

COUNCIL FOR MEDICAL SCHEMES

**REGULATORY PLAN AND BUDGET
2007/8**



COUNCIL FOR MEDICAL SCHEMES

STRATEGIC OBJECTIVES

Secure an appropriate level of protection of beneficiaries of medical schemes and the public by authorizing the conduct of medical schemes business and monitoring the financial performance of schemes.

Provide support and guidance to trustees and promote understanding of the medical schemes environment by trustees, beneficiaries and the public.

Foster compliance with the Act by medical schemes, administrators and brokers and initiate enforcement action where required.

Investigate and resolve complaints raised by beneficiaries and the public.

Monitor the impact of the Act, research developments, and recommend policies options to improve the regulatory environment.

Foster the continued development of the CMS as an employer of choice.

Develop strategic alliances nationally, regionally and internationally.

COUNCIL FOR MEDICAL SCHEMES

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PART 1: REGULATORY PLAN

Benefits Management

Provide support and guidance to trustees, and promote understanding of the medical schemes environment by trustees, beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Promote sound corporate governance of medical schemes	Participate in BOT training workshops on scheme rules in line with training targets	Appropriate and effective training of Trustees on scheme rules	Improved governance of schemes by BOT's
	Participate in BOT training workshops on clinical governance module, and other clinical issues	Appropriate and effective training of trustees on clinical governance and other clinical issues	Improved clinical governance of schemes
Ensure fair treatment of beneficiaries by determining minimum standards of information provided to the public	Collate all responses in respect of application forms	Revised versions to SMM, end April 2007	Information provided to members by schemes is simple, understandable and promotes fairness
	Publish final versions	Final publication by end June 2007.	

Secure an appropriate level of protection for beneficiaries of medical schemes by authorizing the conduct of the business of medical schemes

Ensure compliance by all schemes in their rules with the Act, amended regulations and revised	Circulate to schemes the revised dates for submission of contributions and benefits change. Advise schemes that there will be no marketing of	Circular outlining revised process for submission of contributions and benefits by May 2007	Contributions and benefits change are evaluated and approved prior to implementation by
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OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
model rules	contributions and benefits prior to their approval		schemes
	Ensure submission by schemes of Appendix 1 and Annexures A and B on contributions and benefits changes by 30 Sept 2007	Appendix 1 and Annexures A and B received by 30 Sept 2007	
	Engage in review and approval of contributions and benefits jointly with R and M and FSU	Recommendations to Registrar on annual contributions and benefits change for each medical scheme	Contributions and benefits change approved and registered by 31 December 2007.
		Publish list of registered options on website not later than 2 nd week in December 2007	Ensure that stakeholders make informed decisions.
	Analyse and recommend rest of rule amendments for approval	Submit recommendations to Registrar within 7 working days from date of receipt	Rules are consistent with Act, Regulations and policy framework
	Communicate reasons for not registering rules to scheme	Letter within 7 days of analysis of rules	

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Interpret and guide stakeholders re contents of model rules.	Communication to stakeholders, as required	Ensure compliance with legislation
	Finalisation of the review of model rules	Internal workshop of the revised model rules by end April 2007	
	Assist other units with the interpretation of registered rules.	As and when requested.	
	Engage in registration of new medical schemes.	Recommendation to the Head within 14 days of receipt including recommendations on financial matters from FSU	
	Monitor a sample of open scheme marketing materials to ensure compliance with registered rules.	Recommendations to SMM end June 2007	To improve protection of beneficiaries
	Monitor conditions imposed on schemes during the rule amendments process.	Recommendations to the Head within 7 days of receipt.	
	Publish in the gazette a notification of the registration of medical schemes	January/February of every year	
Develop standards for electronic submission of contributions and benefits	Develop a technical specification document in conjunction with IT	Finalise the template by end May 2007	Online submission of contributions and benefits by 30 September
	Commence pilot study with identified analyst and schemes		
	Finalisation of the document by collating responses from stakeholders,	Publish the documents on the website for comments from	

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	by end July 2007	stakeholders, by end June 2007	
	Begin testing exercises of the electronic submission process in July 2007	Report on the standards for submission of contributions and benefits by end August 2007	
Amalgamations and liquidations	Manage amalgamation in compliance with the approved expositions and prevailing legislation	Report based on amalgamation documents within 21 days	Ensure compliance with relevant provisions upon amalgamation of schemes
	Manage liquidation procedures in compliance with the approved expositions and prevailing legislation	Report based on exposition documents within 14 days	
Contribute to the implementation of the Risk Based Operating Framework at CMS	Assist in developing a Risk Assessment Frameworks (RAFs) and Risk Mitigation Plans (RMPs) for schemes judged high impact	Updating of RAF for high impact schemes. Ongoing.	Schemes are supervised in line with the risk they pose
Clinical support in relation to benefits	Rendering of clinical advice and support as per request	Advice provided to BMU analyst, within one week of request	Evidence based and complaint rules, which facilitate access to appropriate quality care
	Review of compliance of benefits and exclusions with PMB regulations	All scheme benefits and exclusions reviewed according to positive exclusion list that complies with Medical Schemes Act	

Investigate and resolve complaints raised by beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Clinical support in resolution of complaints	Rendering of clinical advice and support as per request	Advice provided to Complaints unit, within one week of request	Clinically appropriate resolution of complaints, resulting in greater protection for consumers
	Documenting of decisions made in the complaints resolution process	Monthly preparation of a summary of decisions on complaints	

Monitor the impact of the Act, research developments and recommend policy options to improve the regulatory environment

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Interpretation of PMBs to medical schemes and other relevant stakeholders	Publicise "Philosophical Underpinnings of the PMBs" in a medical journal and other media to clarify understanding and implementation of PMBs by end July 2007	1 publication in the SAMJ by July 2007	Improved protection of beneficiaries
		Publication of a circular by July 2007	
Review of Prescribed Minimum Benefits	Define the PMB/BBP in terms of: 1. Development of an entry criteria	Report on the entry criteria for PMB/BBP conditions by May 2007	Improved consistency within benefit schedules

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	2. Development of a positive list of DTPs limited by treatment; CDL limited by algorithm; general definition of PMB/BBP subject to a negative list	Draft report on the positive PMB list by August 2007; followed by an internal workshop. Consultation with external stakeholders by September 2007 Final document by October 2007	
	3. Development of a negative list	Draft document of the negative list for PMBs by June 2007 Internal workshop to discuss the draft document by August 2007 Consultation with external stakeholders by September 2007 Final document by October 2007	
	Participation in the process of the amendment bill and the development of regulations	Contribution to the finalisation of the amendment Bill Contribution to the development of regulations for a revised benefit structure and content	Members access to a non discriminatory standardised package of benefits
Managed Health Care	Support the managed care accreditation process by reviewing the clinical components	Advice provided within two weeks of a request	Appropriate accreditation of managed care entities that comply with Regulations

Develop strategic alliances nationally, regionally and internationally

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Improve relations with provider groups and medical schemes	Regular meetings with groups of providers and Medical Advisors and identified stakeholders	8 Regional information sessions for providers and 5 regional information sessions for medical schemes on PMBs and clinical governance	<p>Increased awareness and understanding of the regulatory environment by providers, medical advisors and stakeholders</p> <p>Effective interaction with providers and stakeholders</p>

Financial Supervision

Secure an appropriate level of protection for beneficiaries of medical schemes and the public by monitoring the financial performance and soundness of medical schemes

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Improve standard of medical schemes' reporting.	Training of administrators and auditors on the preparation of the returns.	Workshops by March 2008.	Improved quality of data submitted by medical schemes, and efficient use of resources.
Update Audit and Accounting Guide issued by SAICA.	Liaise with SAICA to reflect amendments to the Act, Regulations and Accounting and Audit standards in the Audit and Accounting Guide for Medical Schemes. Attendance of accounting seminars and workshops.	Revised Audit and Accounting Guide (November but dependant on SAICA's processes). Accounting seminars and conferences	Enhanced financial reporting based on updated legislation and accounting standards reflected in the Guide. Greater understanding of accounting and auditing changes.
Analyse and improve statutory returns as tools for monitoring and reporting.	Identify and document changes to statutory returns to incorporate changes in accounting standards, legislation and Office reporting requirements. Development of quarterly returns (QR).	Refined statutory returns: Annual return IT specifications by Oct '07. Quarterly returns IT specifications by Jan '08. 2007 QR I.T. development starts in Feb '07 and finalised by Apr '07. 2008 QR I.T. development	Improve quality of data for sound decision making (both regulatory and scheme management).

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	<p>Development of the 2007 annual return.</p> <p>Disseminate the 2007 on-line annual statutory return.</p> <p>Disseminate 2007 on-line quarterly statutory returns.</p> <p>Analysis of 2007 quarterly returns.</p> <p>Analysis of 2006 annual returns.</p>	<p>starts in Feb '08 and finalised by Apr '08.</p> <p>Annual return changes finalised by Feb '08.</p> <p>Annual return available for completion by Mar '08.</p> <p>Quarterly return available for completion by May/June '07.</p> <p>Publication of reports: Q1 – end August Q2 – end October Q3 – end February Q4 – end April</p> <p>Financial analyses of the annual return, by end June '07.</p>	<p>To inform stakeholders of the financial performance of the industry on an ongoing basis.</p>
Monitor the financial soundness of medical schemes.	<p>Identify schemes that do not comply with Regulation 29 using the returns.</p> <p>Examine and evaluate the structure and elements of the Regulation 29(4) business plans in order to assess the true financial position and performance of the medical schemes.</p> <p>Monitoring schemes' compliance with the agreed action plan.</p> <p>Identify schemes that do not</p>	<p>Quarterly reports of non compliant schemes (if applicable).</p> <p>Report on scheme's action plan, 6 weeks after receipt of the complete business plan.</p> <p>Quarterly report on extent of compliance with agreed action plan.</p> <p>Quarterly reports of non</p>	<p>Improved financial position and performance of the medical schemes and compliance with the Act.</p>

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	comply with the Act and Regulations i.r.o. financial aspects other than investments and Regulation 29 using the returns and supporting documents.	compliant schemes.	
Ensure compliance with the financial aspects of the Act.	<p>Analysis of the following applications:</p> <ul style="list-style-type: none"> - Auditor approval; - Reinsurance contracts; - Exemptions; - New schemes; - Amalgamations. <p>Identify schemes that are non-compliant i.r.o. investments.</p> <p>Update the internal investments manual as new products and data become available.</p>	<ul style="list-style-type: none"> - Auditor reports by end August. - Reinsurance contracts: <ul style="list-style-type: none"> o Reply to schemes within 30 days of receipt of application; o Report within 4 weeks of receipt of all information. <p>Reports within 4 weeks of receipt of all information for:</p> <ul style="list-style-type: none"> - Exemptions; - New schemes; - Amalgamations. <p>Report on investments, 8 weeks after submission of Annual Returns.</p> <p>Updated manual by March 2008.</p>	Improved levels of compliance.
Ensure that financial guidelines used by CMS are updated.	<p>Review auditor approval process.</p> <p>Review of the following</p>	<p>Revised auditor approval procedure by end April 2007.</p> <p>Revised documentation by end</p>	Improved and updated standard documentation to be used by medical schemes.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	standard documentation: - Business plans; - Management accounts; - Reinsurance guidelines.	March 2008.	
Contribute to the monitoring of the medical schemes within the Risk Based Framework.	Review and update of the RAP's for high impact schemes. Review and updating of the RMP for all high impact schemes.	Quarterly updated RAPs. Annual updated RMPs.	Schemes are supervised in line with the risk they pose.
Ensure compliance by all schemes in their rules with the Act, amended regulations and revised module rules.	Participation in the finalisation of the review of module rules	Internal workshop of the revised module rules by end April 2007.	Ensure compliance with legal and policy issues.
Registration of rules in respect of contributions and benefits.	Engage in the assessment of contribution and benefit changes together with BMU and R & M.	Final decisions on the 2008 contribution and benefit changes by end December 2007.	Contribution and benefit changes are assessed for their financial impact.
Assist in ensuring that medical schemes' benefit options are financially sound.	Assessment of the financial impact of new benefit options and material restructuring of existing options to ensure that options are financially sound and self-supporting.	Report in respect of new benefit options and material restructuring to existing options within 4 weeks after all information has been received.	Improve financial soundness of the benefit options in a medical scheme.

Provide support and guidance to trustees, and promote understanding of the medical schemes environment by trustees, beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Promote good governance in the medical schemes industry.	Update the financial modules for the Board of Trustees (BoT) Manual.	Updated financial modules for the BoT manual on request by the training unit.	Improved financial understanding of schemes by BoTs.
Contribute to BoT training on financial issues.	Prepare and present modules on financial management of schemes to BoTs at training workshops.	Financial modules presented as per training targets.	Increased capacity by BoTs for financial management of schemes.
	Take part in Registrar's Annual Report road shows with BoTs.	Presentations at road shows.	Greater industry appreciation of findings of annual report.

