

COUNCIL FOR MEDICAL SCHEMES

REGULATORY PLAN AND BUDGET 2008/9



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.

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Keys

Operational Units

Accreditation	
Benefits Management	
Communication	
Complaints Adjudication	
Compliance	
Financial Supervision	
Legal Services	
Risk Equalization fund	
Research & Monitoring	

Support Units

Human Resources	
Internal Finance	
Information Systems & Knowledge Management	

Table of Contents

PART 1: REGULATORY PLAN.....	7
OPERATIONAL UNITS	8
ACCREDITATION	8
<i>Purpose Statement.....</i>	8
Provide support and guidance to trustees, and promote understanding of the medical schemes environment by trustees, beneficiaries and the public.....	9
Foster compliance with the Act by managed care organizations.....	9
Foster compliance with the Act by Administrators	11
Foster compliance with the Act by broker and broker organisations	13
Foster the continued development of the CMS as an employer of choice.....	15
BENEFITS MANAGEMENT	16
<i>TEAM PURPOSE STATEMENT.....</i>	16
Provide support and guidance to trustees, and promote understanding of the medical schemes environment by trustees, beneficiaries and the public.....	17
Investigate and resolve complaints raised by beneficiaries and the public.....	20
Monitor the impact of the Act, research developments and recommend policy options to improve the regulatory environment	21
COMMUNICATION	22
<i>TEAM PURPOSE STATEMENT.....</i>	22
Promote greater understanding of the medical schemes environment by trustees, beneficiaries and the public	22
COMPLAINTS ADJUDICATION.....	24
<i>TEAM PURPOSE STATEMENT.....</i>	24
Investigate and effectively resolve complaints raised by beneficiaries and the public.....	25
Secure an appropriate level of protection for beneficiaries of medical schemes by monitoring the conduct of medical schemes	27
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	28
COMPLIANCE	29
<i>TEAM PURPOSE STATEMENT.....</i>	29
Foster compliance with the Act by medical schemes and initiate enforcement actions where required.....	30
Foster compliance with the Act by medical schemes and initiate enforcement actions where required.....	31
Foster compliance with the Act by medical schemes and initiate enforcement actions where required.....	32
Provide guidance and support to trustees; promote an understanding of the medical schemes environment by trustees, beneficiaries and the public	32
Provide guidance and support to trustees; promote an understanding of the medical schemes environment by trustees, beneficiaries and the public	33
Foster the continued development of the Council as an employer of choice	34
FINANCIAL SUPERVISION.....	35
<i>TEAM PURPOSE STATEMENT.....</i>	35
Secure an appropriate level of protection for beneficiaries of medical schemes and the public by monitoring the financial performance and soundness of medical schemes.....	36
Provide support and guidance to trustees, and promote understanding of the medical schemes environment by trustees, beneficiaries and the public.....	40
Foster compliance with the Act by medical schemes, administrators, managed care organizations and brokers.....	40

