achieved. [The Investments as at 1 April 2015 amounted to R 49.7 billion and the closing balance as at 31 March 2016 amounted to R 51 billion.]	Investment portfolio return = 7.3% for the year to March 2017 compared to 8.28% target return.	12.6% investment return achieved.	Investment return at a rate of CPI+2% at 31 March 2019.	Return on investment at a rate of CPI+2% at 31 March 2020.	Return on investment at a rate of CPI+2% at 31 March 2021.	Return on investment at a rate of CPI+2% at 31 March 2022.

4.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019-2020

Indicator number	Strategic Objective	Key Performance Indicators	Audited/ Actual Performance			Estimated Performance	Medium-term Targets		
			2015/16	2016/17	2017/18		2018/19	2019/20	2020/2021
Risk Management									
1.1	Provide an effective and efficient client oriented support services.	The Fund risk management maturity level increased to 5 by 31 March 2020.	The Fund risk management maturity level increased annually to 3 by 31 March 2016.	The Fund risk management maturity level increased to 3.5 by 31 March 2017.	The Fund risk management maturity level increased to 3.7 by 31 March 2018.	The Fund risk management maturity level increased to 4 by 31 March 2019.	The Fund risk management maturity level increased to 5 by 31 March 2020.	The Fund risk management maturity level increased to 5 by 31 March 2021.	The Fund risk management maturity level increased to 5 by 31 March 2022.
Internal Audit									
1.2	Provide an effective and efficient client oriented support services.	Percentage implementation of the approved annual risk-based audit plan.	70.45% (31/44) of the project plan were implemented by 31 March 2016.	78% of projects was executed during the financial year (36/46)	80% of cumulative projects on the risk-based audit plan implemented by 31 March 2018.	85% of projects on the risk-based plan implemented by 31 March 2019.	90% of projects on the risk-based plan implemented by 31 March 2020.	90% of projects on the risk-based plan implemented by 31 March 2021.	90% of projects on the risk-based plan implemented by 31 March 2022.

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

4.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019-2020 (Continues)

Indicator number	Strategic Objective	Key Performance Indicators	Audited/ Actual Performance			Estimated Performance	Medium-term Targets		
			2015/16	2016/17	2017/18		2018/19	2019/20	2020/2021
Financial Management									
1.3	Provide an effective and efficient client oriented support services.	Percentage return on investment by 31 March 2020.	4.02% growth was achieved. [The Investments as at 1 April 2015 amounted to R 49.7 billion and the closing balance as at 31 March 2016 amounted to R 51 billion.]	Investment portfolio return = 7.3% for the year to March 2017 compared to 8.28% target return.	12.6% investment return achieved.	Investment return at a rate of CPI+2% at 31 March 2019.	Return on investment at a rate of CPI+2% at 31 March 2020.	Return on investment at a rate of CPI+2% at 31 March 2021.	Return on investment at a rate of CPI+2% at 31 March 2022.

4.4. QUARTERLY TARGETS FOR 2019-2020

Indicator number	Strategic Objective	Key Performance Indicators	Reporting Period	Annual Target 2019-2020	Quarterly Targets				Budget estimate (R'000)
					1st	2nd	3rd	4th	
Risk Management									
1.1	Provide an effective and efficient client oriented support services.	The Fund risk management maturity level increased to 5 by 31 March 2020.	Annual	The Fund risk management maturity level increased to 5 by 31 March 2020.	-	-	-	The Fund risk management maturity level increased to 5 by 31 March 2020.	R20 000 000
Internal Audit									
1.2	Provide an effective and efficient client oriented support services.	Percentage implementation of the approved annual risk-based audit plan.	Quarterly	90% of projects on the risk-based plan implemented by 31 March 2020.	20%	45 %	70%	90%	R5 137 000
Financial Management									
1.3	Provide an effective and efficient client oriented support services.	Percentage return on investment by 31 March 2020.	Annual	Return on investment at a rate of CPI+2% at 31 March 2020.	-	-	-	Return on investment at a rate of CPI+2% by 31 March 2020.	R1 021 000 000

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

4.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

CF PROGRAMMES	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	2021-2022 Budget Forecasts		
	2015/16 (R '000)	2016/17 (R '000)	2017/18 (R '000)	2018/19 (R '000)	2019/20 (R '000)	2020/21 (R '000)	2021/22 (R '000)
Programme 1: Administration							
The Office of the Compensation Commissioner*	8 941	9 852	712	26 946	51 333	53 900	57 134
CD: Chief Financial Officer	20 428	13 798	4 891 168	801 895	838 334	880 250	617 801
CD: Corporate Services	791 726	997 115	1 382 745	1 263 470	1 552 167	1 657 731	1 781 238
CD: Chief Operating Officer							
Total	821 534	1 021 495	6 452 970	2 429 877	3 092 140	3 293 268	3 517 343
Change to 2005 budget estimate							
1 Payable as from 1 April 2005. Salary: R Car allowance: R							
2 Payable as from 1 April 2005. Salary: R Car allowance: R							
Economic Classification							
Current payments	807 158	909 419	6 391 030	2 235 626	2 839 840	3 027 005	3 235 623
Compensation of employees	501 302	637 648	726 700	973 497	1 118 251	1 202 120	1 298 289
Compensation benefits							
Goods and services of which:	305 856	271 771	5 664 330	1 262 129	1 721 589	1 824 885	1 937 334
Communication	24 287	25 016	18 395	9 206	7 110	7 537	8 026
Computer services	92 535	41 682	179 757	197 648	592 550	628 103	668 930
Consultants, contractors and special services	44 795	43 276	121 035	203 237	157 550	167 003	177 858
Inventory	15 457	15 922	4 900	78 565	17 233	18 266	19 454
Maintenance repair and running cost	8 188	8 434	20 682	12 530	44 850	47 541	50 631
Operating Leases	24 045	101 206	56 849	251 080	329 100	348 846	371 521
Travel and subsistence	43 061	23 800	13 379	23 120	25 226	26 739	28 477
Investment expenditure	48 991	7 783	79 869	97 000	-	-	-
Other (the amount includes the impairment for debtors)	4 497	4 652	5 169 464	389 743	547 970	580 850	612 437
Depreciation and amortisation	12 350	10 264	48 728	112 000	117 500	123 375	129 544
Interest and rent on land							

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

4.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF (continues)