Foster compliance with the Act by medical schemes, administrators, managed care organizations and brokers

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Accreditation of managed care organizations.	Participation in managed care accreditation review processes, including evaluation of reports.	Assistance provided on request of Accreditation unit.	Accreditation in compliance with Medical Schemes Act.
Accreditation of administrators.	Participation in administrator accreditation review processes, including evaluation of reports.	Assistance provided on request of Accreditation unit.	Administrators function in terms of regulatory standards.

Foster the continued development of the CMS as an employer of choice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage performance in line with care and growth principle.	Perform two performance evaluations sessions for staff. Monthly meetings with staff.	First performance evaluation session by October. Second performance evaluation sessions by March. Monthly unit and individual staff meetings.	Prioritise competing demands to ensure individual, team and council's goals and strategic objectives are achieved. .
Financial management	Make and justify budgetary proposals for expenditure and revenue; Report progress and performance in terms of the PFMA; Monitor and evaluate the unit's expenditure for irregular, unauthorized or over-spending.	Compliance with internal controls; annual budget submissions by second week of February; contain spending within approved budgets.	Ensure compliance with internal financial controls and the PFMA in respect of the area under FSU's control.

Risk Equalisation Fund – Support by FSU

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Understanding the accounting and auditing impact on medical schemes.	Analysing the accounting and auditing impact on medical schemes.	Assistance provided on the request of REF.	Greater understanding of impact of REF on schemes' financial position.

Accreditation

Provide support and guidance to trustees, and promote understanding of the medical schemes environment by trustees, beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Promote sound corporate governance of medical schemes.	Participate in BOT training workshop in relation to accreditation matters.	BOT training workshops.	Improved governance of schemes by BOT's

Foster compliance with the Act by managed care organisations

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Effect accreditation of managed care organizations	Perform accreditation evaluations by conducting desk based analysis and surveys of managed care facilities and prepare findings reports.	Report to registrar within 2 months of receiving application.	Accreditation in compliance with MSA.
	Manage the renewal of accreditation in respect of previously accredited entities.	Within 2 months of receipt of all relevant information.	
	Evaluate responses to conditions imposed and make recommendations re continued accreditation status.	Reports in September 2007 and February 2008.	Accreditation in compliance with MSA.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Resolve complaints against accredited entities.	Investigate complaints against accredited managed care entities.	Complaint investigated and resolved within 30 days of receipt of all relevant information.	Ensure compliance with Act and accreditation requirements.
	Manage disciplinary procedures pertaining to suspension and withdrawal of accreditation.	Recommendations to the registrar within 3 months of complaint being lodged.	
	Publication of suspension/withdrawal on council website and as determined.	Notice within 5 days of decision.	
Contribute to policy development and improvement of regulatory framework.	Review contracts and service level agreements between schemes and managed care organisations.	Reports on findings in June, September and December 2007 and March 2008.	Improved regulatory framework for managed health care.
	Organise internal workshop to agree review parameters	Review parameters by end April 2007.	
	Present report to Strategic Management Meeting with recommendations	Presentations during June/September/December 2007 and March 2008.	
	Develop framework for standards and criteria for accreditation of MCO's	Draft framework by February 2008.	
Contribute to development of risk based framework.	Complete designated sections of RAP's and RMP's for high impact schemes.	Completed RAF's and RMP's for high impact schemes.	Schemes are supervised in line with the risk they pose.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Contribute to financial soundness of managed care entities.	Ensure submission of annual financial statements within 6 months after MCO year end.		
	Review financial status of accredited entities and take action where appropriate.	Report on financial position of risk bearing managed care entities by September 2007 and March 2008.	Managed care entities are financially sound.

Foster compliance with the Act by Administrators

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Accreditation of administrators.	Educate administrators on the accreditation procedures and requirements in terms of the Act.	Conduct an industry workshop in collaboration with the Financial Supervision Unit by March 2008.	Greater understanding of the administrator accreditation process and requirements.
	Manage the accreditation process by conducting on-site evaluations of administrator facilities for first time applicants.	Accreditation assessment conducted within 3 months of application. Evaluation report prepared by the steering committee to the Registrar within 3 months after evaluation.	Accreditation in compliance with the MSA.
	Manage the renewal of administrator accreditation process and evaluation of renewal applications.	Report prepared within 3 months of receiving all relevant information or on conclusion of further analysis	Administrator accreditation renewal process done in accordance with the MSA.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
		<p>in the event of an on-site evaluation as may be required.</p> <p>The following six administrator accreditation renewal evaluations completed and findings reports prepared by March 2008:</p> <ul style="list-style-type: none"> ▪ Discovery Health (Pty) Ltd ▪ Medscheme Holdings (Pty) Ltd ▪ Metropolitan Health (Pty) Ltd ▪ Metropolitan Health Corporate (Pty) Ltd ▪ Prosperity Health Managers (Pty) Ltd ▪ Providence Healthcare Risk Managers (Pty) Ltd 	
	Participate in meetings of Council to approve applications.	Reports for meeting 2 weeks in advance / as required.	Administrators are accredited in terms of the Act.
Ensure compliance by administrator with the financial solvency requirements of accreditation.	Ensure submission of Regulation 22 and 25 annual reports within 4 months after administrator financial year end.	Regulation 22 and 25 reports.	Administrators are financially sound.
	Analyse Regulation 22 and 25 reports and prepare findings	Report within 6 weeks of receiving submissions. Compliance report within 2	Administrators function in terms of regulatory standards.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	report on extent of compliance, with recommendations regarding action to be taken to effect compliance.	months of informing the administrator	
Ensure compliance with accreditation conditions.	Evaluate responses to conditions imposed and make recommendations regarding continued accreditation status if required.	Report in September 2007 and February 2008.	Administrators comply fully with conditions imposed.
Contribute to policy development and improvement of regulatory framework.	Review contracts and service level agreements between schemes and administrators. Four contracts to be reviewed each quarter.	Report on findings in June, September, December 2007 and March 2008.	Improved regulatory framework for administrators.
	Organise internal workshop to agree review parameters	Review parameters by end April 2007.	
	Present report to Strategic Management Meeting with recommendations	Presentations during June/September/December 2007 and March 2008.	
Contribute to development of risk based framework.	Complete designated sections of RAP's and RMP's for high impact schemes.	Completed RAF's and RMP's for high impact schemes.	Schemes are supervised in line with the risk they pose.
Resolve complaints against accredited administrators.	Investigate complaints against accredited administrators.	Complaint investigated and resolved within 30 days of receipt of all relevant information.	Ensure compliance with the Act and accreditation requirements.
	Manage disciplinary procedures		

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	pertaining to suspension and withdrawal of accreditation.	Recommendation to the Registrar within 3 months of complaint being lodged.	
	Publication of suspension/withdrawal on Council website and as determined.	Notice within 5 days of decision.	

Foster compliance with the Act by broker and broker organisations

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Ensure accreditation of brokers in terms of the Act.	Review and process applications for accreditation of brokers.	60% Of new applicants accredited or accreditation renewed within 14 days of receipt of all relevant information.	All brokers are accredited in terms of the Act.
		80% Within 30 days of receipt of all relevant information.	
		100% Within 45 days of receipt of all relevant information.	
	Maintain database for broker accreditation.	Complete records are maintained.	
	Send renewal notification to brokers before expiry of accreditation.	Notification sent at least 120 days before expiry of accreditation.	Ensure timeous accreditation.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Resolve complaints against brokers.	Investigate and resolve complaints against accredited brokers and broker organizations.	Complaint investigated and resolved within 30 days of receipt of all relevant information.	Ensure compliance with the Act and accreditation requirements.
	Manage disciplinary procedures pertaining to suspension and withdrawal of accreditation, including liaison with FAIS Ombud and FSB.	Report to Registrar within 6 weeks of receipt of all relevant information.	
	Publication of suspension/withdrawal of broker accreditation on the Council website as determined.	Notice within 5 days of decision.	
Contribute to policy development and improvement of regulatory framework.	Review contracts and service level agreements between schemes and brokers. 20 Contracts to be reviewed each quarter with focus on high impact schemes.	Report on findings and recommendations in June, September, December 2007 and March 2008.	Improved regulatory framework on accreditation of brokers.
	Organise internal workshop to agree review parameters	Review parameters by end April 2007.	
	Present report to Strategic Management Meeting with recommendations	Presentations during June/September/December 2007 and March 2008.	

Foster the continued development of the CMS as an employer of choice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage performance in line with the care and growth model.	Perform 2 performance evaluation sessions for staff. Monthly feedback meetings with staff.	First performance evaluation session by October 2007, second by March 2008.	Improved performance culture.
Financial management.	Make and justify budget proposals for expenditure and revenue. Report on progress and performance in terms of the PFMA; monitor and evaluate expenditure for irregular or unauthorized spending within the unit.	Compliance with internal controls; annual budget submissions by second week of February 2008; manage spending within approved budget.	Ensure compliance with internal financial controls and the PFMA in relation to the unit.

Research & Monitoring

Monitor the impact of the Act, research developments and recommend policy options to improve the regulatory environment

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Monitoring the impact of the Medical Schemes Act and trends in Private Health Finance	Review of contents of quarterly and annual statutory returns	Report to IT on additional indicators for annual returns by October 2007 and Quarterly January 2007	Appropriate data collection by the office to meet policy and regulatory needs
	Analysis of non accounting data, including, demographics, utilisation of healthcare services, burden of disease and geographic distribution of membership for quarterly and annual statutory returns	Scheme submission of annual report by end August 2007	Improved monitoring of the legislation
		Report to SMM of quarter 1 report by end August 2007	Better informed industry and public
		Report to SMM of quarter 2 report by end October 2007	
		Report to SMM of quarter 3 report by end February 2008	
		Report to SMM of quarter 4 report by end April 2008	
Monitor changes to contributions and benefits within medical schemes	Participation in the development of a framework for assessment of scheme rules	Report outlining process for approval of scheme rules by end of April 2007	Scheme rules that are consistent with legislation
	Participate in review and approval of contributions and benefits together with R&M and FSU	Recommendations on annual contributions and benefits change, by 31 December 2007	Contributions and benefits change approved and registered by 31 December



OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
		Report on trends in contributions and benefits change by February 2008	each year.
	Analysis of change in contributions and benefits levels from 2001 - 2006	Draft report on trends in contributions and benefits from 2001 – 2006 by end September 2007 A final report on contribution, benefits and membership trends (2001-2006) by December 2007	An improved understanding of trends in contributions and benefits
Cost containment and efficiency within medical schemes: Expenditure on hospitals	Assessment of causes and implications of increasing medical schemes expenditure on hospital Organize conference with stakeholders to discuss draft hospital expenditure report Collate recommendations and solutions Provision of information on hospital costs to medical schemes	Consultative document by March 2007 A conference with stakeholders in April 2007 Draft document published for comment in May 2007 Final report in July 2007	An understanding of provider efficiency within the medical scheme industry
Review the effectiveness of current managed health care models and make recommendations on efficiency	Consolidated literature review of available approaches to integrating healthcare delivery Internal consensus building exercises on proposed future direction of managed care through a	Consolidated report of literature review by May 2007 Finalise internal consensus position by July 2007	A clear model of managed care implementation in South African context Increased effectiveness of managed care regulation



OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	workshop		
	Consultation with external stakeholders through focused group discussions and interviews with key informants	Finalise consultation with external stakeholders by September 2007 Draft report in December 2007 Final report by March 2008	
Monitoring of implementation of ICD10	Ongoing monitoring of compliance by medical schemes and other stakeholders by the National Task Team Implementation of phase 4: Clinical validation Ongoing maintenance	Quarterly reports on level of compliance by medical schemes Regular monthly meetings of the National Task Team on ICD 10 Implementation	Greater efficiency through standardisation of billing practices and data collection
An assessment of different approaches to risk-sharing	Assessing the impact of existing managed care arrangements on cost of healthcare	A desk-top statistical analysis of different risk-sharing arrangements 2001-2005 by October 2007	An improved understanding of the effectiveness of different risk-sharing models
Costing of CDL therapeutic algorithms	Costing of the reviewed CDL algorithms and then gazetting of the reviewed CDL algorithms	Final CDL treatment guidelines, with associated costs by August 2007	CDL algorithms which are complete, up to date, and evidence-based

Compliance

Foster compliance with the Act by medical schemes and initiate enforcement actions where required

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Full inspection of non compliant schemes	Inspection triggered by auditor interviews, market intelligence, financial or governance concerns.	Initiate inspection within 10 days of concerns being raised.	Monitoring scheme compliance in terms of inspection report.
Ensure compliance with demarcation agreement	Enforcement of judgement in respect of products "doing the business of a medical scheme".	Within 3 months of becoming aware of the product	Products complying with the demarcation agreement.
	Defend leave to appeal in High Court and take matter further on appeal if necessary.	Papers drafted and signed by March 2007. In court by September 2007. Judgment by SCA in November 2007.	Obtain legal clarity on the definition of "doing the business of a medical scheme" and the powers of the Registrar.
Ensure schemes comply with investment requirements (Annexure B and Regulation 30)	Follow up and monitor non-compliance by schemes in respect of Annexure B read with Regulation 30 (outstanding matters only).	Annually – within one month of receiving report from FSU.	Schemes complying with Annexure B or exemption granted by Council.
Ensure compliance with provisions of the MS Act and Regulations	Follow up and monitor non-compliance by schemes recorded in quarterly reports (outstanding matters only).	Quarterly – within one month of receiving report from FSU.	Schemes complying with the MS and Regulations.
Risk Assessment Framework	Follow up and monitor compliance with Risk Mitigation Plans.	RMP monitoring reports in June, September, December 2007 and March 2008.	Schemes complying with Risk Mitigation Plans.