Foster the continued development of the CMS as an employer of choice	40
Risk Equalisation Fund (REF) – Support by FSU	41
LEGAL SERVICES	42
TEAM PURPOSE STATEMENT	42
Provide support & guidance to trustees and promote understanding of the medical schemes environment by trustees, beneficiaries & the public	43
Securing an appropriate level of protection for beneficiaries of medical schemes & the public by authorising the conduct of the medical schemes industry	43
Investigate & resolve complaints raised by beneficiaries & the public	43
Render legal support to various units	44
Foster the continued development of Council as employer of choice	46
RISK EQUALISATION FUND	47
Team Purpose Statement	47
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 ..	48
RESEARCH AND MONITORING	51
TEAM PURPOSE STATEMENT	51
Monitor the impact of the Act, research developments and recommend policy options to improve the regulatory environment	52
SUPPORT UNITS	55
HUMAN RESOURCES	55
TEAM PURPOSE STATEMENT	55
Continue the development of CMS as an employer of choice	56
Implement affirmative action and employment equity in line with national policy	58
Assist managers and the organization in managing performance	59
Organizational efficiency and effectiveness	59
Training and skills development	60
INTERNAL FINANCE	62
TEAM PURPOSE STATEMENT	62
Ensure financial management of Council in a manner that is consistent with Public Finance Management Act and other applicable legislation.	63
INFORMATION SYSTEMS AND KNOWLEDGE MANAGEMENT	70
TEAM PURPOSE STATEMENT	70
To facilitate an efficient, focused and educated workforce.	71
Implement systems and build capacity to introduce transfers to and from the Risk Equalization Fund	73
Foster the continued development of the CMS as an employer of choice	74
Assist Financial Supervision in monitoring the financial performance and soundness of medical schemes	75
To source and maintain the latest information on our stakeholders by developing, implementing and maintaining reliable, stable, efficient and secure IT systems.	76
Maintain systems that assist the Complaints Adjudication Unit in investigating and effectively resolving complaints.	77
Maintain systems that assist the Accreditation Unit to foster compliance to the Medical Schemes Act amongst brokers, broker organisations, managed care organisations and administrators	77
Contact Centre	79
Improve Information Management through effective utilization of the CMS Information Center	80
Promotion of Access to Information Act (POATIA)	82
Records and knowledge management	82

PART 2: BUDGET	85
INCOME BUDGET FOR THE FINANCIAL YEAR 2008/2009	86
FULL BUDGET FOR THE FINANCIAL YEAR 2008/2009	87
BUDGET PER UNIT	90
<i>CEO</i>	90
<i>Legal</i>	91
<i>Communications</i>	92
<i>Financial supervision</i>	93
<i>COO</i>	94
<i>Research & Monitoring</i>	94
<i>Accreditation</i>	95
<i>Complaints</i>	96
<i>Compliance</i>	97
<i>Benefits Management</i>	98
<i>Human Resources</i>	99
<i>Internal Finance</i>	101
<i>Information Systems and Knowledge Management</i>	103
<i>Risk Equalization Fund</i>	105

PART 1: REGULATORY PLAN

Operational Units

Accreditation

Purpose Statement

We serve beneficiaries of medical schemes, brokers, administrators and managed care organizations by assessing the extent to which these entities meet the conditions set out for accreditation by the Medical Schemes Act, including whether applicants' are fit and proper, have the necessary infrastructure and are financially sound. We perform our tasks knowing what and how the work must be done, by ongoing support to the team, by ensuring that team members are competent and continued learning as well as effective communication is practiced.

By doing this we contribute towards the Council for Medical Schemes ensuring that entities that contracts with medical schemes have been duly accredited as required by the Act.

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 and accredited entities.	Participate in BOT training workshop in relation to accreditation matters.	BOT training workshops on request by the Education and Training Unit.	Improved governance of schemes by BOT's and accredited entities

Foster compliance with the Act by managed care organizations

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Effect accreditation of managed care organizations	Perform accreditation evaluations of new entities and prepare findings reports.	Report prepared within 2 months of receipt of all relevant information.	Accreditation in compliance with Medical Schemes Act.
	Manage the renewal of accreditation of previously accredited entities by means of desk based analysis, contract reviews and assessment of financial soundness.	15 evaluations completed and findings reports prepared by June 2008; 21 by September 2008; 39 by December 2008; and 43 by March 2009.	Managed care entities are fit and proper and financially sound.
	Participate in meetings of Council Exco to consider applications.	Reports for meetings 2 weeks in advance.	Managed care organizations are accredited in terms of the Act.
	Track compliance with conditions imposed and make recommendations re continued accreditation status.	Recommendations to Registrar within 10 days of conditions coming due and status reports in September 2008 and February	Accreditation in compliance with MSA and in compliance with conditions imposed by the Council.
	Complete the managed care		