CF PROGRAMMES	EXPENDITURE OUTCOME			ADJUSTED AP-PROPRIATION (R '000)	2021-2022 Budget Forecasts		
	2015/16 (R '000)	2016/17 (R '000)	2017/18 (R '000)		2019/20 (R '000)	2020/21 (R '000)	2021/22 (R '000)
Programme 1: Administration	20 428	13 798	4 891 168	801 895	838 334	880 250	617 801
The Office of the Compensation Commissioner*	791 726	997 115	1 382 745	1 263 470	1 552 167	1 657 731	1 781 238
Financial Transactions in assets and liabilities							
Transfers and subsidies to:							
Provinces and municipalities							
Departmental agencies and accounts							
Universities and Technikons							
Public corporations and private enterprises							
Foreign governments and international organisations							
Non-profit institutions							
Households							
Transfers and subsidies to:							
Provinces and municipalities							
Departmental agencies and accounts							
Universities and Technikons							
Public corporations and private enterprises							
Foreign Governments and International Organisations							
Non-profit Institutions							
Households							
Payments for capital assets	2 026	101 812	13 212	82 251	134 800	142 888	152 176
Buildings and other fixed structures							
Machinery and equipment	2 026	101 812	13 212	82 251	134 800	142 888	152 176
Cultivated Assets							
Software and other intangible assets							
Land and subsoil assets of which: capitalised compensation							
Total	821 534	1 021 495	6 452 970	2 429 877	3 092 140	3 293 268	3 517 343

* The Office of the Compensation Commissioner will include inter-alia the offices of the Compensation Commissioner, the Board Secretariat, Internal Audit, Risk Management and Anti-Corruption and Integrity Management.

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

PERFORMANCE AND EXPENDITURE TRENDS

The total approved budget for administrative purposes in the Compensation Fund for the 2018/19 Financial Year was R 1 989 782 000 which has been revised to a total amount of R 2 429 877 000 in order to cover the projected overspending on compensation of employees for the 2018/19 financial period.

During the 2017/18 Financial Year, 100% of the targets in the Annual Performance (3 out of 3) were achieved.

5. PROGRAMME 2: COID SERVICES

5.1. PROGRAMME PURPOSE

To administer compensation claims, medical adjudication and accounts and customer care.

PROGRAMME DESCRIPTION:

- **Compensation benefits:** To monitor compensation benefits services.
- **Employer services:** To provide registration and assessment services of employers within the Fund.
- **Treasury, investment and actuarial services:** To provide strategic management of the Funds treasury, investment and actuarial services.

STRATEGIC OBJECTIVE

Strategic Objective 2	Provide faster, reliable and accessible COID Services by 2020.
Objective Statement 2.1	Promote rehabilitation, re-integration and return to work of injured and diseased workers and contribute to various schemes designed to decrease unemployment including investing mandated funds in socially responsible investments.
Baseline	<ul style="list-style-type: none">• All claims were paid within 45 days.• 481 853 employers assessed.• 60 working days to process claims for payment.

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

5.2. STRATEGIC OBJECTIVE ANNUAL TARGETS 2019-2020

Strategic Objective	Audited/ Actual Performance			Estimated Performance	Medium-term Targets		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/2022
Provide faster, reliable and accessible COID services by 2020.	95% of claims paid within 5 working days. (R3,706 billion out of R3.905 billion).	100% of approved benefits paid within 5 working days by 31 March 2017. (R 4.3 billion was paid within 5 working days).	100% (R3.6 billion) of approved benefits paid within 5 working days.	98% of approved benefits paid within 5 working days yearly.	100% of approved benefits paid within 5 working days yearly.	100% of approved benefits paid within 5 working days yearly.	100% of approved benefits paid within 5 working days yearly.
	46% of active employers were assessed.	95% of the annual target was achieved. [268 218 active employers assessed / 283 685 (60% of the total active employers on databank = 472 808 annual target *100)].	45% of the annual target was achieved. [172 703 active employers assessed/ 386 083 (75% of the total active registered employers on the databank = 386 083/ 514 777*100)].	75% of active registered employers assessed annually by 31 March 2019.	95% of active registered employers assessed annually by 31 March 2020.	95% of active registered employers assessed annually by 31 March 2021.	95% of active registered employers assessed annually by 31 March 2022.
	76% (77 916 out of 103055) claims were adjudicated within 60 working days).	90% of the registered compensation claims were adjudicated within 60 working days. (A total of 130 800 compensation of the 145 922 received during the financial year were adjudicated within 60 working days).	95% (175 624 of the 184 100 registered compensation claims were adjudicated within 60 working days.)	90% of claims adjudicated within 40 working days of receipt.	90% of claims adjudicated within 30 working days of receipt.	90% of claims adjudicated within 30 working days.	90% of claims adjudicated within 30 working days.

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

5.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019-2020 (Continues)

Indicator number	Strategic Objective	Key Performance Indicators	Audited/ Actual Performance			Estimated Performance	Medium-term Targets		
			2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
2.1	Provide faster, reliable and accessible COID services by 2020.	Percentage of approved benefits paid within 5 working days	95% of claims paid within 5 working days. (R3,706 billion out of R3.905).	100% of approved benefits paid within 5 working days by 31 March 2017. (R 4.3 billion was paid within 5 working days).	100% (R3.6 billion) of approved benefits paid within 5 working days.	98% of approved benefits paid within 5 working days yearly.	100% of approved benefits paid within 5 working days yearly.	100% of approved benefits paid within 5 working days' yearly.	100% of approved benefits paid within 5 working days yearly.
2.2		Percentage of active registered employers assessed annually by 31 March 2020 (excluding exempted employers).	46% of active employers were assessed.	95% of the annual target was achieved. [268 218 active employers assessed / 283 685 (60% of the total active employers on databank = 472 808 annual target *100)].	45% of the annual target was achieved. [172 703 active employers assessed/ 386 083 (75% of the total active registered employers on the databank = 386 083/ 514 777*100)].	75% of active registered employers assessed annually by 31 March 2019.	95% of active registered employers assessed annually by 31 March 2020.	95% of active registered employers assessed annually by 31 March 2021.	95% of active registered employers assessed annually by 31 March 2022.
2.3		Percentage of claims adjudicated within 30 working days of receipt.	76% (77 916 out of 103055) claims were adjudicated within 60 working days.)	90% of the registered compensation claims were adjudicated within 60 working days. (A total of 130 800 compensation of the 145 922 received during the financial year were adjudicated within 60 working days).	95% (175 624 of the 184 100 registered compensation claims were adjudicated within 60 working days.)	90% of claims adjudicated within 40 working days of receipt.	90% of claims adjudicated within 30 working days of receipt.	90% of claims adjudicated within 30 working days.	90% of claims adjudicated within 30 working days.