Foster compliance with the Act by medical schemes and initiate enforcement actions where required

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Ensure schemes comply with identified priorities – NON HEALTHCARE EXPENDITURE	Monitoring and inspection of schemes to check for compliance with non-healthcare expenditure (with focus on illegal payments to brokers, Prosecution of non-compliance.	Reporting on broker payments identified schemes in September 2007 and February 2008. Charges laid within 2 weeks of decision.	Enforcement of compliance. Monitoring compliance with the Registrar's directives. Compliance with the MS Act and Regulations.
Ensure schemes comply with identified priorities – GOVERNANCE	Monitoring and inspection of schemes to ensure good governance (including conflicts of interest with specific reference to procurement to ensure schemes get value for money).	Reports on governance in identified schemes in July and December. Prosecution of non-compliance.	Enforcement of compliance. Monitoring compliance with the Registrar's directives.



OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Implementation and monitoring of "fit and proper" standards and criteria for trustees.	Directive to trustees on "fit and proper" criteria by August 2007.	Medical schemes are governed by trustees who are "fit and proper".
	Identification of trustees who do not meet "fit and proper" standards and criteria.	50% by November 2007 and 100% by March 2008.	Medical schemes are governed by trustees who are "fit and proper"
	Attend 5 scheme AGMs.	Anecdotal report on conduct of AGM by schemes.	Establishing potential AGM problems experienced by schemes.
	Training of end users on the enforcement system.	Workshops for staff in April, June and August 2007.	Council staff "au fait" with Enforcement Menu.
	Monthly meetings with Heads regarding enforcement matters	Agreement on and monitoring of enforcement matters and updating of enforcement database	.Enforcement matters dealt with consistently.
Enforce rulings made by the Registrar, including persistent non-adherence	Review rulings made by the Complaints Adjudication Unit with the view to enforcing same.	Monthly report to SMM on rulings	Adherence to rulings.
	Advise Legal Services of persistent non-adherence for possible court action.	Monthly memorandum to Legal Services concerning persistent non-adherence.	Persist non-compliance with rulings dropped.
Preparation of exemption applications for Council	Provide recommendations to the Registrar in respect of applications for exemptions.	Recommendations 2 weeks prior to Council meeting.	Adherence to the MS Act and Regulations by schemes.

Provide guidance and support to trustees; promote an understanding of the medical schemes environment by trustees, beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Promote an understanding of the Medical Schemes Act by boards of trustees	Organise and participate in trustee training workshops. Develop Trustee Training Manual.	Monthly workshops in various centres in 2007/8. Input from units by June 2007. Alignment of manual with OBE criteria and development of unit standards by March 2008.	Improve governance and decision making in medical schemes.
Provide training on compliance priorities to boards of trustees	Participation in trustee training.	Participation in BoT monthly workshops as per training targets.	Improved standards of governance of medical schemes.
Inform staff, Council members and certain stakeholders of current events and provide internal support	Produce <i>Masihambisane</i> to be used as an internal "communiqué" to staff on relevant issues. Arrange for guest speakers for staff meetings on topical issues.	Monthly. 5 per annum	Improved internal communication.
Promote an understanding of the medical schemes	Contribution to <i>CMS News</i> .	Monthly – 1 article per month (3 per quarter).	Informed consumers and

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
environment by boards of trustees, beneficiaries and the public	Consumer news updates for publication on the CMS website. Drafting of press statements. Public awareness campaigns.	Monthly. As per Registrar's request. Road shows, radio slots & exhibitions (Easter Rand Show, shopping malls etc)	stakeholders
Consumer Education	Consumer education workshops/seminars with consumer groups and advice centres, trade unions, paralegal officers, EAPs etc.	Monthly workshops.	Improved understanding of consumer needs and protection.

Provide guidance and support to trustees; promote an understanding of the medical schemes environment by trustees, beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Consumer Education	Participation in activities organised by Provincial Consumer Affairs Offices and other consumer groups.	As per request.	Improved understanding of consumer needs and protection. Definite Education Strategy



OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Participation in Outside Radio Broadcasts (OBS).	As per invitation of provinces.	developed and ready for implementation.
	Outsource tender for development of education strategy	Scoping document by April 2007. Tender awarded by June 2007. Preliminary report by October 2007	
Improve relations with stakeholders	Regular meetings with groups of identified stakeholders	8 information sessions for providers; 5 information sessions for medical schemes.	Informed providers and stakeholders and increased consumer protection.

Foster the continued development of the Council as an employer of choice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage performance in line with the care and growth principles	Implement the performance management system with staff.	Bi-annually – September 2007 and March 2008.	Staff who understand performance and are performance driven.
Feedback meetings with staff	Arrange unit meetings and one-on-one meetings with staff.	Monthly.	Staff who are informed and understand what is expected.
Management of the Compliance Unit budget	Ensure that the unit budget is properly managed.	Variances managed within 5% of budgets.	Meet budget targets.
Recruitment of staff	Recruitment of additional education officer (with education and training background)	Advertise for staff February 2007. Interviews in March 2007. Appointment of new staff member by May 2007.	Additional staff member to assist with education and training.

Legal Services

Provide support & guidance to trustees and promote understanding of the medical schemes environment by trustees, beneficiaries & the public.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Promote sound corporate governance amongst Board of Trustee Members	Participation in trustee training and education on the Act, their responsibilities as trustees and principles of good governance	Presentations at BOT workshops per training targets set by Education and Training Unit	Improved governance of medical schemes Trustees with sound knowledge and grasp of Legal implications and fiduciary responsibilities

Securing an appropriate level of protection for beneficiaries of medical schemes & the public by authorising the conduct of the medical schemes industry

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Ensure Compliance of all Medical Schemes with their rules the Act and Model Rules	Render technical legal assistance on rule amendments	Advice provided on Rules within one week of request	Rule amendments in accordance with the Act.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Render legal advice in instances of disputes concerning registration of schemes and rule amendments.	Advice provided to other units within one week of request	Properly resolved disputes in accordance with the Act

Investigate & resolve complaints raised by beneficiaries & the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Render support to the Complaints & Adjudication Unit in order to ensure legally sound and enforceable rulings	Render support and advice on complaints of a complex legal nature	Legally sound and enforceable rulings	Legal certainty and confidence in the Council
	Take responsibility for appeals brought before Council.	Appeals scheduled and heard within 60 days.	Improved protection of members
	Secretarial support to the Council Appeals Committee as well as the Appeal Board.	Meetings of the Appeals subcommittee in April, July, October and February 2007/8 Meetings of the Appeal Board in May, October and March 2007/8	Improved resolution of disputes

Render legal support to various units

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Provide legal support to the Registrar and the Council/ Operational Units in the Office of the Registrar.	Review of contracts, policies and procedures of units	Sound contracting with third parties.	Contracts entered into and procedures followed in a legally sound manner
	Provide secretarial support to the Council and Exco.	Minutes of Council and Exco meetings within 14 days of the meeting.	Proper record of Council and Exco activities
	Render prompt, reliable internal legal opinions	Written legal opinions within 30 days of request (or sooner depending on the urgency)	Council's actions take place within context of sound legal advice
	Obtain Counsel advice and opinion when appropriate	Written legal opinions within 30 days of request (or sooner depending on the urgency)	Council's actions take place within the context of sound legal advice
	Take responsibility for litigation against Registrar and Council – brief Counsel and drive legal process	Court papers lodged in line with required timelines	Actions of the Council/ Registrar protected

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Promote an understanding of the legal framework in which we operate	Track changes to complementary laws and other related regulatory laws.	Six monthly presentations to SMM on changes to complimentary laws and newly decided cases	Improve the under-standing of legal issues that impact on the mandate of Council
		Review of <i>Companies Act of 1973 Amendment Bill</i> after its promulgation -	
	Presenta-tions to Council and Exco on other legislation that may impact on their ability to exercise their powers and functions as provided for in the Act	Presentation on <i>Prevention and Combating of Corrupt Activities Act</i> to Council in May	Improved understanding of the Medical Schemes environment by the Council
		Presentation on <i>Prevention of Organised Crime Act</i> to Council in August	
Participation in activities of Legislative Review Committee	Regular review of current and new legislation having an impact on the provi-sions of the Medical Schemes Act	Input provided to R&M for possible legislative amendments as and when identified.	Regularly and effectively updated Medical Schemes Act

Foster the continued development of Council as employer of choice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage staff performance	Conduct two performance evaluations of staff	Performance assessment of reports during October and March of each financial year	Performance of reports optimised
	Hold monthly feedback meetings with staff	Monthly meetings with reports	Unit kept abreast of important developments
Manage unit budget.	Management of unit budget in line with operational plan	Variances on budgets are contained within 5%	Objectives achieved within scope of budget

Complaints Adjudication

Investigate and effectively resolve complaints raised by members and the public.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Determination of jurisdiction in respect of complaints raised by beneficiaries	Determine whether the matter falls within the jurisdiction of Council for Medical Schemes	Acknowledgement letter sent within a day where the matter falls within Council's jurisdiction Referral letter sent within a day to the relevant statutory body. Letter sent to the complainant within a day where the matter falls outside Council's jurisdiction.	Informed members and enhanced customer service
Analysis of complaints raised by beneficiaries	Analyze complaint raised by beneficiaries as required by section 47 of the Medical Schemes Act Send a letter to the complainant informing him/her of the status of the complaint Send letter to the scheme for comments as prescribed	Analysis done within 7 days of receipt of complaint Letter within 7 days of receiving complaint Letter within 7 days of receiving complaint	Providing excellent customer service Informed members Ensure compliance with the provisions of the Act
Resolve complaints	Analyse responses from	Decisions / rulings within 60	Speedy resolution of

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	schemes in order to make decisions / rulings	days of referral of the complaint to the scheme	complaints
	Advise parties in writing of the decisions made	Within a day of making such a decisions	Informed parties
	Facilitate mediation meetings between the parties and resolve the complaint where there is a dispute of facts	Mediation meeting within 38 days of receipt of a response from the scheme	Transparent dispute resolution process Improved confidence in the complaints resolution process
Appeals in terms of section 48 and 49 of the Medical Schemes Act	Refer Notices of Appeal, indexed and paginated documentation to the Secretariat of Council's Appeal sub committee Make representations to Council's Appeal sub committee on behalf of the Registrar in respect of Section 48 and 49 appeals	Within a day of receipt of the Notice of Appeal Appearance before sub-committee as advised.	Appeals are dealt with by Council effectively
Appeals in terms of Section 50 of the Medical Schemes Act	Refer Notices of Appeal, indexed and paginated documentation to the Secretariat of the Appeal Board. Provide input to the Appeal Board on behalf of the Registrar	Within a day of receipt of the Notice of Appeal Appearance before Appeal Board as advised.	Appeals are dealt with effectively

Secure an appropriate level of protection for beneficiaries of medical schemes by monitoring the conduct of medical schemes

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Monitoring non compliance with the provisions of the Medical Schemes Act	Identify medical schemes that do not comply with the legislation through an assessment of complaints received.	Compilation of bi-weekly reports	Improved compliance and performance within medical schemes.
Consultation with beneficiaries of medical schemes	Render advice to beneficiaries on provisions of the Medical Schemes Act	Upon request	Informed beneficiaries
Provision of accurate information to stakeholders	Conduct training of Legal Officers & Call Centre staff on specific aspects of the Act and interpretation thereof	On a monthly basis	Improved understanding of the medical scheme industry
Contribute to regulation of schemes in line with the risks they pose	Contribute to the development of RAF and RMP for identified schemes	RAFs and RMPs within organizational targets	Identified risk in high impact schemes is mitigated