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	value for money assessment and template, taking responses from currently accredited entities into account	2009. Value for money template by June 2008.	Better understanding of the value added to members by managed care.
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 2 months of evaluation of all information available.	Database correctly reflects accreditation status of disqualified entities Stakeholders are notified of disqualifications and reasons for actions taken against them.
	Publication of suspension/withdrawal on council website and as determined.	Notice within 5 days of decision.	
Contribute to financial soundness of managed care entities.	Ensure submission of annual financial statements by risk bearing managed care entities within 6 months after financial year end.	Dispatch circular letter to stakeholders by April 2008.	Risk bearing managed care entities are financially sound.
	Review financial status of accredited entities and take action where appropriate.	Report on financial position of risk bearing managed care entities.	
Contribute to policy development and improvement of regulatory framework	Review contracts and service level agreements between schemes and managed care organizations with the emphasis on high impact schemes.	Reports on findings in June, September and December 2008 and March 2009.	Improved regulatory framework for managed health care.

Foster compliance with the Act by Administrators

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Accreditation of administrators.	Manage the accreditation of new entities and prepare reports	Application assessed within 2 months of all relevant information received, Evaluation report prepared, considered by the steering committee and finalized for submission to the Council Exco within 3 months after evaluation.	Accreditation in compliance with the Medical Schemes Act.
	Manage the renewal of administrator accreditation process taking into account contract reviews, assessment of financial soundness and on-site evaluations where appropriate.	Report prepared within 3 months of receiving all relevant information or on conclusion of further analysis in the event of an on-site evaluation as may be required.	Administrator accreditation renewal process done in accordance with the Medical Schemes Act and Council directives.
	Participate in meetings of Council Exco to consider applications.	5 Evaluations completed and findings reports prepared by June 2008; 9 by September 2008; 11 by December 2008; and 12 by March 2009. Reports for meeting 2 weeks in advance.	Administrators are accredited in terms of the Act.
Evaluation of compliance by self-administered medical schemes with administration standards	Conduct on-site evaluations of 5 open self-administered medical schemes to evaluate compliance of their resources, systems, skills and capacity with the relevant administration standards.	1 Evaluations completed and findings reports prepared by June 2008; 3 by December 2008; and 5 March 2009.	Ensure self-administered medical schemes comply with relevant standards in respect of administration and are effectively and appropriately administered.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Prepare reports for Council.		
		Evaluation report prepared, considered by the steering committee and finalized for submission to the Council within 3 months after evaluation.	Self administered schemes comply with administration standards.
	Participate in meetings of Council Exco to consider evaluations.	Reports for meetings 2 weeks in advance.	Administrators are accredited in terms of the Act.
Ensure compliance by administrators 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 on extent of compliance with recommendations.	Report within 6 weeks of receiving submissions.	Administrators function in terms of regulatory standards.
	Make recommendations regarding action to be taken to effect compliance.	Compliance report within 2 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 to the Registrar prepared within one month of receiving all relevant information or on conclusion of further analysis in the event of a follow up on-site evaluation as may be required.	Administrators comply fully with conditions imposed.
Contribute to the regulation of medical schemes within the risk	Complete designated sections of Risk Assessment Plans and Risk	Completed Risk Assessment Frameworks and Risk Mitigation	Schemes are supervised in line with the risk they pose.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
based framework.	Mitigation Plans for high impact schemes. Ongoing monitoring of Risk Mitigation Plans in line with target dates.	Plans for high impact schemes.	
Resolve complaints against accredited administrators.	Investigate complaints against accredited administrators. Manage disciplinary procedures pertaining to suspension and withdrawal of accreditation. Publication of suspension/withdrawal on Council website and as determined.	Complaint investigated and resolved within 30 days of receipt of all relevant information. Recommendations to the Registrar within 2 months of evaluation of all information available. Notice within 5 days of decision.	Ensure compliance with the Act and accreditation requirements. Database correctly reflects accreditation status of disqualified entities. Stakeholders are notified of disqualifications and reasons for actions taken against them.