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

5.4. QUARTERLY TARGETS FOR 2019-2020

Indicator number	Strategic Objective	Key Performance Indicators	Reporting Period	Annual Target 2019-2020	Quarterly Targets				Budget estimate (R'000)
					1st	2nd	3rd	4th	
2.1	Provide faster, reliable and accessible COID services by 2020.	Percentage of approved benefits paid within 5 working days.	Quarterly	100% of approved benefits paid within 5 working days yearly	100% of approved benefits paid within 5 working days yearly	100% of approved benefits paid within 5 working days yearly	100% of approved benefits paid within 5 working days yearly	100% of approved benefits paid within 5 working days yearly	R102 1000 000
2.2		Percentage of active registered employers assessed annually by 31 March 2020 (excluding exempted employers).	Annual	95% of active registered employers assessed annually by 31 March 2020.	N/A	N/A	N/A	95% of active registered employers assessed annually by 31 March 2020.	256 000 000
2.3		Percentage of claims adjudicated within 30 working days of receipt	Quarterly	90% of claims adjudicated within 30 working days of receipt.	90% of claims adjudicated within 30 working days of receipt.	90% of claims adjudicated within 30 working days of receipt.	90% of claims adjudicated within 30 working days of receipt.	90% of claims adjudicated within 30 working days of receipt.	R500 000 000

5.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

CF PROGRAMME	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	2021-2022 Budget Forecasts		
	2015/16 (R.'000)	2016/17 (R.'000)	2017/18 (R.'000)	2018/19 (R.'000)	2019/20 (R.'000)	2020/21 (R.'000)	2021/2022 (R.'000)
Programme 2: COID SERVICES							
CD: COID services	8 510 520	5 590 621	2 639 951	896 070	921 835	968 112	1 016 518
CD: Provincial operations	-	-		63 409	70 885	74 244	77 956
Total	8 510 520	5 590 621	2 639 951	959 479	992 720	1 042 356	1 094 474
Change to 2005 budget estimate							
1 Payable as from 1 April 2005. Salary: R Car allowance: R							
2 Payable as from 1 April 2005. Salary: R Car allowance: R							

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

5.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF (Continues)

CF PROGRAMME	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	2021-2022 Budget Forecasts		
	2015/16 (R.'000)	2016/17 (R.'000)	2017/18 (R.'000)	2018/19 (R.'000)	2019/20 (R.'000)	2020/21 (R.'000)	2021/2022 (R.'000)
Economic classification							
Current payments	557 616	90 372	41 358	122 587	190 475	191 976	188 819
Compensation of employees	-	-					
Compensation benefits							
Goods and services of which:	557 616	90 372	41 358	122 587	190 475	191 976	188 819
Communication	-	-	-	8 834	11 905	12 619	13 439
Computer services	-	-	-	-	-	-	-
Consultants, contractors and special services	59 980	60 648	14 908	591	24 092	25 538	27 198
Inventory	-	-	1 983	3 039	2 733	2 897	3 085
Maintenance repair and running cost	-	-	-	1 819	1 078	1 142	1 217
Operating leases	-	-	-	345	1 132	1 200	1 278
Travel and subsistence	3 500	29 724	24 467	25 838	25 180	26 691	28 426
Debt Collectors	494 136		-		-	-	-
Other: (investment management fees and other unclassified items)		-	-	82 121	124 355	121 889	114 176
Interest and rent on land			-			-	-
Financial transactions in assets and liabilities			-			-	-
Transfers and subsidies to:	7 952 904	5 500 249	2 598 593	836 892	802 245	850 380	905 655
Provinces and municipalities						-	-
Departmental agencies and accounts						-	-
Universities and Technikons						-	-

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

5.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF (Continues)

CF PROGRAMME	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	2021-2022 Budget Forecasts		
	2015/16 (R.'000)	2016/17 (R.'000)	2017/18 (R.'000)		2018/19 (R.'000)	2019/20 (R.'000)	2020/21 (R.'000)
Public corporations and private enterprises						-	-
Foreign governments and international organisations						-	-
Non-profit institutions						-	-
Households	7 952 904	5 500 249	2 598 593	836 892	802 245	850 380	905 655
Transfers and subsidies to:							
Provinces and municipalities							
Departmental agencies and accounts							
Universities and Technikons							
Public corporations and private enterprises							
Foreign governments and international organisations							
Non-profit institutions							
Households							
Payments for capital assets							
Buildings and other fixed structures							
Machinery and equipment							
Cultivated assets							
Software and other intangible assets							
Land and subsoil assets of which: capitalised compensation							
Total	8 510 520	5 590 621	2 639 951	959 479	992 720	1 042 356	1 094 474

PERFORMANCE AND EXPENDITURE TRENDS

The total allocated original budget for Programme 2: COID Services, for the 2018/19 Financial Year was R 5 903 137 000, including the compensation benefits allocation. The budget allocation has been revised to R 959 479 Million. This was mainly to realign the compensation benefits estimates to the historic actual audited expenditure outcomes.

During the 2017/18 Financial Year 67% of the targets in the Annual Performance (2 out of 3) were achieved

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

6. PROGRAMME 3: MEDICAL BENEFITS

6.1. PROGRAMME PURPOSE

To provide strategic support and medical expertise to claims processing.

PROGRAMME DESCRIPTION:

- **Medical Services:** To provide research and best practice standards regarding occupational diseases and injuries to support the Fund's compensation and assessment services.
- **Medical claims:** To manage the adjudication of medical claims and the processing of medical accounts.

STRATEGIC OBJECTIVE

Strategic Objective 2	Provide faster, reliable and accessible COID Services by 2020.
Objective Statement 2	To process compensation benefits and medical expenses for injured and diseased workers and promote rehabilitation, re-integration and return to work policy for injured and diseased workers.
Baseline	No baseline.

6.2. STRATEGIC OBJECTIVE ANNUAL TARGETS 2019-2020

Strategic Objective	Audited/ Actual Performance			Estimated Performance	Medium-term Targets		
	2015/16	2016/17	2017/18		2018/19	2019/20	2020/2021
Provide faster, reliable and accessible COID Services by 2020.	97% 512 976 out of 529 785 medical invoices approved for payment within 60 working days.	89% of the medical claims were finalised within 60 working days of receiving invoice. (A total of 612 960 medical claims of the 686 385 received during the financial year were finalised within 60 working days).	93% (699 441) of the 751 364 medical invoices received were finalised within 60 workings of receipts.	85% of medical invoices finalised within 60 working days of receipt.	85% of medical invoices finalised within 40 working days of receipt.	85% of medical invoices finalised within 30 working days of receipt.	85% of medical invoices finalised within 30 working days of receipt.
	N/A	N/A	79% (1 488) of the 1 894 received pre- authorisation requests were responded to within 10 working days.	85% of pre- authorisations responded to within 10 working days on previously finalised cases.	90% of pre- authorisations responded to within 10 working days on previously finalised cases.	90% of pre- authorisations responded to within 10 working days on previously finalised cases.	90% of pre- authorisations responded to within 10 working days on previously finalised cases.