Provide guidance and support to trustees, and promote an understanding of the medical schemes environment by trustees, beneficiaries and the public of the medical schemes environment

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Provision of accurate information to stakeholders	Participate in the training of Board of Trustees, consumer groups and Trade Unions: Four Trustee training Two service providers workshop Eighteen consumer education workshops	Per training unit targets & on request by the Education & Training Unit.	Greater awareness by the public on complaints resolution mechanism within the medical schemes industry
	Radio Talk Shows on the complaints handling process	On request by the Education & Training Unit	

Foster the continued development of the Council as an employer of choice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Management of the Complaints Adjudication Unit	Monitor and manage the performance of staff within the unit	Performance appraisals held twice a year.	To enhance CMS as employer of choice
		Monthly meeting held with staff members	A culture of feedback and performance
	Oversee unit budget	Expenditure managed within budget	Expenditure reflects activities

Risk Equalisation Fund

Implement systems and build capacity to introduce transfers to and from the Risk Equalisation Fund when the required capacity exists within the CMS office and medical schemes.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Information Technology: Develop and maintain software systems to support the Risk Equalisation process from shadow cycle – dry run – live cycle	Develop the Registry, Data Warehouse and Workflow	Tested Registry, Reports and Workflow systems by June 2007	Ability to store central beneficiary data, Reports linked to the Registry and Workflow systems are operational
	Fine-tuning of Systems	Bugs removed and reporting requirements met by December 2007	Continuous improvement and maintenance of the systems
	Adjust systems to deal with confidentiality	Adjust systems to deal with confidential data by December 2007	Security systems in place in line with the organisations' security and confidentiality policy
OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Organisation Building: Prepare and enable the office to deal with the CMS policy and governance around the Risk Equalisation	Develop a CMS Policy around dealing with confidentiality	Draft policy on confidentiality by May 2007	CMS policy on collection of confidential data
	Develop a CMS governance policy for RETAP	Draft policy for RETAP with well defined roles	CMS policy for RETAP

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Fund.		and timelines by April 2007	
	Develop a CMS Policy on the appeals process for medical schemes	Draft policy on the appeals process for schemes by May 2007	CMS policy on appeals process
	Develop a CMS Policy on the auditing process	Draft policy on the auditing process of schemes by October 2007	CMS policy on auditing process
	Capacity Building <ul style="list-style-type: none"> ▪ HR: Consideration of required skills ▪ Training 	<ul style="list-style-type: none"> ▪ Revised HR requirements by July 07 ▪ Skills development 	<ul style="list-style-type: none"> ▪ Additional staff recruited ▪ Required training completed
Legal Framework:	Assist the Department of Health in the finalization of the Bill <ul style="list-style-type: none"> ▪ Consider public comments ▪ Make revision to the bill ▪ Write and submit the draft Regulations 	<ul style="list-style-type: none"> ▪ Revised amendment to the Bill submitted to the Department of Health by July 2007 ▪ Initial and revised Regulations submitted to the Department of Health by December 2007 	<ul style="list-style-type: none"> ▪ Amendments to the Medical Schemes Act ▪ Regulations governing the REF Process
Support the Department of Health in finalization of the amendment to the Medical Schemes Act that will support and enable the systems of the Risk Equalisation Fund			

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
REF Technical Work: Ongoing iterative process to establish industry and CMS capacity and readiness to implement REF	Continue with REF Shadow Process <ul style="list-style-type: none"> ▪ Analysis of Q3 and Q4 2006 shadow data ▪ Analysis of Q1 and Q2 2007 shadow data ▪ Analysis of Q3 and Q4 2007 shadow data 	Delivery of feedback report to schemes 6 monthly	Final report to the industry published and feedback to individual schemes
	Continue with REF Dry Run <ul style="list-style-type: none"> ▪ Voluntary ▪ Mandatory ▪ Performing of Audits on schemes data 	Completion of Mock Payments <ul style="list-style-type: none"> ▪ Audit reports by November 2007 and April 2008 ▪ General feedback to schemes by November 2007 and April 2008 	Proof of systems capacity and capability dealing with REF
	Development of REF weighting tables <ul style="list-style-type: none"> ▪ Minor changes ▪ Major changes 	Appropriate tables that best support the REF policy objective by end August 2007	Tables available for schemes to calculate their own payments

Human Resources

Continue the development of CMS as an employer of choice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Realign the organizational objectives and the context within which staff work, by facilitating the development of organizational strategy through CMS Active	Co-ordinate sessions to develop organisational strategy	<i>CMS Active</i> sessions during April, August, November and March 2007	People within the organization are put in the center of organizational strategy which allows for collective thought, trust and commitment to developing direction for the Council
	Communicate proposals and progress of the process to the wider organization.	Report quarterly to the wider organization on progress being made by <i>CMS Active</i>	
	Development of career pathing and succession planning programme	Appointment of career pathing and succession planning consultants by 1 April 2007. Development of career path and succession planning strategy by 30 May Report to Staff by June 2007 Implement the strategy by 1 August 2007.	Staff are able to identify long term careers at Council

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	<i>CMS Active</i> visioning sessions on remuneration strategy	Appointment of remuneration strategy consultants by 1 April 2007. Development of remuneration strategy by 30 May 2007 Report to Staff by June 2007 Present strategy to HR Sub committee by 1 August and Council by end August 2007.	Remuneration strategy supports our business goals.
Manage the HR requirements of the organization with particular attention to scarce skills	Secure suitably qualified permanent and temporary staff	Timely recruitment of talented personnel for both permanent and temporary positions through advertising and headhunting	Improved management of recruitment Talented staff are attracted and retained
Employee Assistance Programmes	Implementation of wellness programmes on the following issues pertaining to : ▪ Employee Wellness ▪ HIV/AIDS (e.g. invite speakers etc) ▪ Health matters	Employee Wellness managed through participation in physical exercise on a monthly basis (gym membership) Health promotion activities on an annual basis – August 2007 Counseling provided and facilitated on request. Report	A healthy workforce is maintained thus aiding the reduction of costs associated with health and wellness matters.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	<ul style="list-style-type: none"> Personal problems etc 	on outcome provided to Head/Manager following intervention.	

Implement affirmative action and employment equity in line with national policy

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage equity profile in line with National Objectives.	Report on Employment Equity in terms of the Employment Equity Act	DoL informed of Employment Equity plan for the Council for Medical Schemes for 2007/8 by 1 October 2007	Equity targets within the Council developed in line with the Employment Equity Act
	Submit EE Plan to Department of Labour	EE Plan finalized by 1 October 2007 and submitted to DoL	Requirements of the Employment Equity Act fulfilled.
	Facilitate the EE Forum - Inform and engage staff in process of monitoring the Employment Equity plan.	Report on the implementation of EE plan tabled to SMM by 1 December 2007.	Requirements of the Employment Equity Act fulfilled.

Assist managers and the organization in managing performance

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage performance in line with care and growth principle.	Provide support and guidance to managers to implement a new performance management system	Performance assessment forms distributed to Heads/Managers in August 2007 and February 2008 prior to review. Advice rendered to Heads / Managers and staff on performance matters where required	A performance driven organisational culture is nurtured and developed Managers are competent and objective in their management of performance of staff
	Collate results and submit to moderation committee as required and formalize payment of performance bonuses	Results are collated, documented and tabled to the moderating committee for approval, by end March 2008	Performance bonuses effected on time in an objective formalized fashion.
		Payment of performance bonuses effected by April 2008	

Organizational efficiency and effectiveness

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Monitor efficiency and effectiveness of organisation	Provide ongoing employee relations and general consultancy to Heads, Line Managers and Staff including the provision of the following management reports to SMM <ul style="list-style-type: none"> • Leave statistics • Cost of training and development • Employment Equity 	Reports to SMM during June, September, December 2007 and March 2008 Report on implementation and cost of skills development during September 2007 and February 2008 Report on implementation of EE policy during September 2007 and February 2008	Effective and efficient management of Human Capital in the employ of the Council. Improved internal service to staff.

Training and skills development

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Implement various management programmes	Procure management and technical courses for Council's staff and management Provide in-house training where appropriate	Training programs submitted to staff and management on ongoing basis	Staff and management acquire various competencies in management and technical areas Training of staff managed in term of defined policy and

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
			programmes
			Requirement of Skills Development Act fulfilled.
	Develop training and professional development policies in line with the Skills Development Act	Update training and development policies in line with changes in legislation as and when it occurs.	
	Consult Training Committee on Education, Training and Development (ETD) policy framework	ETD policy developed in consultation with the Training committee and submitted to SMM for approval by 1 November 2007.	
	Workplace Skills Plan (WSP) and Annual Training Plan	Submit to EE Forum for approval April 2007.	
		Submit to SMM for approval April 2007.	
		Submit Annual Training Report to HWSETA by 30 June 2007 for 2006/2007	
		Submit WSP to HWSETA by 30 June 2007 for 2007/2008	

Internal Finance

Ensure financial management of Council in a manner that is consistent with Public Finance Management Act and other applicable legislation.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Prepare accurate monthly management accounts for Council. S40 (4) b	Accurate recording and processing of transactions in various books of first entry. Correct allocation of account codes in the processing of EFT transactions, cheques and receipts.	<p>Submit financial information in the prescribed format on actual revenue and expenditure of the preceding month.</p> <p>Management reports e.g. Income statement, Balance Sheet, Cash flow statement, Variance report and notes to the financial statements are produced within seven (7) days of month end and are discussed with management fourteen (14) days after month end.</p>	<p>Management accounts are produced monthly and serve at SMM, Council and Audit Committee.</p> <p>The structures interrogate these accounts and provide advice where applicable.</p> <p>Decisions are taken on the basis of a fair presentation of accounts.</p>
Prepare Annual Financial Statements in the form required by the Auditor General for audit. (S55). Financial statements are	Collect all the invoices and receipts and any other relevant information needed for the making of provisions and prepayment.	<p>Annual financial statements are submitted to the Auditor General and Treasury on 31 May each year.</p> <p>- Audit Committee evaluates the</p>	<p>To have an unqualified audit opinion each year.</p> <p>Annual financial statements are tabled in the National Assembly by the Minister on 30 September</p>

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
prepared in accordance with the Generally Accepted Accounting Practice.	<ul style="list-style-type: none"> - Prepare an audit file - Prepare a report on issues raised in the management letter and report progress SMM, Audit Committee and Council. 	<p>AFS seven days after the Auditor General report.</p> <ul style="list-style-type: none"> - Submit annual financial statements together with the audit committee report to relevant Treasury and the Executive Authority by 31 August each year. <p>Templates from National Treasury are completed in time. Management letter is responded to and presented to the audit committee</p>	each year.
Maintenance of effective and efficient Internal Controls. (TR.3.2), S38 (ia), S76 (4).	Conduct a risk assessment regularly to identify emerging risk of Council. (Work of internal auditors). Risk Management Committee to report to Management, Audit Committee and Council on the mitigation of identified risks. Document the necessary changes and discuss them at SMM, Audit Committee and Council	Revised policies incorporated in the finance and procedure manual annually.	Ensure that Council transactions are conducted in terms of the finance policies, HR policies and any other relevant legislation governing Council. Maintenance of policies that is consistent with changing needs of the corporate environment and relevant legislation. An improved culture of adherence to internal control is maintained in Council. Workshops are conducted with
Revision of finance policies and procedure manual in line with the PFMA and			