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 and broker organizations. Verify license status of applicants in terms of FAIS Act with the Financial Services Board.	80% Of new applicants accredited or accreditation renewed within 14 days of receipt of all relevant information. 100% Within 30 days of receipt of all relevant information.	All brokers are accredited in terms of the Act. Accredited brokers are fit and proper to render broker services.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Maintain database for broker accreditation.	Complete records are maintained.	Stakeholders have direct access to reliable information from on-line web-based facilities
	Send renewal notification to brokers before expiry of accreditation.	Notification sent at least 120 days before expiry of accreditation.	Ensure timeous accreditation.
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 Financial Services Board.	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.	Database correctly reflects accreditation status of disqualified entities. Stakeholders are notified of disqualifications and reasons for actions taken against them.
Contribute to policy development and improvement of regulatory framework.	Review contracts and service level agreements between schemes and brokers. 10 Contracts to be reviewed each quarter with focus on high impact schemes.	Report on findings and recommendations in June, September, December 2008 and March 2009.	Improved regulatory framework on accreditation of brokers.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Prepare guidelines on the contents of broker contracts and service level agreements. Liaison with FSB and other representative bodies/organizations.	Completed by October 2008. Meetings every quarter.	An improved understanding of the role of brokers and clarity on contractual provisions. Greater efficiency through better understanding of dual regulatory requirements

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 growth and care model.	Perform 2 performance evaluation sessions for staff. Monthly feedback meetings with staff.	First performance evaluation by October 2008, second by March 2009.	Improved performance culture.
Financial management.	Make and justify budget proposals for expenditure and revenue. Report on progress and performance in line with operational plans and budget.	Compliance with internal controls; annual budget submissions by second week of February 2008; manage spending within approved budget and plan.	Ensure compliance with internal financial controls and the PFMA in relation to the Unit.

Benefits Management

TEAM PURPOSE STATEMENT

We serve beneficiaries of medical schemes and the public in general by reviewing and approving changes to contributions paid by members and benefits offered by schemes in order to assist beneficiaries to access affordable and appropriate quality health care. We also analyse and approve other rules of medical schemes to ensure consistency with the Medical Schemes Act.

By doing this we help the Council for Medical Schemes ensure that the rules of medical schemes are fair to beneficiaries and are consistent with the Act.

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, the Act/Regulations and clinical governance, in line with training targets	Presentations to trustees on scheme rules and the Act/Regulations. 4 Regional information sessions for providers on PMBs	Improved corporate and clinical governance of BoT And medical advisors. Increased awareness and understanding of the regulatory environment by providers.
	Participate in training of providers and Medical Advisors and identified stakeholders		

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

Ensure fair treatment of beneficiaries and the public by ensuring compliance of registered rules	Monitor marketing materials of 2 high impact schemes every quarter to assess consistency with registered rules	Quarterly report to SMM, during June, September, December 2008 and March 2009	Improved protection of beneficiaries
Ensure compliance by all schemes in their rules with the Act, amended regulations and revised model rules	Circulate to schemes the dates for submission of contributions and benefits changes. Advise schemes that there will be no marketing of contributions and benefits prior to their approval and that transgressors will be penalized.	Circular outlining revised process for submission of contributions and benefits by June 2008	Contributions and benefits changes are evaluated and approved prior to implementation by schemes
	Implementation of the electronic benefits and contributions template	Piloting of the template to be completed by end April.	Improved protection of beneficiaries

Ensure submission by schemes of Appendix 1 and Annexes A and B on contributions and benefits changes by 1 October 2008.	Appendix 1 and Annexes A and B received by 1 October 2008 .	
Review and approve contributions and benefits changes	Online submission of contributions and benefits by 1 October 2008 Recommendations to Registrar on annual contributions and benefits changes for each scheme	Contributions and benefits changes approved and registered by 31 December 2008.
	Publish list of approved open schemes options on website not later than 2 nd week in November 2008 and restricted schemes options in mid December 2008	Ensure that stakeholders make informed decisions
Monitor interim contribution and benefits changes	Applications analysed within 7 days of receipt with and recommendations to Registrar within 10 days	Improved protection of beneficiaries
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 legislation
Communicate reasons for not registering rules to schemes	Letter within 7 days of analysis of rules	Effective and improved customer service
Make available information on rejected/approved rules to internal staff.	Publish information on sharepoint once the Registrar has taken a decision	Improved responsiveness to stakeholders
Publication of the revised model rules	Publication by end May 2008	Ensure compliance with