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

6.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019-2020

Indicator number	Strategic Objective	Key Performance Indicators	Audited/ Actual Performance			Estimated Performance	Medium-term Targets		
			2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
3.1	Provide faster, reliable and accessible COVID Services by 2020.	Percentage of medical invoices finalised within 40 working days of receipt.	97% (512 976 out of 529 785) medical invoices approved for payment within 60 working days.	89% of the medical claims were finalised within 60 working days of receiving invoice. (A total of 612 960 medical claims of the 686 385 received during the financial year were finalised within 60 working days).	93% (699 441 of the 751 364) Medical Invoices received were finalised within 60 workings of receipts.	85% of medical invoices finalised within 60 working days of receipt.	85% of medical invoices finalised within 40 working days of receipt.	85% of medical invoices finalised within 30 working days of receipt.	85% of medical invoices finalised within 30 working days of receipt.
3.2		Percentage of pre-authorisations responded to within 10 working days on previously finalised cases.	N/A	N/A	79% (1 488) of the 1 894 received pre-authorisation requests was responded to within 10 working days.	85% of pre-authorisations responded to within 10 working days on previously finalised cases.	90% of pre-authorisations responded to within 10 working days on previously finalised cases.	90% of pre-authorisations responded to within 10 working days on previously finalised cases.	90% of pre-authorisations responded to within 10 working days on previously finalised cases.

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

6.4. QUARTERLY TARGETS FOR 2019-2020

Indicator number	Strategic Objective	Key Performance Indicators	Reporting Period	Annual Target 2019-2020	Quarterly Targets				Budget estimate (R'000)
					1st	2nd	3rd	4th	
3.1	Provide faster, reliable and accessible COVID Services by 2020.	Percentage of medical invoices finalised within 40 working days of receipt.	Quarterly	85% of medical invoices finalised within 40 working days of receipt	85% of medical invoices finalised within 40 working days of receipt	85% of medical invoices finalised within 40 working days of receipt	85% of medical invoices finalised within 40 working days of receipt	85% of medical invoices finalised within 40 working days of receipt	R 3 082 000 000
3.2		Percentage of pre-authorisations responded to within 10 working days on previously finalised cases.	Quarterly	90% of pre-authorisations responded to within 10 working days on previously finalised cases.	90% of pre-authorisations responded to within 10 working days on previously finalised cases.	90% of pre-authorisations responded to within 10 working days on previously finalised cases.	90% of pre-authorisations responded to within 10 working days on previously finalised cases.	90% of pre-authorisations responded to within 10 working days on previously finalised cases.	

6.5 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

CF PROGRAMME	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	2021-2022 Budget Forecasts		
	2015/16 (R.'000)	2016/17 (R.'000)	2017/18 (R.'000)		2018/19 (R.'000)	2019/20 (R.'000)	2020/21 (R.'000)
Programme 3: MEDICAL BENEFITS							
CD: medical benefits	31 979	47 440	64 622	3 106 119	3 036 432	3 188 253	3 347 666
Total	31 979	47 440	64 622	3 106 119	3 036 432	3 188 253	3 347 666
Change to 2005 budget estimate							
1 Payable as from 1 April 2005. Salary: R Car allowance: R							
2 Payable as from 1 April 2005. Salary: R Car allowance: R							
Economic classification							
Current payments	31 979	47 440	64 622	6 119	36 429	38 297	40 786
Compensation of employees		-	-	-			
Compensation benefits		-	-	-			
Goods and services of which:	31 979	47 440	64 622	6 119	36 429	38 297	40 786
Communication	7 900	9 980	11 959	-	-	-	-

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

6.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF (Continues)

CF PROGRAMME	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	2021-2022 Budget Forecasts		
	2015/16 (R.'000)	2016/17 (R.'000)	2017/18 (R.'000)		2018/19 (R.'000)	2019/20 (R.'000)	2020/21 (R.'000)
Computer services	-	-	24	-	-	-	-
Consultants, contractors and special services	-	-	4	-	4 500	4 770	5 080
Inventory	-	-	13 593	20	2 655	2 814	2 997
Maintenance repair and running cost	-	-	2 950	-	-	-	-
Operating leases	-	-	-	-	-	-	-
Travel and subsistence	7 400	8 348	20 477	1 229	2 406	2 550	2 716
Agency and support/ outsourced services	14 000	22 890	13 707		21 000	22 260	23 707
Other	2 679	6 222	1 908	4 870	5 868	5 903	6 286
Interest and rent on land							
Financial transactions in assets and liabilities							
Transfers and subsidies to:				3 100 000	3 000 003	3 149 956	3 306 880
Provinces and municipalities							
Departmental agencies and accounts							
Universities and Technikons							
Public corporations and private enterprises							
Foreign governments and international organisations							
Non-profit institutions							
Households				3 100 000	3 000 003	3 149 956	3 306 880
Transfers and subsidies to:							
Provinces and municipalities							
Departmental agencies and accounts							
Universities and Technikons							
Public corporations and private enterprises							
Foreign governments and international organisations							
Non-profit institutions							

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

6.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF (Continues)

CF PROGRAMME	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	2021-2022 Budget Forecasts		
	2015/16 (R.'000)	2016/17 (R.'000)	2017/18 (R.'000)		2018/19 (R.'000)	2019/20 (R.'000)	2020/21 (R.'000)
Households							
Payments for capital assets							
Buildings and other fixed structures							
Machinery and equipment							
Cultivated assets							
Software and other intangible assets							
Land and subsoil assets of which: Capitalised compensation							
Total	31 979	47 440	64 622	3 106 119	3 036 432	3 188 253	3 347 666

PERFORMANCE AND EXPENDITURE TRENDS

The total allocated budget for Programme 3: Medical benefits for the 2018/19 Financial Year was R 3 106 697 000, including the medical payments allocation. This has been revised to R 3 106 119 000 as a result of reduction in goods and services.

During the 2017/18 Financial Year, 50% of the targets in the Annual Performance (1 out of 2) were achieved.

7. PROGRAMME 4: ORTHOTIC AND REHABILITATION SERVICES

7.1 PROGRAMME PURPOSE

To provide support in the Orthotic and Rehabilitation services for the Fund.