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
treasury regulations and the Preferential Procurement Act.	Communicate the internal controls to all staff.		staff.
To ensure Audit Committee meetings are held quarterly. (TR.3.1), S76 (4d) - An effective and properly constituted Audit Committee in terms of the PFMA.	<p>Audit committee meetings are held quarterly.</p> <ul style="list-style-type: none"> - Preparation of documentation and distribution to Audit Committee members seven days before the meetings to all audit committee members e.g. Financial Statements, policy documents etc. - Communicate Audit Committee recommendations to relevant structures of Council. <p>Review Terms of Reference of Audit Committee members annually.</p> <p>Review audit charter and communicate to Audit Committee members annually.</p>	<p>Audit committee meetings take place as scheduled.</p> <ul style="list-style-type: none"> - Audit Committee recommendations are implemented timeously. 	Continuous assessment of the financial position of Council and the identification of risks inherent in the management of an organisation. Provide financial advice to Council.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Preparation and maintenance of Annual Budget. (S53) Review budget to ensure consistency with approved budget and projected cash flow.	Consultative budget meetings are convened in line with the budget cycle. - Cost centre heads submit their budget inputs with clear projections on a month to month basis; obtaining quotations where applicable. - Consolidate the Council budget. - Monthly variance reports are prepared and discussed with the Heads of Cost Centres prior to presentation at SMM.	Spending is in line with the approved budget. - Reviews are documented to comply with the Public Finance Management Act (PFMA). - A consolidated budget is submitted six months before or another period agreed to. Medium Term Expenditure Framework projections are produced Templates on the estimates of national expenditure are produced and sent to National Treasury.	The annual budget is submitted to Council for approval. - The budget is approved by the Executive Authority. - A levy on schemes is determined and published in the gazette.
Revenue Management (S38)(1)	Collect all monies due to Council. Maintain proper records of all debtors. Charge interest on overdue accounts.	Improved debtor's collection system is maintained in Council. Management of revenue is in line with the PFMA.	An accurate presentation of Debtors balances in the balance sheet. Debtors' reconciliations are produced on a monthly basis. Manage revenue efficiently and effectively.
Expenditure Management (S76) (4)b	Ensure all expenditure is necessary; all expenditure is appropriate and is paid promptly.	Statutory creditors are settled within the prescribed period. Expenditure is managed and is in line with budget and strategic	An accurate presentation of Creditors balance in the balance sheet. Creditors' reconciliations are produced on a monthly

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Ensure that expenditure is approved, in line with budget and in line with strategic objectives.	objectives.	basis. Ensure that expenditure is in accordance with the internal policy and procedure manual. Ensure that there is no fruitless and wasteful expenditure.
Maintenance of the Supply chain Management Framework(s76) 4 (c)	Maintain and update a supplier database annually. Continuous risk assessment in the organisation. Ensure that an effective Tender committee is in place. Communicate Supply Chain Management changes to all staff. Submit monthly report to Treasury as required by the SCM framework.	An efficient and effective procurement system is maintained.	Full compliance with the supply chain management framework.
Procurement system (T.R. 16.6.)	Review procurement policy in the policies and procedures document. Ensure that procurement is in line with policy.	Sign contracts and service level agreements with preferred providers after consultation with Legal. Ensure that procurement is made from the compiled supplier database.	A fair, open and transparent procurement system that ensures compliance with BEE principles is maintained. Report on BEE suppliers is provided.
Cash Management (S11)	Maintenance of an EFT	Determine cash flow requirements	Make informed decisions on

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	<p>system. Adherence to investment policies. Making timeous payments.</p> <p>Cash forecast/cash flow projections. Bank accounts approved by Treasury.</p>	<p>from time to time. Investments are held with approved financial institutions.</p>	<p>cash flow requirements. Investment schedules are produced on a monthly basis and presented together with monthly management accounts.</p>
Asset Management (S31)(1)d	<p>Maintenance of:</p> <ul style="list-style-type: none"> • an up to date fixed asset register • an up to date register of redundant assets • perform an impairment test at year end balanced date • quarterly physical verification of assets <p>Ensure that assets are insured at all times.</p>	Proper control systems exist for assets.	<p>Council's assets are not exposed to risks. Ensure that all assets have codes</p>
Personnel costs management. (T.R 8.3.)	<p>A payroll system that complies with relevant legislation is maintained. Liaise with HR on personnel records that effect salary.</p>	<p>Salaries are paid on the 25TH of each month. Personnel costs are within budget.</p>	All salaries are within budget and for appointed staff.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	<p>Prepare accurate information on the IRP5 at the end of each tax year.</p> <p>Statutory creditors are settled by the 7th of each month.</p> <p>Legislated deductions against payroll are made.</p> <p>Ensure that all appointments are approved by the CEO.</p> <p>Changes to conditions of employment approved by CEO.</p> <p>Ensure that the payroll system is updated as changes in legislation are released(Tax laws, UIF etc)</p>		
Keeping abreast of the changes in Treasury Regulations and the PFMA	<p>Effect changes to the Treasury Regulations and the PFMA:</p> <ul style="list-style-type: none"> • Liaise with the National Treasury and the Office of the Auditor General. • Attend workshops and seminars organised by 	Implement the required changes in order to comply with the PFMA and Treasury Regulations.	Full compliance with the PFMA and Treasury Regulations.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	<p>Treasury or Auditor General</p> <ul style="list-style-type: none"> • Effect changes in our policy and procedures manual • Communicate changes to staff SMM and Audit Committee. 		
Render support to the REF	<p>Create REF as a separate company for mock trials</p> <p>Ensure that information from REF is signed by the Head of REF and the REF committee</p> <p>Prepare schedules for transfer</p> <p>Once REF is a legal entity we tender for a separate bank account.</p>	<p>Mock trials are performed</p> <p>Produce quarterly financial reports</p>	<p>Mock transfers of funds from REF to schemes</p>

Information Systems and Knowledge Management

To facilitate an efficient, focused and educated workforce.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Render an effective and efficient IT Helpdesk Support Service.	Log all calls on a Helpdesk support system.	All calls logged and followed up to ensure satisfied end-users.	Statistics used to pinpoint problem hardware & software as well as determining training needs
	Respond to all logged calls within 30 minutes.	All calls received by IT Helpdesk responded to within 30 minutes.	Fast response times ensured & end user satisfaction achieved.
	Keep Microsoft applications and operating systems updated on a daily basis.	All Microsoft applications and operating systems updated with that latest patches on a daily basis with WSUSS.	Software vulnerability reduced through regular updating of Microsoft applications.
	Ensure that all printers and photocopy machines function optimally.	Printers and photocopy machines function with minimum downtime. A maximum of 20 Minutes downtime will be allowed for minor problems and same business day response for major problems.	Reduced downtime with a resultant increase in workforce efficiency.
	Ensure that end-user desktop PC's function optimally.	Minor End-user desktop PC hardware and software issues attended to within 30 minutes	Reduced downtime with a resultant increase in workforce efficiency.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
		and resolved within 4 hours & where vendor support is required, resolution of problems within 24 hours.	
Ensure End-User representation through the Power User Group.	Hold regular Power User Group Meetings.	At least one meeting per month held between IT and the power user group.	End-User hardware & software acquisition requests, issues and training needs brought to the attention of IT and End-User interests better served with a resultant improvement in workforce efficiency.
Educate staff on the different IT systems and tools available within CMS.	Conduct regular in-house group training sessions on specific IT systems.	In-house group training sessions conducted once per month.	Staff educated on the use of specific IT Systems, i.e. the Tracker System, Share Point Portal, OWA, Legato etc leading to increased workforce effectiveness and efficiency.
	Make User Manuals on the different IT systems available to staff.	User Manuals published on Share point for easy access and made available to HR for inclusion in Induction Program Pack.	Use of Manuals when required contributes to improved workforce effectiveness and efficiency.
	Make available "Tips and Tricks" information on the Microsoft Office Suite or operating system.	Send a weekly E-Mail containing "Tips and Tricks" on the use of MS Office or the operating system to all end users.	Application of these "Tips & Tricks" leads to improved use of the Office Suite and the operating system.
Educate staff on the role and function of the Call Center.	Conduct monthly workshops with staff in the back office to	At least 1 workshop per month conducted with staff in the back	Increased awareness of the issues experienced by the call center and

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	sensitize them on the role of the call center and its dependency on them, being the front office of CMS.	office, where they are informed of the most pressing issues and sensitized to the role of the call center.	their needs lead to improved collaboration between the front and back office operations, improved operations and improved customer care to external stakeholders.
	Develop and make available a Procedure Manual on call flow and call diversion to all staff.	A procedure manual on call flow and call diversion published on the Sharepoint Portal for easy access and made available to HR for inclusion in the CMS Induction Program Pack by end April 2007.	Increased awareness and knowledge about correct call flow and diversion procedures amongst all staff members leads to improved call flow and more satisfied customers.
Develop a CMS/REF Business Intelligence Dashboard with accompanying Reports.	Initiate a data warehouse with different star schemas, data cubes and reports and present these through a commonly shared GUI for REF System.	A basic data warehouse and star schemas developed by End May 2007. Several Reports developed in either SQL Server Reporting Services or on Proclarity.	There is an improved business decision making capacity to the REF staff and management.
	Initiate a data warehouse with different star schemas, data cubes and reports and present these through a commonly shared GUI for Complaints System.	A basic data warehouse and star schemas developed by End August 2007. Several Reports developed in either SQL Server Reporting Services or on Proclarity.	There is an improved business decision making capacity to the Complaints staff and management.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Initiate a data warehouse with different star schemas, data cubes and reports and present these through a commonly shared GUI for Accreditation System.	A basic data warehouse and star schemas developed by End December 2007. Several Reports developed in either SQL Server Reporting Services or on Proclarity.	There is an improved business decision making capacity to the Accreditation staff and management.
	Initiate a data warehouse with different star schemas, data cubes and reports and present these through a commonly shared GUI for FSU System.	A basic data warehouse and star schemas developed by End March 2008. Several Reports developed in either SQL Server Reporting Services or on Proclarity.	There is an improved business decision making capacity to the FSU staff and management.
	Develop Ad-Hoc Static reports for the following units: FSU, Complaints, Accreditation, REF and BMU.	Static Reports generated for the various units as and when required.	Reports generated for improved business decision making to the various units.
Business Process and Workflow Management.	Identify key procurement processes, document such processes and map them in the K2.NET workflow system.	Key procurement processes identified, documented and mapped to K2.NET and incorporated in daily applications by end March 2008.	Improve workplace efficiency by automating certain critical procurement processes.

Implement systems and build capacity to introduce transfers to and from the Risk Equalization Fund

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Implementation of the REF IT System.	Amend the consolidated REF Return to improve quality of data submissions.	Validation rules added to the Consolidated REF Return by end April 2007.	Improved quality of data submitted by schemes.
	Assist with the development and deployment of all components of the REF IT Systems which include: <ul style="list-style-type: none"> • Infrastructure • The REF Portal • The Registry • Workflow Management • Reporting 	Develop new functionality for integration of all components successfully for the REF system by May 2007	REF IT System component functionality developed and deployed
	Assist with the testing and implementation of all components of the REF IT Systems which include: <ul style="list-style-type: none"> • Infrastructure • The REF Portal • The Registry • Workflow Management • Reporting 	Test the functionality and integration of all the components by successfully uploading test data through the REF Portal by end June 2007.	REF IT System component functionality tested and improved.
	Undergo handover tasks with relevant I.T. consultants	To have CMS I.T. staff learn and manage REF systems	Dependencies on outsourced consultants for REF system support reduced
	Assist I.T. consultants with Ad-	I.T. consultants assisted with	REF IT System component

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	hoc development and testing.	their ad-hoc development and testing.	functionality developed and deployed
Participation in REF Steering Committee	Participate in bi-weekly REF Steering Committees and render technical advice as required.	Technical advice rendered on strategic issues such as confidentiality on a bi-weekly basis.	Contribute toward strategic decision making on the implementation of REF.

Foster the continued development of the CMS as an employer of choice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage the performance of staff in line with the care and growth model.	Perform 2 performance evaluation sessions with staff per financial year.	First performance evaluation session held by end October 2007 and the second before the end of March 2008.	An improved culture of performance with proper recognition of contributions.
	Conduct regular project management meetings and feedback sessions on performance of activities.	Project Management and performance feedback sessions conducted on a bi-weekly basis.	Improved adherence to deadlines and timeous identification of bottlenecks lead to sound project management.
Financial Management	Make and justify budget proposals for expenditure and monitor and evaluate expenditure against budget as per the PFMA and manage IT Assets.	Comply with Internal Controls. Assist Internal Finance with IT Asset Management and manage spending within approved budget.	Ensure compliance with Internal Financial Controls and the PFMA.
Secretarial Services	Render an effective and efficient secretarial service to	Minutes made available to SMM members within 24 hours	Ensure effective and efficient management decision making

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	the CMS Strategic Management Committee.	after such meetings which are held bi-weekly. All Minutes accompanied by an Issue Schedule. An Issue update list submitted to SMM members within 72 hours of an upcoming SMM for follow up.	and coordination.
Employment Equity	Participation in Employment Equity review processes, including evaluation of reports.	Assistance provided on request of Human Resource unit.	CMS operates in terms of Employment Equity Act.