Interpret and guide stakeholders with regards to contents of model rules	Communication to stakeholders, as required	legislation Improve certainty in rule approval.
Analyse applications for registration of new schemes	Recommendation to the Head within 14 days of receipt including recommendations on financial matters from FSU	
Analyse applications for registration of new and restructured options	Recommendations to the Head within 10 days of receipt including recommendations on financial matters from FSU (subject to discussion with FSU)	
Monitor conditions imposed on schemes during the rule amendment process	Monthly review of scheme reports for compliance with conditions Recommendations to the Head within 7 days of receipt	Protection of risk pools Improved governance
Publish in the gazette a notification of the registration of medical schemes	February of each year	Informed stakeholders
Manage amalgamation in compliance with the approved expositions and prevailing legislation	Prepare a 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 document within 14 days	Protection of risk pools
Ensure fair treatment of	Contribute to the development of risk	Ongoing updating of RAF for high
		Protection of risk pools

beneficiaries	assessment frameworks and risk mitigation plans for high impact schemes	impact schemes	
Clinical support in relation to benefits	Render appropriate clinical advice and support to analysts responsible for rules Review of compliance of benefits and exclusions with PMB regulations	Advice provided with 7 days of request All scheme benefits and exclusions reviewed in accordance with Medical Schemes Act	Evidence based and compliant benefit schedules, which facilitate access to appropriate quality health care

Investigate and resolve complaints raised by beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Adjudication of complaints	Rendering of appropriate clinical advice to complaints analyst. Documenting of classification and recommendations made to the Complaint analyst	Advice provided to Complaints analyst within one week of request Preparation of clinical complaint classification for monthly report to SMM.	Appropriate resolution of clinical complaints, resulting in greater protection and fair treatment of consumers

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

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Review of Prescribed Minimum Benefits	Support the comprehensive review of PMBs.		Improved protection of beneficiaries
	1. Development of framework of comprehensive essential health care benefits	Report on relevant framework by April 2008	To ensure appropriate quality healthcare
	2. Revisit the positive list of the DTPs/CDL	Draft report on the positive list by September 2008	
	3. Development of a negative list	Draft document on negative list for PMBs by July 2008	
Participate in the managed health care accreditation process	Support with regards to clinical components of the managed care accreditation process	Advice provided within two weeks of request	To ensure appropriate managed care standards

Communication

TEAM PURPOSE STATEMENT

We serve the Council, Registrar and beneficiaries of medical schemes by facilitating appropriate communication of key messages and information that affect the operation of the CMS and medical schemes. By doing this we assist the CMS in promoting greater understanding.

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. The messages will include the key strategic focus of cost-containment, improving governance and protecting risk pools. These need to be prioritized with a list of potential useful methods of imparting information e.g. Website, CMS	Workshop and report on communication priorities and strategies by, May 2008	Proactively ensuring that messages prioritized by Council reach members/public/stakeholders effectively

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	News, press conferences, releases etc.		
Promote understanding of medical scheme environment by trustees, beneficiaries and public	Co-ordinate publication of annual report	Reports from units, end March 2008	
	Draft of Part 1 of report	End April 2008	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 2008	
	Edit Part 2 of Annual Report	End July 2008	
	Manage lay-out, design and printing	End August 2008	
	Co-ordinate publication of <i>CMS News</i> : electronic and in print. News reports to prioritise information on identified strategic issues	<i>CMS NEWS</i> published in June, September, December 2008 and March 2009.	Informed members and public.

Complaints Adjudication

TEAM PURPOSE STATEMENT

We serve beneficiaries of medical schemes and the general public by investigating and resolving complaints and disputes they have in relation to the affairs of their medical schemes in order to help them achieve unbiased and transparent outcomes.

By doing this, we help Council for Medical Schemes to ensure the protection of interests of beneficiaries at all times.