PROGRAMME DESCRIPTION:

Labour Activation Programmes: To provide strategic leadership and guidance on the implementation of the labour activation programmes.

Orthotics and Prosthetic: To manage and advise on the Orthotics and Prosthetic services.

Rehabilitation and re-integration: To develop, implement and monitor a rehabilitation programme for injured employees and advise the Compensation Fund on all matters pertaining to the rehabilitation of injured employees.

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

STRATEGIC OBJECTIVE

Strategic Objective 2	Provide faster, reliable and accessible COID Services by 2020.
Objective Statement	To process compensation benefits and medical expenses for injured and diseased workers and promote rehabilitation, re-integration and return to work policy for injured and diseased workers.
Baseline	No baseline.

7.2. STRATEGIC OBJECTIVE ANNUAL TARGETS 2019-2020

Strategic Objective	Audited/ Actual Performance			Estimated Performance	Medium-term Targets		
	2015/16	2016/17	2017/18		2018/19	2019/20	2020/2021
Provide faster, reliable and accessible COID Services by 2020.	N/A	N/A	75% (983) of the 1 307 requests received for prosthetic and assistive devices was adjudicated within 15 working days.	85% of compliant assistive devices requests responded to within 15 working days of receipt.	85% of compliant of assistive devices requests responded to within 15 working days of receipt.	85% of compliant assistive devices requests responded to within 15 working days of receipt.	85% of compliant assistive devices requests responded to within 15 working days of receipt.

7.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019-2020

Indicator number	Strategic Objective	Key Performance Indicators	Audited/ Actual Performance			Estimated Performance	Medium-term Targets		
			2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
4.1	Provide faster, reliable and accessible COID Services by 2020.	Percentage of compliant requests for assistive devices responded to within 15 working days of receipt.	N/A	N/A	75% (983) of the 1 307 requests received for prosthetic and assistive devices was adjudicated within 15 working days.	85% of compliant assistive devices requests responded to within 15 working days of receipt.	85% of compliant of assistive devices requests responded to within 15 working days of receipt.	85% of compliant assistive devices requests responded to within 15 working days of receipt.	85% of compliant assistive devices requests responded to within 15 working days of receipt.

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

7.4. QUARTERLY TARGETS FOR 2019-2020

Indicator number	Strategic Objective	Key Performance Indicators	Reporting Period	Annual Target 2019-2020	Quarterly Targets				Budget estimate (R'000)
					1st	2nd	3rd	4th	
4.1	Provide faster, reliable and accessible COID Services by 2020	Percentage of compliant requests for assistive devices responded to within 15 working days of receipt	Quarterly	85% of compliant requests for assistive devices responded to within 15 working days of receipt	85% of compliant requests for assistive devices responded to within 15 working days of receipt	85% of compliant requests for assistive devices responded to within 15 working days of receipt	85% of compliant requests for assistive devices responded to within 15 working days of receipt	85% of compliant requests for assistive devices responded to within 15 working days of receipt	R55 000 000

7.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

CF PROGRAMME	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	2021-2022 Budget Forecasts		
	2015/16 (R.'000)	2016/17 (R.'000)	2017/18 (R.'000)		2019/20 (R.'000)	2020/21 (R.'000)	2021/2022 (R.'000)
Programme 4: ORTHOTIC AND MEDICAL REHABILITATION							
CD: Orthotic, LAP and Rehabilitation	-	-	-	42 450	64 975	68 201	71 611
Total	-	-	-	42 450	64 975	68 201	71 611
Change to 2005 budget estimate							
1 Payable as from 1 April 2005. Salary: R Car allowance: R							
2 Payable as from 1 April 2005. Salary: R Car allowance: R							
Economic classification							
Current payments							
Compensation of employees							
Compensation benefits							
Goods and services of which:				42 450	64 975	68 201	71 611
Communication							
Computer services							
Consultants, contractors and special services and other				40 000	62 435	65 509	68 744
Inventory					14	15	16

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

7.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF (Continues)

CF PROGRAMME	EXPENDITURE OUTCOME			ADJUSTED APPROPRIATION	2021-2022 Budget Forecasts		
	2015/16 (R.'000)	2016/17 (R.'000)	2017/18 (R.'000)	2018/19 (R.'000)	2019/20 (R.'000)	2020/21 (R.'000)	2021/2022 (R.'000)
Maintenance repair and running cost							
Operating leases							
Travel and subsistence				2 450	2 526	2 677	2 851
Interest and rent on land							
Financial transactions in assets and liabilities							
other (investment management fees)							
Transfers and subsidies to:							
Provinces and municipalities							
Departmental agencies and accounts							
Universities and Technikons							
Public corporations and private enterprises							
Foreign governments and international organisations							
Non-profit institutions							
Households							
Transfers and subsidies to:							
Provinces and municipalities							
Departmental agencies and accounts							
universities and Technikons							
public corporations and private enterprises							
Foreign governments and international organisations							
non-profit institutions							
Households							
Payments for capital assets							
Buildings and other fixed structures							
Machinery and equipment							
Cultivated assets							
Software and other intangible assets							
Land and subsoil assets of which: capitalised compensation							
Total	-			42 450	64 975	68 201	71 611

PERFORMANCE AND EXPENDITURE TRENDS

The total allocated budget for Programme 4: Orthotic and medical rehabilitation services for the 2018/19 Financial Year was R 2 450 000. This has been revised to R 42 450 000, during the budget adjustments period.

During the 2017/18 Financial Year 0% of the targets in the Annual Performance (0 out of 1) were achieved.

PART C: LINKS TO OTHER PLANS

Links to the long-term infrastructure and other capital plans

NO.	PROJECT NAME	PROGRAMME	PROJECT DESCRIPTION / TYPE OF STRUCTURE	OUTPUTS	ESTIMATED PROJECT COST	EXPENDITURE TO DATE	PROJECT DURATION	
New and replacement assets (R)								
01	Leasing of office accommodation for CF.	CF	<ul style="list-style-type: none"> Leasing of office accommodation through PIC. (rental payments). Leasehold improvements to the leased building. 	Office accommodation acquired for CF.	R200 million rental payment: 80 million Lease improvements: 90 Million.	Lease improvements: 90 million.	April 2017	December 2020
02	Replacement of office furniture and other equipment.	CF	Supply and install office furniture and other equipment for CF.	New office furniture and equipment for all CF officials.	R35 million.		April 2017	March 2019
Total new and replacement assets								
Maintenance and repairs (R)								
	N/A							
Total maintenance and repairs								
Rehabilitation, renovations and refurbishments (R)								
01	Reinstatement of leased buildings.	CF	Restoration of the leased building to its original state before relocation. <ul style="list-style-type: none"> Erf 50 Taljaart Taljaart park Watloo Benstra 	Restored leased building to its normal state.	R2 million	Erf 50 Taljaart: R 346 169.39 Watloo: R 211 113.32	April 2018	March 2020
Total rehabilitation, renovations and refurbishments (R)								

ANNEXURE D

1. VISION

To be a world class provider of sustainable compensation for occupational injuries and diseases, rehabilitation and reintegration services.