Assist Financial Supervision in monitoring the financial performance and soundness of medical schemes

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Improve the Online Quarterly Returns for 2007/8.	Quarterly Return changes effected by end April 2007.	Quarterly Return Interface, Reports and validation rules amended by end April 2007.	Improved quality of data submitted by schemes for better regulatory decision making and improved level of compliance.
Improve the Online Annual Returns for 2007/8	Annual Return changes effected by end Feb 2008	Annual Return Interface, Reports and validation rules amended by end Feb 2008.	Improved quality of data submitted by schemes for better regulatory decision making and improved level of compliance.
Assist with Maintenance and Query Handling for the Online	Render telephonic and written Assistance to Internal and	Queries Handled effectively.	External and Internal queries resolved.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Returns System	External Stakeholders on Queries related to submission of Online Returns.		
	Maintain Online Returns Systems when Ad-hoc modifications are requested by Internal Stakeholders.	Online System amended successfully to reflect the requested modification	Online Returns Systems well maintained.
Improve the Online Auditor Approval Questionnaire for 2007.	Make amendments to the Online Auditor Approval Questionnaire and improve associated reports.	Amendments made and additional reports designed by end June 2007.	Improved quality of data submitted by schemes for better regulatory decision making and improved level of compliance.
Assist with Maintenance and Query Handling for the Online Auditor Approval Questionnaire	Render telephonic and written Assistance to Internal and External Stakeholders on Queries related to submission of Online Auditor Approval Questionnaire.	Queries Handled effectively.	External and Internal queries resolved.

To source and maintain the latest information on our stakeholders by developing, implementing and maintaining reliable, stable, efficient and secure IT systems.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Create a stable and flexible BMU System	Develop a new database structure.	New database structure developed by end April 2007.	New dynamic table structure able to accommodate schemes

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
			registration, Rules and benefit option management.
	Design a new GUI for the BMU system	New GUI designed, rolled out and end-users trained in the use thereof by end May 2007.	End users able to administer the system.
	Integrate peripheral transactional systems.	REF, FSU, Accreditation, Complaints, Tracker systems as well as the website portals integrated with the BMU system by end December 2007.	All transaction systems integrated to pull information from one master source.
Ensure that databases are secure and functioning optimally	Create Security roles for specific applications on the databases and ensure that Access is restricted to authenticated users only.	All applications connect to the databases using Windows Authentication.	Risk to the organisation mitigated through the application of best practice database security techniques.
	Perform planned quarterly and un-planned ad-hoc Optimization and Archiving Procedures	Archived and Re-indexed databases	Better performance on the various systems
	Monitor errors and attend to such as reported by the monitoring software	Reported errors are resolved.	All transaction system errors are resolved.
Publish and maintain content	Publish content on the website	Content published on CMS	Content on the CMS website

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
on the CMS Website and related portals	as requested by various units.	Website within 24 hours on receiving a publication request	published.
	Maintain CMS website and related portals by regularly updating content	CMS Website and related portals updated weekly.	Ensure up-to-date content on CMS Website.
Develop and maintain Ad-Hoc applications for CMS.	Conduct scoping session to determine end-user requirements and develop the GUI, database and reports where necessary.	System developed based on user requirements.	Ad-hoc system developed and maintained for CMS in-line with User requirements.
	Source and Procure I.T. consultation services where necessary.	I.T. Consultation sourced and procured as per stipulation of the PFMA.	I.T. services procured for Ad-hoc systems.

Maintain systems that assist the Complaints Adjudication Unit in investigating and effectively resolving complaints.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Effect changes to the Complaints Adjudication System.	Conduct scoping session to determine end-user requirements and make changes to the Complaints GUI, Reports as well as Web Portal.	Complaints system improved based on user inputs by end August 2007.	Improved complaints system supports and enhances the Unit's ability to render a more efficient complaints resolution service.
	Maintain the complaints system according to feedback received	Complaints system maintained according to ad-hoc inputs	Improved complaints system supports and enhances the

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	by users of system.	received.	Unit's ability to render a more efficient complaints resolution service

Maintain systems that assist the Accreditation Unit to foster compliance to the Medical Schemes Act amongst brokers, broker organisations, managed care organisations and administrators.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Effect ongoing changes to the Accreditations System.	Conduct scoping session to determine end-user requirements and make changes to the Accreditations GUI, Reports as well as Web Portal.	Accreditation system improved based on user inputs by end March 2008.	Improved accreditations system supports and enhances the Unit's ability to foster compliance to the Act.
Accreditation of administrators.	Participation in administrator accreditation review processes, including evaluation of reports.	Assistance provided on request of Accreditation unit.	Administrators function in terms of regulatory standards.

Ensure 100% "uptime" through effective maintenance, upgrade and administration of the CMS information technology infrastructure

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
LAN Infrastructure and related components (telephony and "server farm") regularly tested	Test LAN connectivity (switches etc.), monitor servers and test telephony infrastructure.	LAN connectivity, server health and telephony infrastructure tested on an ongoing basis.	100% uptime of LAN infrastructure assured.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
and maintained.			
Ensure that disaster recovery and data backup procedures are in place.	Perform daily, weekly and monthly differential and full backups, ensure emergency electrical supply is maintained and ensure that environmental monitoring systems in server rooms function optimally.	Backups performed as per schedule and tapes stored offsite. Data restored on a monthly basis to test success of backups. UPS, GENSET and EMS systems maintained and services as per SLA schedules.	Risk to the organisation mitigated through the application of sound disaster recovery and backup procedures.
Ensure that adequate domain security measures are in place	Security infrastructure tested and regularly checked for vulnerabilities	Check Intrusion Detection Logs weekly to monitor possible intrusion attempts and perform a controlled penetration test at least once a year to test system vulnerability.	Implementation of adequate domain security measures ensure that unauthorised access attempts are prevented.
	Continue to Fine tune Group Policy to enable a secure private network.	Perform a monthly review of Group Policy Objects and fine tune if required.	The end-user environment is better controlled and restricted where necessary.
	Ensure the upkeep of Anti-Virus Measures to prohibit the spread of computer viruses or malicious Trojans or worms.	Perform daily checks to ensure that the newest Anti-Virus Patterns have been disseminated on the domain.	The CMS domain is kept Virus Free.

To ensure that information technology policies and procedures are formulated and updated.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Hold regular IT Sub-Committee meetings.	Hold at least 4 IT Sub-Committee meetings per annum.	4 IT Sub-Committee meetings held per annum.	Sound IT Governance promoted by holding regular IT Sub-Committee meetings of Council where various strategic issues are discussed and approved.
Finalise an IT Contingency Plan.	Develop an IT Contingency Plan for CMS.	IT Contingency Plan developed and adopted by SMM and IT Sub-Committee by end July 2007.	Risk managed and mitigated by developing and having a proper IT Contingency plan adopted.

To render excellent customer service by operating an efficient and effective call center.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Handling of telephonic enquiries and queries	Ensure that the average call wait time in the IVR does not exceed 2 minutes.	Call wait time in the IVR limited to a maximum of 2 minutes.	Improved customer experience and service.
	Ensure that the call abandon rate is reduced to below 10% over the reporting period.	Call abandon rate reduced to below 10%.	Improved customer experience and service.
	Ensure that calls are dealt with within an average of 3 minutes.	All calls handled within an average of 3 minutes.	Improved customer experience and service.
	Ensure that all calls are	Wrapping up of calls should	Improved customer experience

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	wrapped up within 30 seconds.	not exceed and average of 30 seconds.	and service.
Informing members of the public about their rights and duties.	Ensure that members of the public receive correct information and where such information need to be obtained from other units, obtain it within 24 hours.	All information requests disseminated to external stakeholders within 24 hours.	Improved customer experience and a better informed public.
Record all queries received on a Ticketing system (Tracker) and escalate.	All queries logged on the Tracker System and where information need to be obtained from the back-office, escalated with timeframes as agreed in SLA.	Queries dealt with as per agreed SLA's with business units on an ongoing basis.	Improved customer experience.
Establish SLA's with the back office.	Establish acceptable response times & mandates by entering into SLA's with the various business units in the back office.	SLA's form framework which determine mandate of call center and acceptable response times which may be required per type of enquiry. All SLA signed by end June 2007.	Improved customer experience and service

Improve Information Management through effective utilisation of the CMS Resource Center

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
<i>Collection Building- identification and procurement</i>	Obtain a diverse collection of information material as	Diverse collection of material obtained.	Information requirements of CMS staff satisfied

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
of information materials and renewal of subscriptions to journals and databases.	required by employees in line with procurement procedures.		
<i>Information Processing-</i> Processing of new information materials, by means of aligning the centre to conform to standards and being a user friendly entity	Actively engage in ongoing training on the use of the E-Library on Sharepoint. Add to the holdings of SABICAT and WORLDCAT for inter-library loans.	End user use of the E-Library increased and inter-library loans continued.	Access to information kept by the Resource Center improved.
<i>Stock Taking-</i> To determine the type of information material to be stored and to always be in line with the objectives of different units within CMS	Conduct a stock taking exercise on an annual basis to determine which material should be kept or discarded.	Stock taking performed by end of October 2007.	Ensure that material kept in the Resource Center remain up to date.
<i>Information Retrieval-</i> Continuously keeping in touch with objectives of different units, the centre will always identify and satisfy information needs of individual staff member and units	Maintain both a pro-active and reactive supply of information to fulfill the information needs of Units.	On an ongoing basis, both pro-actively assess or reactively respond to the information needs of business units in line with their set objectives.	Information needs of Units or individual staff members satisfied.
<i>Networking-</i> Will continue to keep in touch and work together with other institutions with same interest as the Centre – KMPG, SLIS, LIASA,	Continue to identify and use networking opportunities with other organisations.	Increase networking opportunities with other institutions with same interest as ourselves.	Improved networking and sharing of information.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
HICSA			

Promotion of Access to Information Act (POATIA)

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
<i>POATIA requests</i> – to process requests as required by the Act.	Respond within 30 days of the receipt of a request as required by (Section 25) of the Act	POATIA request responded to within 30 days after receipt.	Full compliance with the Act
<i>Statistical information</i> – Several statistical information to be submitted to various organs of the government as required by the Act.	<i>Section 32 Statistics) and Section 15 Statistics</i> to be submitted to both the South African Human Rights Commission and Department of Justice and Constitutional Affairs.	Statistics submitted by 30 April 2007 and 28 January 2008 respectively.	Full compliance with the Act
<i>Preparation of a Manual</i> – To develop a guide on how to request information from CMS	Prepare a Manual in three (3) languages as required by Section 14(1) of the Act.	Manuals prepared by end of August 2007.	Full compliance with the Act

Records Management

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Obtain approval of the CMS File Classification List from National	Submit CMS File Classification List to National Archives.	Approval of List by end May 2007.	Proper File Classification List will serve as basis for future

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Archives.			filing.
Register a Records Manager and enroll on training program at National Archives.	Register a records manager with National Archives and enroll the manager on a training program as prescribed by the National Archives Act.	Records Manager registered and enrolled for training program by end of June 2007.	Records Manager appointed to handle all records management issues for CMS.
Investigate and procure an approved EDMS system for CMS.	Investigate several approved EDMS solutions and procure best solution for CMS.	EDMS procured, installed, file classification list programmed and end user trained by end March 2008.	EDMS system deployed which leads to more effective workforce.

Establish a Framework for Organizational readiness for Knowledge Management

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Infrastructure analysis and the identification of concrete steps to leverage and build the KM platform.	Introduction of phase 1 of KM strategy within organization.	Preparation and implementation by March 2007.	Appointment of Consultants to help in the process.
Analysis, design, and development of the KM system.	Creation of a KM blueprint tailored to the organization and the actual systems development process.	Preparation and Implementation by September 2007	Appointment of Consultants to help in the process

Communication

Promote greater understanding of the medical schemes environment by trustees, beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Inform public and stakeholders, and media of the work of Council for Medical Schemes and promote image of Registrar, staff and the work of the Council	Inform public and media about events and trends at Council and establish Council as open and responsive in the public interest	Appear on radio, TV, and print media when relevant and on request. Deal with media inquiries	Informed and educated beneficiaries and public
	Internal workshops with key individuals to establish needs and set priorities for issues and messages that Council seeks to impart to members and the public. These need to be prioritized with a list of potential useful methods of imparting information e.g. Website, CMS News, press conferences, releases etc.	Workshop and report on communication priorities and strategies by, May 2007	Proactively ensuring that messages prioritized by Council reach members/public/stakeholders effectively
Promote understanding of medical scheme environment by trustees, beneficiaries and public	Co-ordinate publication of annual report	Reports from units, end March 2007	

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Draft of Part 1 of report	End April 2007	Provide resources, information for the industry on annual performance of schemes; meet our statutory reporting obligations in terms of the PFMA
	Editing of Part 1	Completed, May 2007	
	Edit Part 1 of Annual Report	End July 2007	
	Manage lay-out, design and printing	End August 2007	
	Co-ordinate publication of <i>CMS News</i> : electronic and in print. News reports to prioritise information on REF, ICD10s, benefits and operation of managed care	<i>CMS NEWS</i> published in June, September, December 2007 and March 2008.	Informed members and public.
	"Update" editions on specific issues where necessary		