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

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Determination of jurisdiction in respect of complaints raised by beneficiaries (WIG)	Determine whether the matter falls within the jurisdiction of Council for Medical Schemes	Correspondence acknowledging receipt sent to the complainant within a day where the matter falls within Council's jurisdiction Refer matter to the relevant statutory body within a day where the matter falls outside Council's jurisdiction and inform member of the referral.	Informed members and enhanced customer service
Investigation of complaints raised by beneficiaries (WIG)	Analyze complaint raised by beneficiaries as required by section 47 of the Medical Schemes Act	Analysis done within 4 days of receipt of complaint	Providing excellent customer service
	Send correspondence to the complainant advising of the status of the complaint; and	Send correspondence within 4 days of receipt of complaint; and	Informed members
	Send correspondence to the scheme for comments as prescribed	Send correspondence within 4 days of receipt of complaint	Ensure compliance with the provisions of the Act
Resolve complaints (WIG)	Analyze responses from schemes to make decisions / rulings	Decisions / rulings within 60 days of referral of the complaint to the scheme	Speedy resolution of complaints
	Advise parties in writing of the decision made	Within a day of making a decision	Informed parties
	Facilitate mediation meeting	Mediation meeting within 8 days	Transparent dispute resolution

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	between the parties and resolve the complaint where there is a dispute of facts or where the need arises	of receipt of a response from the scheme	process Improved confidence in the complaints resolution processes
Handling appeals in terms of section 48 and 49 of the Medical Schemes Act (PIG)	Refer Notices of Appeal, indexed and paginated documentation to the Secretariat of Council's Appeal sub-committee Make representation to Council's Appeal sub-committee on behalf of the Registrar	Within a day of receipt of a Notice of Appeal Appearance before sub-committee as advised	Appeals are dealt with by Council effectively Greater understanding of interpretation of Act, and improved consistency of decisions
	Develop and keep a score board on decisions overturned and what are the constraints.	Monthly meetings with Registrar and RDC on: <ul style="list-style-type: none"> • overturned decisions • Complaints and appeals that have potential to impact on strategic or policy issues 	
Handling appeals in terms of Section 50 of the Medical Schemes Act (PIG)	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 (WIG)	Identify medical schemes that do not comply with the legislation through an assessment of complaints received. Monthly communication of information received to other units	Report non-compliance issues by compiling bi-weekly reports and monitoring the developments as per feedback from Compliance unit.	Improved compliance and performance within medical schemes
Render quality advice to beneficiaries on provisions of the Medical Schemes Act (PIG)	Consult with beneficiaries of medical schemes	Prompt attendance upon request	Improved customer service as per customer service questionnaire
Provision of accurate information to stakeholders (WIG)	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 (WIG)	Co-ordinate the development of RAF and RMP for identified schemes	Complete RAF and RMP reports within organizational targets	Ensure mitigation of risks identified in high impact schemes

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
Trustees and consumer training	Participate in the training of Board of Trustees and consumer groups: Four Trustee training sessions Fifteen consumer education workshops	As per the unit targets & on request by the Education & Training Unit	Greater awareness by the public on complaints resolution processes
	Radio Talk Shows on the complaints handling process	On request by the Education & Training unit and the public	

Continued development of the Complaints Adjudication unit as a unit of excellence

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage the unit in accordance with growth and development principles	Monitor and manage the performance of unit members	Conduct performance appraisals twice a year.	To enhance CMS as employer of choice
	Hold monthly and bi-weekly meetings with unit members		Foster a culture of feedback and performance
Manage and monitor the expenses of the unit	Expenditure monitored in accordance with the budget	Proper internal controls	Ensure compliance with internal controls and adherence to the PFMA

Compliance

TEAM PURPOSE STATEMENT

We serve members of medical schemes and the public in general by analysing, reviewing and investigating information on possible transgressions of the Medical Schemes Act and taking appropriate actions to enforce compliance with the Act. We also provide training and education interventions in order to increase understanding of medical schemes by trustees and consumers.

By doing this we help the Council for Medical Schemes foster compliance with the Medical Schemes Act and take proportionate actions to promote a culture of compliance with legislation.