2. MISSION

- o To provide efficient, quality, client-centric and accessible COID services.
- o To sustain financial viability.
- o To ensure an organisation which takes care of the needs of its staff for effective service delivery.

3. VALUES

We shall at all times adhere to and live the Batho Pele Principles.

4. STRATEGIC ORIENTATED GOALS

ALIGNMENT OF GOVERNMENT OUTCOMES, DOL STRATEGIC OBJECTIVES (KRA'S), CF STRATEGIC OUTCOMES AND CF STRATEGIC OBJECTIVES

Government Service Delivery Outcomes	DOL Strategic Objectives	CF Strategic Outcomes	CF Strategic Objectives
Outcome 4: Decent employment through inclusive economic growth.	Objective (KRA 3): Protecting vulnerable workers.	Strengthening of social security through compensating for occupational injuries and diseases.	Provide faster, reliable and accessible COID Services by 2020.
Outcome 13: A comprehensive, responsive and sustainable social protection system.	KRA 5: Strengthening social protection.		
Outcome 12: An efficient, effective and development oriented public service.	KRA 8: Strengthening the institutional capacity of the Department.	Strengthening the institutional capacity of the Fund.	Provide an effective and efficient client oriented support services.

ANNEXURE E

TECHNICAL INDICATOR DESCRIPTION

PROGRAMME 1: ADMINISTRATION											
Title (Key Performance Indicator)	Definition	Purpose / Importance	Data Source	Calculation Method	Data Limitations	Type of indicator	Calculation Type	Reporting Cycle	New Indicator	Desired performance)	Responsibility
Risk Management											
1.1) The Fund risk management maturity level increased to 5 by 31 March 2020.	The KPI is a measuring tool of annual milestones which need to be achieved in order to attain the desired maturity level by 2019/2020.	The KPI will show the milestones achieved in pursuit of the desired risk maturity level	1) CF maturity self-assessment report at the end of the financial year.	<p>Maturity self-assessment to be done using the CF self-assessment model.</p> <p>The following assessment criteria which constitutes the desired maturity level:</p> <p>Level 3: Control At this level the institution-wide risk assessments have been completed and the necessary institutional capacity and structures to support risk management are in place. Risk management processes, practices and systems satisfy all legislative requirements at this stage but have limited influence on the control environment. Risk management practices add little value in the institution. Risk assessments generate excessive data that provide limited intelligence with regard to decision making.</p> <p>Level 4: Information Risk management is firmly embedded in the institution. Metrics to measure the value-add of risk management are in place. Aggregated risk management information is circulated to relevant officials and oversight structures as a matter of routine. Metrics are in place to measure and monitor the value of add of risk management. Risks provide intelligence with regard to decision making.</p> <p>Level 5: Risk Intelligent The processes/practices at this level are highly mature, and the focus is on continually improving them through incremental and innovation. The processes/practices are at the optimum level and the Fund is able to sustain or strengthen such processes/practices</p>	Dependency on internal systems (DOL Citrix, Internet Explorer, CF self-assessment model).	Output	Cumulative	Annual	No	The aim is to ensure that the Fund risk management maturity level increased to 5 by the end of the financial year.	Director: Risk Management

ANNEXURE E

TECHNICAL INDICATOR DESCRIPTION

PROGRAMME 1: ADMINISTRATION											
Title (Key Performance Indicator)	Definition	Purpose / Importance	Data Source	Calculation Method	Data Limitations	Type of indicator	Calculation Type	Reporting Cycle	New Indicator	Desired performance)	Responsibility
Internal Audit											
1.2) Percentage implementation of the approved annual risk-based audit plan.	<p>This is an indication of the percentage of projects executed on the approved annual risk-based audit plan, including additional ad hoc projects</p> <p>Approved risk-based audit plan refers to the annual audit plan comprising of the audit projects to be executed during the year which has been signed-off and approved by Audit Committee.</p>	The performance measures the implementation of the approved annual risk-based audit plan	<p>1. Summary table of completed projects as per the plan, including additional ad hoc projects.</p> <p>2. Completed Audit report and/ or acknowledgement of report signed-off by delegated official</p>	<p>Numerator: Number of Audit projects completed to date.</p> <p>Denominator: Number of approved projects for the year.</p> <p>Calculation: Percentage implementation of the approved annual risk-based audit plan = numerator divided by denominator multiplied by 100.</p> <p>* The quarterly performance is measured as cumulative e.g. The quarter 3 output is calculated by adding Q1+Q2+Q3 outputs together.</p>	<p>1) Management availability and co-operation</p> <p>2) Audit committees not held</p>	Output	Cumulative	Quarterly	No	The aim is to ensure that 90% of projects on the risk based plan are implemented by 31 March 2020	Chief Audit Executive- (Director: Internal Audit)

ANNEXURE E

TECHNICAL INDICATOR DESCRIPTION

PROGRAMME 1: ADMINISTRATION											
Title (Key Performance Indicator)	Definition	Purpose / Importance	Data Source	Calculation Method	Data Limitations	Type of indicator	Calculation Type	Reporting Cycle	New Indicator	Desired performance)	Responsibility
Financial management											
1.3) Percentage return on investment by 31 March 2020.	This indicates that on an annual basis the Compensation Fund should receive a return on investment of CPI (as per (StatsSA) plus 2%. This will ensure that the Fund is more profitable. Return on investment: For the current financial year is the total income resulting from investments and includes dividends, interest and capital gains or losses.	The performance measures the return on investment	<ul style="list-style-type: none"> The annual CPI as per the StatsSA publication as at 31 March of the current financial year. The PIC report as at 31 March of the current financial year. 	<p>Numerator: Total return on investment for current financial year.</p> <p>Denominator: total investment balance at the end of the previous financial year.</p> <p>Calculation: Percentage return on investment by 31 March 2020= Numerator divided by Denominator multiplied by 100.</p> <p>Percentage investment return is compared to annual target (CPI+2%).</p> <p>If percentage return is equal/ more than annual target, it means the annual target has been achieved/ exceeded, if less than the annual target, the annual target has not been achieved,</p>	Delays in the publication of the CPI Report	Output	Cumulative	Annual	No	The aim is to ensure that there is a return on investment of CPI+2% by 31 March 2020	Chief Financial Officer