PART 2: BUDGET



Income budget for the financial year 2007/2008

INCOME	Total	Month												Total
	Budget	April	May	June	July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	
Accreditation Fees	6,500,000	541,667	541,667	541,667	541,667	541,667	541,667	541,667	541,667	541,667	541,667	541,667	541,667	6,500,000
Interest Received	1,028,000	83,333	83,333	83,333	83,333	83,333	83,333	83,333	83,333	83,333	83,333	83,333	83,333	1,000,000
Levy on Medical Schemes	37,164,220		18,582,110				18,582,110							37,164,220
Registration Fees	430,000	35,833	35,833	35,833	35,833	35,833	35,833	35,833	35,833	35,833	35,833	35,833	35,833	430,000
Surplus Funds	1,500,000	1,500,000												1,500,000
	0													0
Total	46,622,220	2,160,833	19,242,943	660,833	660,833	660,833	19,242,943	660,833	660,833	660,833	660,833	660,833	660,833	46,594,220



Full budget for the financial year 2006/2007

Expenditure	Total	Month											
	Budget	April	May	June	July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar
Accreditation Costs	112250	4375	4375	64375	0	0	0	4375	0	4750	15000	0	15000
Administrators Training	105200	0									0	0	105200
Appeal Board	400000	75000	0	0	0	100000	0	0	75000	0	0	150000	0
Audit Fees: Internal	244058	10410	58410	0	58418	0	0	58410	0	0	58410	0	0
Audit Fees: External	290000	0	0	50000	0	0	70000	0	90000	0	60000	0	20000
Bank Charges	49999.92	4166.66	4166.66	4166.66	4166.66	4166.66	4166.66	4166.66	4166.66	4166.66	4166.66	4166.66	4166.66
Cleaning & Gardening	149040	12420	12420	12420	12420	12420	12420	12420	12420	12420	12420	12420	12420
Computer Expenses	128534	26181	16228	16228	7933	7633	7633	7933	7633	7633	7933	7633	7933
Conferences and Seminars	587320	19100	98850	93000	93000	184170	20000	28250	13000	0	10000	16250	11700
Consumer Education	660000	50000	40000	140000	140000	50000	50000	40000	20000	0	0	20000	110000
Council Committees	346670	15000	15000	40000	15000	15000	40000	40000	40000	43000	15000	15000	53670
Courier & Postage	119999.88	9999.99	9999.99	9999.99	9999.99	9999.99	9999.99	9999.99	9999.99	9999.99	9999.99	9999.99	9999.99
Consulting Fees	190000	20000	20000	5000	5000	5000	105000	5000	5000	5000	5000	5000	5000
Depreciation	480000	40000	40000	40000	40000	40000	40000	40000	40000	40000	40000	40000	40000
Donations	5000	0	0	0	0	0	0	0	0	5000	0	0	0
Entertainment	13899.88	1074.99	1074.99	1074.99	1274.99	1074.99	1674.99	1074.99	1074.99	1074.99	1274.99	1074.99	1074.99
Employee Wellness	120000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000
External storage	54999.96	4583.33	4583.33	4583.33	4583.33	4583.33	4583.33	4583.33	4583.33	4583.33	4583.33	4583.33	4583.33
General Expense Admin	50004	4167	4167	4167	4167	4167	4167	4167	4167	4167	4167	4167	4167
Group Personal Insurance	102000	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500
HR/Organisational Strategy	358333.3	35833.33	35833.33	35833.33	35833.33	35833.33	35833.33	35833.33	35833.33	35833.33	35833.33	0	0
Insurance	127200	10600	10600	10600	10600	10600	10600	10600	10600	10600	10600	10600	10600
Internet Expenses	193884	16100	16100	16100	16100	16100	16100	16100	16100	16100	16100	16100	16784
Investigation Costs	370000	0	70000	0	0	0	100000	100000	0	0	0	100000	0
IPP	300000	0	0	0	0	0	50000	50000	50000	50000	50000	50000	0
Legal Fees	4000000	0	750000	0	500000	0	1000000	0	500000	0	750000	0	500000

Part 2: Budget for 2006/7



COUNCIL FOR MEDICAL SCHEMES

Expenditure	Total	Month											
	Budget	April	May	June	July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar
Media and Promotion	400030	0	0	70000	250000	0	20000	0	25000	25000	10030	0	0
Council Members fees	242000	0	48000	10000	10000	48000	10000	10000	48000	0	10000	48000	0
Motor Vehicle	19999.92	1666.66	1666.66	1666.66	1666.66	1666.66	1666.66	1666.66	1666.66	1666.66	1666.66	1666.66	1666.66
Printing	101000	30000	0	0	0	31000	0	0	0	0	40000	0	0
Recruitment & Relocation	250000	0	0	0	150000	0	0	0	0	100000	0	0	0
Refreshments	45943.92	3628.66	3628.66	3628.66	3928.66	3628.66	4328.66	4128.66	3628.66	3628.66	4328.66	3628.66	3828.66
Rent	2310000	180000	180000	195000	195000	195000	195000	195000	195000	195000	195000	195000	195000
Rental Copiers	327000	33000	33000	33000	21000	21000	21000	27500	27500	27500	27500	27500	27500
Rental Other Assets	9600	800	800	800	800	800	800	800	800	800	800	800	800
Operational Planning	250000	0	0	0	0	0	0	0	0	100000	80000	70000	0
Repairs & Maintenance Office	202075.92	16839.66	16839.66	16839.66	16839.66	16839.66	16839.66	16839.66	16839.66	16839.66	16839.66	16839.66	16839.66
Research Costs	420000	150000	46000	0	6000	40000	160000	0	6000	0	6000	0	6000
Knowledge Management	202200	0	1500	1500	1500	70000	66500	48000	8700	0	1500	1500	1500
Salaries	29336337.3	2271223	2376215	2255373	2235337	2172867	2379518	2271638	2282875	2126433	2271644	2621967	4071248.1
Security- Computers	125035	6195	3744	30044	6196	3744	47744	6196	3744	3744	6196	3744	3744
Year End Function	28500	0	0	0	0	0	0	10000	0	18500	0	0	0
Staff Training	524040.27	117803.36	34412.81	41412.81	39112.81	34412.81	40412.81	40412.81	34412.81	34412.81	34412.81	34412.81	38408.81
Stationery	170200.92	11458.91	19458.91	11458.91	11598.91	19458.91	11458.91	11598.91	19458.91	11598.91	11598.91	19458.91	11592.91
Strategic Planning Costs	105000	0	0	0	0	75000	0	0	30000	0	0	0	0
Subscriptions	41774.92	2522.91	4022.91	4272.91	3522.91	2522.91	3272.91	2522.91	2522.91	4272.91	5022.91	3122.91	4172.91
Telephone & Fax	702189	58515.75	58515.75	58515.75	58515.75	58515.75	58515.75	58515.75	58515.75	58515.75	58515.75	58515.75	58515.75
Temp Services	81481.5	9053.5	9053.5	9053.5	9053.5	9053.5	9053.5	9053.5	9053.5	9053.5	0	0	0
Transcription Services	40000	0	0	10000	0	0	10000	0	0	10000	0	0	10000
Travel	242799.88	24774.99	23349.99	15974.99	24774.99	19074.99	24399.99	19774.99	16274.99	22074.99	16274.99	16274.99	19774.99
Trustee Training	310800	25900	25900	25900	25900	25900	25900	25900	25900	25900	25900	25900	25900
Water & Electricity	312000	26000	26000	26000	26000	26000	26000	26000	26000	26000	26000	26000	26000
Workman's Compensation	190000	0	0	0	0	0	190000	0	0	0	0	0	0
NRPL	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL:	46548401.5	3346893.7	4142416.2	3386489.2	4073743	3393733.2	4923089.2	3276961	3799971	3093769.2	3978218	3659826	5473291.4



CAPITAL BUDGET	
<i>Computer Software</i>	321,000
<i>Computer Equipment</i>	179,200
<i>Other Assets</i>	
<i>Motor car</i>	
<i>Office Equipment</i>	
<i>Furniture and Fittings</i>	53,619
TOTAL CAPITAL BUDGET	553,819
TOTAL BUDGET	47,102,220
Less: Depreciation	480,000
TOTAL WORKING BUDGET	46,622,220

Budget per unit CEO

Part 2: Budget for 2006/7



Budget	Total	Month												TOTAL
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
Conferences Seminars & W/Shops	95,000		40,000	12,000	35,000			8,000						95,000
Council Committees	346,670	15,000	15,000	40,000	15,000	15,000	40,000	40,000	40,000	43,000	15,000	15,000	53,670	346,670
Courier & Postage	40,000	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	40,000
Entertainment	2,000	167	167	167	167	167	167	167	167	167	167	167	167	2,000
IPP	300,000						50,000	50,000	50,000	50,000	50,000	50,000		300,000
Members Fees - Council	242,000		48,000	10,000	10,000	48,000	10,000	10,000	48,000		10,000	48,000		242,000
Refreshments	5,004	417	417	417	417	417	417	417	417	417	417	417	417	5,004
Salaries	2,054,465	148,828	216,543	197,278	148,828	174,391	148,828	148,828	148,828	148,828	159,246	159,246	254,794	2,054,465
Stationery	54,000	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	54,000
Staff Training	30,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Strategic Planning Costs	105,000					75,000			30,000					105,000
Travel	132,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	132,000
TOTALS	3,406,139	185,745	341,460	281,195	230,745	334,308	270,745	278,745	338,745	263,745	256,163	294,163	330,381	3,406,139

Budget per unit continued

Legal



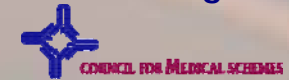
Budget	Total	Month												TOTALS
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
														0
Appeal Board	400,000	75,000				100,000			75,000			150,000		400,000
Conferences Seminars & W/Shops	18,750		6,250					6,250				6,250		18,750
Courier & Postage	20,000	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000
Entertainment	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Legal Fees	4,000,000		750,000		500,000		1,000,000		500,000		750,000		500,000	4,000,000
Refreshments	1,400		0	0	0	0	700		0	0	700		0	1,400
Salaries	1,597,078	107,491	121,258	107,491	107,491	107,491	107,491	107,491	107,491	107,491	115,015	158,109	342,768	1,597,078
Stationery	3,000	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Staff Training	19,632	1,636	1,636	1,636	1,636	1,636	1,636	1,636	1,636	1,636	1,636	1,636	1,636	19,632
Transcription Services	40,000			10,000			10,000			10,000			10,000	40,000
Travel	12,600	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	12,600
TOTALS	6,113,660	187,194	882,211	122,194	612,194	212,194	1,122,894	118,444	687,194	122,194	870,418	319,061	857,471	6,113,660



Budget per unit continued

Communications

Budget	Total	Month												TOTALS
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
														0
Conferences Seminars & W/Shops	5,000			3,000		2,000								5,000
Entertainment	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Media and Promotion	400,030			70,000	250,000		20,000		25,000	25,000	10,030			400,030
Refreshments	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	610,072	47,469	47,469	47,469	47,469	47,469	47,469	47,469	47,469	47,469	50,792	50,792	81,267	610,072
Stationery	1,500	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Staff Training	12,240	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	12,240
Travel	6,000	500	500	500	500	500	500	500	500	500	500	500	500	6,000
TOTALS	1,037,242	49,314	49,314	122,314	299,314	51,314	69,314	49,314	74,314	74,314	62,667	52,637	83,112	1,037,242



Budget per unit continued

Financial supervision

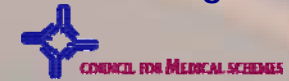
Budget	Total	Month												TOTALS
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
Administrators Training	105,200												105,200	105,200
Conferences Seminars & W/Shops	140,170					140,170								140,170
Consulting Fees	100,000						100,000							100,000
Entertainment	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Refreshments	1,140	95	95	95	95	95	95	95	95	95	95	95	95	1,140
Salaries	5,087,775	370,450	398,321	370,450	418,900	370,450	412,732	370,450	370,450	370,450	396,382	442,089	796,652	5,087,775
Stationery	19,815	1,651	1,651	1,651	1,651	1,651	1,651	1,651	1,651	1,651	1,651	1,651	1,651	19,815
Staff Training	100,000	50,000	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	100,000
Subscriptions	30,275	2,523	2,523	2,523	2,523	2,523	2,523	2,523	2,523	2,523	2,523	2,523	2,523	30,275
TOTALS	5,585,575	424,819	407,236	379,365	427,815	519,535	521,647	379,365	379,365	379,365	405,296	451,004	910,766	5,585,575