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

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Risk Assessment Framework	Follow up and monitor compliance with Risk Mitigation Plans.	RMP monitoring reports within 1 month of updated RMPs being responded to by schemes.	Schemes complying with Risk Mitigation Plans.
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).	One governance inspection per quarter; reports in June, September, December 2008 and March 2009. Prosecution of non-compliance.	Enforcement of compliance. Monitoring compliance with the Registrar's directives.
Ensure schemes comply with identified priorities – NON HEALTHCARE EXPENDITURE	Monitoring and inspection of schemes to check for compliance with non-healthcare expenditure Prosecution of non-compliance	One broker payment inspection per quarter; reports in June, September, December 2008 and March 2009 Charges laid within 2 weeks of decision	Enforcement of compliance. Monitoring compliance with the Registrar's directives. Compliance with the MS Act and Regulations.
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. Inspection report within 6-8 weeks	Monitoring scheme compliance in terms of inspection report.
Initiate criminal investigations	Identify criminal charges; prepare statements and documents regarding criminal charges	Assist prosecuting authorities with regard to investigating and prosecution of criminal case; monitor progress	Successful prosecution
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 – finalisation of matters within 6 weeks of initiation	Schemes complying with the MS and Regulations.

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

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Accreditation of administrators	Participation in administrator accreditation review processes, including evaluation of reports	Assistance provided on request of Accreditation Unit	Accreditation in compliance with Medical Schemes Act
Ensure compliance by schemes with their rules and directives issued by BMU	Ensure that any rules implemented in contravention of section 31(2) of the Act are dealt with	At the request of BMU –finalise within 6 weeks	Schemes comply with Act as regards their rules
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.	Persistent 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.
Develop Standard Operating Procedures for Enforcement Processes	Group contraventions of the Act into categories according to similarity of enforcement approaches	Document categorising contraventions by end of April 2008	More effective and timeous enforcement interventions
	For each category, develop and present to an internal workshop draft SOPs detailing the processes for:	Document with draft SOPs developed and work-shopped internally by mid June 2008	Greater certainty of regulatory response by stakeholders
	<ul style="list-style-type: none"> Investigating the matter Determining whether or not an infraction has occurred 	Tabling of enforcement manual at Council by August 2008	

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	<ul style="list-style-type: none"> Enforcement measures to remedy the issue. <p>Finalise the draft SOPs into an enforcement manual</p>	Website publication of manual by end August 2008	Manual is used for trustee training.

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

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Support the enforcement activities of the Regulatory Decisions Committee (RDC)	Implement the programme and decisions of the RDC on demarcation and other priorities.	As per resolutions of the RDC	Greater co-ordination in regulatory decision-making.

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 (TRUSTEE TRAINING)	Organise and participate in trustee training workshops with a focus on governance, cost containment and protection of risk pools.	<p>Monthly workshops in various centres:</p> <p>Introduction of Trusteeship - (April 2008, February & March 2009)</p> <p>Intermediate - (May, June, July & August 2009)</p> <p>Advance - (September, October, November 2009)</p>	<p>Improve governance and decision making in medical schemes.</p> <p>Improve trustees understanding of and engagement in cost containment.</p> <p>Improve trustees understanding of the need for protection of risk pooling</p>

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Develop Trustee Training Manual.	Updating of manual in line with Amendment Bill – within 3 months of bill being passed.	Fair Treatment of members
Promote an understanding of the medical schemes environment by beneficiaries and the public (CONSUMER EDUCATION)	Develop Outreach Initiatives	Road shows, radio slots & exhibitions (Rand Show, Royal Show) Exhibitions as per Health Calendar of National Dept. of Health & Mall Activations	Informed consumers and stakeholders; Promote Fair Treatment of beneficiaries of schemes
	Participate in Outside Radio Broadcasts	As per invitation of provinces	
	Revise and develop educational material	Printing of 3 pamphlets in June, July & September	Informed consumers and stakeholders; Promote Fair Treatment of beneficiaries of schemes
Promote understanding of medical schemes governance, cost containment and protection of risk pooling (CONSUMER EDUCATION)	Consumer education workshops/seminars with: consumer groups, trade unions, HR Practitioners, EAPs, PHANGO and general public.	Monthly workshops to include presentations on governance, cost containment and protection of risk pools.	Improved understanding of medical schemes environment and active participation in scheme governance. Increased understanding of cost containment and risk pooling to improve sustainability of medical 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
Assist R & M to finalise Education & Training Strategy	Provide input to R&M on the project	As determined by the project manager	Development and implementation of Education & Training Strategy