ANNEXURE E

TECHNICAL INDICATOR DESCRIPTION

PROGRAMME 2: COID SERVICES											
Title (Key Performance Indicator)	Definition	Purpose / Importance	Data Source	Calculation Method	Data Limitations	Type of indicator	Calculation Type	Reporting Cycle	New Indicator	Desired performance)	Responsibility
2.1. Percentage of approved benefits paid within 5 working days.	<p>This indicator indicates the monetary value paid of compensation benefits as a % of all compensation benefits approved in rand and cents within 5 working days of receipt in finance.</p> <p>Approved benefits paid refers to: Financial Control pays only for the approved claims and approved medical invoices i.e. where Operations authorises Financial Control to pay</p> <p>Approval date refers to the date when Operations approves the claim for payment.</p> <p>The date paid refers to the date when the claim payment is reflected in the CF bank account as being paid to the claimant</p> <p>Benefits: Medical Invoices Compensation benefits: TTD, PD lump sum, funeral expenses/benefits, Widow/er lump sums. Pensions: PD/Fatal, Section 56, Commutations Partial Dependency.</p>	The performance measures the effectiveness of processes ensuring approved benefits (rands and cents) are paid within a specific turn-around time, and also the degree to which the notion of access as per NDP and outcome 13 is fulfilled.	The data source will be Umehluko which is Comp-Care and Fin-Care which interface into Ability, the reports from both systems are stored for some time and later they are phased out. Financial control ensures that the reports are saved on the Y-drive.	<p>Numerator: Total number of benefits (R) paid within 5 working days</p> <p>Denominator: Total number of benefits (R) approved for payment</p> <p>Calculation: Percentage of approved benefits paid within 5 working days = Numerator divided by Denominator multiplied by 100.</p> <p>NB 1) All claims submitted by Operations to Finance must be paid within 5 working days. 2) If Operations approved 10 claims at the value of R10 000. Finance will pay R10 000, when the bank accepts the payment file, CF bank account will reflect expenditure of R10 000.</p> <p>* The quarterly performance is measured as cumulative e.g. The quarter 3 output is calculated by adding Q1+Q2+Q3 claims paid together.</p>	1) Inadequate ICT Infrastructure. 2) Ineffective financial system capabilities.	Outcome with specific focus on access (specifically outcome 13).	Cumulative	Quarterly	No	The aim is to ensure that 98 % of approved benefits are paid within 5 working days.	Chief Financial Officer

ANNEXURE E

TECHNICAL INDICATOR DESCRIPTION

PROGRAMME 2: COID SERVICES											
Title (Key Performance Indicator)	Definition	Purpose / Importance	Data Source	Calculation Method	Data Limitations	Type of indicator	Calculation Type	Reporting Cycle	New Indicator	Desired performance)	Responsibility
2.2) Percentage of active registered employers assessed annually by 31 March 2020 (excluding exempted employers).	<p>This indicator measures the percentage of employer's contributions billed</p> <p>Active registered employers are employers who are registered with Compensation Fund, and up-to-date or compliant to the submission of ROE's as per section 82 of COIDA.</p> <p>Inactive registered employers are employers registered and has notified the Compensation Fund that they do not have employees or have ceased operating/ trading, or did not submit ROE's for the past consecutive 4 years of assessment.</p> <p>Assess means to determine liability of the employer in terms of COIDA.</p> <p>Exempted employers are all National Departments, all Provincial Departments, Mutual Associations and municipalities exempted by the Director-General from paying assessments to the CF. Exempted employers are charged administration fees for handling their claims according to Section 88 of COIDA.</p>	The information enables CF to keep track of the revenue generated and to assess the level of compliance to COIDA by registered employers. The performance measures what percentage of registered active employers are assessed within a year.	SAP-FSCD	<p>Numerator: number of active registered employers assessed to date.</p> <p>Denominator: Total of active registered employers as 31 March 2020.</p> <p>Calculation: Percentage of active registered employers assessed annually by 31 March 2020 (excluding exempted employers) = Numerator divided by Denominator multiplied by 100.</p> <p>NB: If one employer submits four return of earnings and assessed, it will be treated as one employer.</p>	<p>1) This is a legal requirement (Section 80,82 and 83) COIDA.</p> <p>2) Some employers are not submitting ROE's to the Fund which impacts negatively on the CF's ability to achieve the targets.</p> <p>3) The denominator will only be known at the end of the 2019/20 Financial Year as the employer database is continuously being updated.</p>	Output	Cumulative	Annual	No	The aim is to ensure that 95% of active registered employers are assessed annually.	Chief-Director: COID Services

ANNEXURE E

TECHNICAL INDICATOR DESCRIPTION

PROGRAMME 2: COID SERVICES											
Title (Key Performance Indicator)	Definition	Purpose / Importance	Data Source	Calculation Method	Data Limitations	Type of indicator	Calculation Type	Reporting Cycle	New Indicator	Desired performance)	Responsibility
2.3. Percentage of claims adjudicated within 30 working days of receipt.	<p>This indicator measures the implementation of COIDA and the percentage of adjudicated claims within a specified time (the turnaround time).</p> <p>Claims refer to all claims (acknowledged online and internally captured) registered with Compensation Fund.</p> <p>Adjudication refers to a process of changing a claim status from undecided to accepted, not accepted, repudiated.</p> <p>30 days of receipt refers to a date a claim is acknowledged online, or a date captured internally in the current financial year until the claim has been adjudicated.</p> <p>It excludes compensation claims registered in the previous financial year.</p> <p>The turn-around time is measured from the date of receipt of a claim [electronically and manually (stamped-as per the norms and standards)] until the date it is adjudicated.</p>	The performance measures how effectively claims are adjudicated and also the degree to which the notion of access as per NDP and Outcome 13 is fulfilled.	Systems generated report	<p>Numerator: Number of claims adjudicated within 30 working days.</p> <p>Denominator: Number of claims received in the current financial year.</p> <p>Calculation: Percentage of received compensation claims adjudicated within 30 working days= Numerator divided by Denominator multiplied by 100.</p> <p>* The quarterly performance is measured as cumulative e.g. The quarter 3 output is calculated by adding Q1+Q2+Q3 outputs together.</p> <p>Systems generated report ascertaining the total number of compensation claims adjudicated within a turnaround time.</p>	Inadequate ICT infrastructure.	Outcome with specific focus on access (specifically outcome 13).	Cumulative	Quarterly	No	The aim is to ensure that 90 % of claims adjudicated within 30 working days of receipt.	Chief Director COID Services