Budget per unit continued

COO

Budget	Total	Month												TOTALS
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
Conferences Seminars & W/Shops	27,400	7,600	600		6000				1500				11700	27,400
Entertainment	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Refreshments	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	1,108,382	79,262	79,262	79,262	79,262	79,262	134,237	79,262	79,262	79,262	84,810	84,810	170,428	1,108,382
Stationery	5,400	450	450	450	450	450	450	450	450	450	450	450	450	5,400
Staff Training	26,000	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	26,000
Subscriptions	4,000										2,500	600	900	4,000
Travel	10,000	833	833	833	833	833	833	833	833	833	833	833	833	10,000
TOTALS	1,183,581	90,512	83,512	82,912	88,912	82,912	137,887	82,912	84,412	82,912	90,960	89,060	186,678	1,183,581



Budget per unit continued

Research & Monitoring

Budget	Total	Month												TOTALS
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
Conferences Seminars & W/Shops	60,000		30,000	10,000	10,000		10,000							60,000
Entertainment	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Printing	45,000	22,000				23,000		0	0	0	0	0	0	45,000
Refreshments	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Research Costs	420,000	150,000	46,000		6,000	40,000	160,000		6,000		6,000		6,000	420,000
Salaries	2,443,227	176,973	176,973	192,715	176,973	176,973	229,423	217,247	176,973	176,973	189,361	201,950	350,693	2,443,227
Stationery	5,400	450	450	450	450	450	450	450	450	450	450	450	450	5,400
Staff Training	33,718	2,810	2,810	2,810	2,810	2,810	2,810	2,810	2,810	2,810	2,810	2,810	2,810	33,718
Subscriptions	2,000			1,000						1,000				2,000
Travel	12,600	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	12,600
														0
TOTALS	3,024,345	353,483	257,483	208,225	197,483	244,483	403,933	221,757	187,483	182,483	199,871	206,460	361,203	3,024,345



Budget per unit continued

Accreditation

Budget	Total	Month												TOTALS
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
Accreditation Costs	112,250	4,375	4,375	64,375		0		4,375		4,750	15,000		15,000	112,250
Conferences Seminars & W/Shops	30,000			20,000					5000			5000		30,000
Entertainment	1,000				200		600				200			1,000
Refreshments	1,000				300			500					200	1,000
Salaries	2,582,277	186,152	233,786	186,152	186,152	186,152	186,152	186,152	271,823	186,152	199,183	255,729	318,692	2,582,277
Stationery	32,000		8,000		0	8,000		0	8,000		0	8,000		32,000
Staff Training	45,000	17,300		7,000	4,700		6,000	6,000		0	0	0	4,000	45,000
Travel	12,000		4,375		0	0	4,625		0	3,000		0	0	12,000
TOTALS	2,815,527	207,827	250,536	277,527	191,352	194,152	197,377	197,027	284,823	193,902	214,383	268,729	337,892	2,815,527



Budget per unit continued

Complaints

Budget	Total	Month												TOTALS
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
Conferences Seminars & W/Shops	19,000			9,000			10000							19,000
Entertainment	1,000	83	83	83	83	83	83	83	83	83	83	83	83	1,000
Refreshments	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	1,915,928	140,849	154,616	173,863	164,304	161,720	140,849	162,720	140,849	140,849	150,708	147,923	236,677	1,915,928
Staff Training	39,450	3,288	3,288	3,288	3,288	3,288	3,288	3,288	3,288	3,288	3,288	3,288	3,288	39,450
Stationery	11,000	917	917	917	917	917	917	917	917	917	917	917	917	11,000
Travel	8,400	2,800		0		2,800		0	0	2,800		0		8,400
														0
TOTALS	1,995,978	148,036	159,003	187,250	168,691	168,907	155,236	167,107	145,236	148,036	155,096	152,311	241,065	1,995,978



Budget per unit continued

Compliance

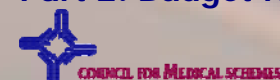
Budget	Total	Month												TOTALS
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
Conferences Seminars & W/Shops	37,000		12,000			22,000						3,000		37,000
Consumer Education / Stakeholder relations	660,000	50,000	40,000	140,000	140,000	50,000	50,000	40,000	20,000			20,000	110,000	660,000
Investigation Costs	370,000		70,000				100,000	100,000				100,000		370,000
Entertainment	0		0	0	0	0	0	0	0	0	0	0	0	0
Refreshments	2,500	208	208	208	208	208	208	208	208	208	208	208	208	2,500
Salaries	2,560,841	212,259	208,019	196,552	208,019	182,785	208,019	220,998	208,019	182,785	195,580	224,878	312,928	2,560,841
Stationery	5,400	450	450	450	450	450	450	450	450	450	450	450	450	5,400
Staff Training	25,000	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	25,000
Trustee Training	310,800	25,900	25,900	25,900	25,900	25,900	25,900	25,900	25,900	25,900	25,900	25,900	25,900	310,800
Travel	25,000	4,000	2,000		8,500	0	3,500	3,500		0	0	0	3,500	25,000
TOTALS	3,996,541	294,901	360,661	365,194	385,161	283,427	390,161	393,140	256,661	211,427	224,222	376,520	455,070	3,996,541



Budget per unit continued

Benefits Management

Budget	Total	Month												TOTALS
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
Conferences Seminars & W/Shops	43,000		10,000	23,000		10,000		0	0	0	0	0	0	43,000
Refreshments	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Printing	40,000		0	0	0	0	0	0	0	0	40,000		0	40,000
Salaries	3,165,840	259,640	238,769	238,769	238,769	238,769	263,432	256,745	266,640	238,769	251,843	270,746	402,949	3,165,840
Stationery	6,360	530	530	530	530	530	530	530	530	530	530	530	530	6,360
Staff Training	30,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Subscriptions	1,000				1,000									1,000
Travel	15,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
														0
TOTALS	3,302,400	264,020	253,149	266,149	244,149	253,149	267,812	261,125	271,020	243,149	296,223	275,126	407,329	3,302,400



Budget per unit continued

Human Resources

Budget														
	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
Conferences Seminars & W/Shops	28,000			10,000				8000			10000			28,000
Donations	5,000									5000				5,000
Employee Wellness Programme	120,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
Entertainment	1,500	125	125	125	125	125	125	125	125	125	125	125	125	1,500
HR/Organisational Strategy	358,333	35,833	35,833	35,833	35,833	35,833	35,833	35,833	35,833	35,833	35,833			358,333
Motor Vehicle	20,000	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000
Operational Planning	250,000									100,000	80,000	70,000		250,000
Recruitment & Relocation	250,000				150,000					100,000				250,000
Refreshments	26,500	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	26,500
Salaries	1,372,634	145,555	109,723	99,398	99,398	99,398	99,398	126,269	99,398	99,398	106,356	118,174	170,169	1,372,634
Stationery	5,400	450	450	450	450	450	450	450	450	450	450	450	450	5,400
Year End Function	28,500							10,000		18,500				28,500
Staff Training	42,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000
Subscriptions	3,000			750			750			750			750	3,000
Temp Services	81,482	9,054	9,054	9,054	9,054	9,054	9,054	9,054	9,054	9,054				81,482
Travel	1,500	125	125	125	125	125	125	125	125	125	125	125	125	1,500
TOTALS	2,593,849	208,517	172,685	173,110	312,360	162,360	163,110	207,231	162,360	386,610	250,264	206,249	188,994	2,593,849



Budget per unit continued

Internal Finance

Budget	Month													
	Total	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
Budget														
Audit Fees : Internal	244,058	10,410	58,410		58,418			58,410			58,410			244,058
Audit Fees : External	290,000			50,000			70,000		90,000		60,000		20,000	290,000
Bank Charges	50,000	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,000
Cleaning & Gardening	149,040	12,420	12,420	12,420	12,420	12,420	12,420	12,420	12,420	12,420	12,420	12,420	12,420	149,040
Conferences Seminars & W/Shops	25,500	7,500		6,000		10,000						2,000		25,500
Consultancy Fees	60,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Courier & Postage	60,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Depreciation	480,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	480,000
Entertainment	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
General Expense Admin	50,004	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,004
Group Personal Insurance	102,000	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	102,000
Insurance	127,200	10,600	10,600	10,600	10,600	10,600	10,600	10,600	10,600	10,600	10,600	10,600	10,600	127,200
Refreshments	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Rent	2,310,000	180,000	180,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	2,310,000
Rental Other Assets	9,600	800	800	800	800	800	800	800	800	800	800	800	800	9,600
Repairs, Maintenance														
Office Air conditioners & computers	202,076	16,840	16,840	16,840	16,840	16,840	16,840	16,840	16,840	16,840	16,840	16,840	16,840	202,076
Salaries	1,835,397	132,682	176,151	150,649	144,447	132,682	151,649	132,682	132,682	132,682	141,970	179,970	227,152	1,835,397
Staff Training	48,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	48,000
Stationery	12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Travel	2,000	167	167	167	167	167	167	167	167	167	167	167	167	2,000
Water & Electricity	312,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	312,000
Workman's compensation	190,000						190,000							190,000
TOTALS	6,561,275	469,452	553,421	540,509	536,725	476,542	745,509	524,952	556,542	466,542	594,240	515,830	581,012	6,561,275



Budget per unit continued

Information Systems and Knowledge Management

Budget														
	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Computer Expenses	128,534	26,181	16,228	16,228	7,933	7,633	7,633	7,933	7,633	7,633	7,933	7,633	7,933	128,534
Conferences Seminars & W/Shops	58,500	4,000			42,000			6,000	6,500					58,500
Consultancy Fees	30,000	15,000	15,000											30,000
External Storage	55,000	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	55,000
Entertainment	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Internet Expenses	193,884	16,100	16,100	16,100	16,100	16,100	16,100	16,100	16,100	16,100	16,100	16,100	16,784	193,884
Refreshments	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Rental Copiers	327,000	33,000	33,000	33,000	21,000	21,000	21,000	27,500	27,500	27,500	27,500	27,500	27,500	327,000
Knowledge Management	202,200		1,500	1,500	1,500	70,000	66,500	48,000	8,700		1,500	1,500	1,500	202,200
Printing	16,000	8,000				8,000								16,000
Salaries	3,002,422	263,613	215,325	215,325	215,325	215,325	249,839	215,325	232,991	215,325	230,398	327,552	406,080	3,002,422
Security- Computers & Building	125,035	6,195	3,744	30,044	6,196	3,744	47,744	6,196	3,744	3,744	6,196	3,744	3,744	125,035
Stationery	8,926	686	686	686	826	686	686	826	686	826	826	686	820	8,926
Staff Training	73,000	25,000	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,360	73,000
Subscriptions	1,500		1,500											1,500
Telephone & Fax	702,189	58,516	58,516	58,516	58,516	58,516	58,516	58,516	58,516	58,516	58,516	58,516	58,516	702,189
Travel	5,700	2,000	1,000		300	300	300	300	300	300	300	300	300	5,700
TOTALS	4,932,290	463,074	371,746	380,546	378,843	410,451	477,465	395,843	371,817	339,091	358,416	452,678	532,320	4,932,290



Budget per unit continued

Risk Equalisation Fund

Budget	Total	Month												TOTALS
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
Cleaning and Gardening	75,600	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	75,600
Computer Software	100,000	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	100,000
Maintenance	461,654				356796.6	50000	34857.5		20000					461,654
Conferences & Seminars	200,000								200,000					200,000
Consulting Fees	707,600	42,300	42,300	42,300	242,300	42,300	42,300	42,300	42,300	42,300	42,300	42,300	42,300	707,600
General Office Admin	126,000	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	126,000
Insurance	60,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Internet Expenses	72,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
Office Furniture	36,000				36,000									36,000
Printing	70,000		70,000											70,000
Refreshments	12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Recruitment & Reallocation	150,000					150,000								150,000
Rental	882,000	73,500	73,500	73,500	73,500	73,500	73,500	73,500	73,500	73,500	73,500	73,500	73,500	882,000
Repairs and Maintenance	36,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Salaries	5,496,423	425,318	425,318	425,318	425,318	425,318	425,318	425,318	425,318	425,318	459,344	459,344	749,873	5,496,423
Staff Training	94,224				31,408	7,852	7,852	7,852	7,852	7,852	7,852	7,852	7,852	94,224
Stationery	38,392	3,199	3,199	3,199	3,199	3,199	3,199	3,199	3,199	3,199	3,199	3,199	3,199	38,392
Security	6,000	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Telephone & Faxes	34,320	2,860	2,860	2,860	2,860	2,860	2,860	2,860	2,860	2,860	2,860	2,860	2,860	34,320
Travel	52,500	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	52,500
Water & Electricity	126,000	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	126,000
TOTALS	8,836,714	602,686	672,686	602,686	1,226,890	810,538	645,395	610,538	830,538	610,538	644,564	644,564	935,093	8,836,714