ANNEXURE E

TECHNICAL INDICATOR DESCRIPTION

PROGRAMME 3: MEDICAL BENEFITS											
Title (Key Performance Indicator)	Definition	Purpose / Importance	Data Source	Calculation Method	Data Limitations	Type of indicator	Calculation Type	Reporting Cycle	New Indicator	Desired performance)	Responsibility
3.1. Percentage of medical invoices finalised within 40 working days of receipt.	<p>This indicator measures the percentage of medical invoices finalised within 40 working days.</p> <p>Medical invoices refer to all invoices received from Medical Service Providers [electronically or manually (stamped-as per the norms and standards)] which should be accompanied by all relevant medical documents.</p> <p>Finalised refers to invoices rejected, sent to finance, payment requested, paid, reconciled and validated within turnaround time.</p> <p>40 working days of receipt refers to a medical invoice from an accepted claim (where the status is "liability accepted") received in the current financial year.</p> <p>The turn-around time is measured from the date of receipt of medical invoices (manually and electronically) until the medical invoice is finalised.</p> <p>It excludes medical invoices received in the previous financial year.</p>	The performance indicator measures how effectively the Fund is processing medical invoices and finalising them within a specified time and also the degree to which the notion of access as per NDP and Outcome 13 is fulfilled.	Systems generated report (Umehluko Reports).	<p>Numerator: Number of medical claims finalised within 40 working days.</p> <p>Denominator: All medical invoices received in the financial year to date.</p> <p>Calculation: Percentage of medical invoices finalised within 40 working days of receipt = Numerator divided by Denominator multiplied by 100.</p> <p>*The quarterly performance is measured as cumulative e.g. The quarter 3 output is calculated by adding Q1+Q2+Q3 outputs together.</p> <p>Systems generated report ascertaining the total number of medical invoices approved for payment within a turnaround time.</p>	Inadequate ICT infrastructure.	Outcome with specific focus on access (specifically outcome 13).	Cumulative	Quarterly	No	The aim is to ensure that 85 % of medical invoices are finalised within 40 working days of receipt	Chief Director: Medical Benefits

ANNEXURE E

TECHNICAL INDICATOR DESCRIPTION

PROGRAMME 3: MEDICAL BENEFITS											
Title (Key Performance Indicator)	Definition	Purpose / Importance	Data Source	Calculation Method	Data Limitations	Type of indicator	Calculation Type	Reporting Cycle	New Indicator	Desired performance)	Responsibility
3.2) Percentage of pre-authorisations responded to within 10 working days on previously finalised cases.	<p>This indicator measures the percentage of pre-authorisation requests responded to within a specific turn-around time.</p> <p>Affected are previously finalised cases (claims where the maximum medical improvement has been achieved, a final medical report has been provided and final decision has been made) (only pre-authorisation received during the current financial year).</p> <p>Respond: Refers to a process of approving or rejecting or request additional information.</p> <p>Received - Refers to the date stamped as date received on the request (this will be by fax/ email/ walk-in's - Manual or electronically).</p> <p>Pre-authorisation refers to authorisation of medical procedure/treatment, hospitalisation, chronic medications/ consumables.</p> <p>10 Working days: Starts from the date the pre-authorisation request is received on accepted claims in the system (Y-Drive) and ends on the date responded to.</p>	The performance measures how effectively clients requesting pre-authorisations on previously finalised cases are assisted by the Fund and also the degree to which the notion of access as per NDP and Outcome 13 is fulfilled.	Manual signed off consolidated spreadsheet on Y-drive	<p>Numerator: Number of pre-authorisations responded to within 10 working days on previously finalised cases.</p> <p>Denominator: All pre-authorisations on previously finalised cases received to date.</p> <p>Calculation: Percentage of pre-authorisation responded to within 10 working days on previously finalised cases = Numerator divided by Denominator multiplied by 100.</p> <p>* The quarterly performance is measured as cumulative e.g. The quarter 3 output is calculated by adding Q1+Q2+Q3 outputs together.</p> <p>Systems generated report ascertaining the total number of pre-authorisation requests responded within a turnaround time.</p>	Manual spreadsheet can be manipulated.	Outcome with specific focus on access (specifically outcome 13).	Cumulative	Quarterly	No	The aim is to ensure that 90% of pre-authorisations are responded to within 10 working days on previously finalised cases.	Chief Director: Orthotics and Rehabilitation Services

ANNEXURE E

TECHNICAL INDICATOR DESCRIPTION

PROGRAMME 4: ORTHOTICS AND REHABILITATION SERVICES											
Title (Key Performance Indicator)	Definition	Purpose / Importance	Data Source	Calculation Method	Data Limitations	Type of indicator	Calculation Type	Reporting Cycle	New Indicator	Desired performance)	Responsibility
4.1) Percentage of compliant requests for assistive devices responded to within 15 working days of receipt,	<p>The indicator measures the percentage of compliant assistive devices requests responded to within 15 working days (it excludes requests received in the previous financial year).</p> <p>Compliant: A valid request for an assistive device is as follows:</p> <ul style="list-style-type: none"> • Valid quotation that is aligned to the gazetted tariffs. • COID prosthetic and assistive device request form. • Medical report provided (for the first request only). • Request for information letter. <p>Request received: refers to the date stamped on the request as date received (by fax / email/ walk-in's).</p> <p>Responded to: refers to approved, rejected or request additional information.</p> <p>Assistive devices: this refers to prosthetics; orthotics; hearing aids; visual aids; wheelchairs; communication aids and associated consumables</p> <p>15 Working days: commences on the day when the request is received and ends when the request has been responded to.</p>	The performance measures how effectively clients requesting assistive devices or prosthesis are assisted by the Fund and also the degree to which the notion of access as per NDP and Outcome 13 is fulfilled.	Manual signed-off spread sheets from the Provinces.	<p>Numerator: Number of compliant assistive devices requests responded to within 15 working days.</p> <p>Denominator: Number compliant requests received in the financial year.</p> <p>Calculation: Percentage of compliant requests for assistive devices responded to within 15 working days of receipt = Numerator divided by Denominator multiplied by 100.</p> <p>* The quarterly performance is measured as cumulative e.g. The quarter 3 output is calculated by adding Q1+Q2+Q3 outputs together.</p>	Manual spreadsheet can be manipulated.	Outcome with specific focus on access (specifically outcome 13).	Cumulative	Quarterly	No	The aim is to ensure that 85% of compliant assistive devices requests received are responded to within 15 working days.	Chief Director Orthotics and Rehabilitation Services



Compensation Fund

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