Stakeholders relations	Regular meetings with groups of stakeholders	4 information sessions for providers; 3 sessions for medical scheme staff	Informed providers and stakeholders and increased consumer protection
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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 2008 and March 2009.	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.

Financial Supervision

TEAM PURPOSE STATEMENT

The **GAAP** focused team

Guarding, protecting and giving **A**ssurance through **A**nalysis with **P**assion, innovation, blood, sweat and tears.

We serve beneficiaries of medical schemes, the Registrar's office and trustees by analyzing and reporting on the financial performance of medical schemes and ensuring adherence to the financial requirements of the Act.

By doing this, we help the Council for Medical Schemes monitor and promote the financial performance of schemes in order to achieve an industry that is financially sound.

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, schemes and auditors on the preparation of the returns.	Workshops in Cape Town and Gauteng by March 2009.	Improved quality of data submitted by medical schemes, and efficient use of resources by both CMS and external parties.
Update Audit and Accounting Guides issued by IRBA & SAICA respectively.	Liaise with SAICA and IRBA to reflect amendments to the Act, Regulations and Accounting and Audit standards in the Audit and Accounting Guides for Medical Schemes.	Revised Audit and Accounting Guide (November 2008 but dependant on SAICA and IRBA processes).	Enhanced financial reporting based on updated legislation and accounting standards reflected in the Guides.
	Attendance/participation in accounting seminars and workshops.	Accounting seminars and conferences	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.	Refined statutory returns: Annual return IT specifications by Nov '08 (depending on publication of SAICA Accounting Guide)	Improve quality of data for sound decision making (both regulatory and scheme management).
	Development of quarterly returns (QR).	Quarterly returns IT specifications by Jan '09. 2008 QR I.T. development starts in Feb '08 and finalised by Apr '08. 2009 QR I.T. development starts in Feb '09 and finalised by Apr '09.	

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Development of the 2008 annual return.	Annual return changes finalised by Feb '09.	
	Disseminate the 2008 on-line annual statutory return.	Annual return available for completion by Mar '09.	
	Disseminate 2008 on-line quarterly statutory returns.	Quarterly return available for completion by May/June '08 .	
	Analysis of 2008 quarterly returns.	Publication of reports: Q1 – end August '08 Q2 – end October '08 Q3 – end February '09	To inform stakeholders of the financial performance of the industry on an ongoing basis. To contribute towards the containment of costs.
	Analysis of 2007 annual returns.	Financial analyses of the annual return, by end June '08.	
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 in conjunction with Regulation 30.	Annually, by end June 2008.	Schemes complying with Annexure B or exemption granted by Council.
Monitor the financial soundness of medical schemes.	Identify schemes that do not comply with Regulation 29 on solvency using the returns.	Quarterly reports of non compliant schemes.	Improved financial position and performance of the medical schemes and compliance with the Act.
	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.	Report on scheme's action plan, 6 weeks after receipt of the complete business plan.	
	Monitoring schemes' compliance with the	Quarterly report on extent of	

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	agreed action plan.	compliance with agreed action plan.	
	Identify schemes that do not comply with the Act and Regulations i.r.o. financial aspects other than investments and Regulation 29 using the returns and supporting documents.	Quarterly reports of non compliant schemes.	
	Research the impact of unrealised gains/reserves on solvency.	Final Research paper by March 2009.	Impact on level of future contributions increases.
			Impact on solvency calculation.
Ensure compliance with the financial aspects of the Act.	Analysis of the following applications: - Auditor approval; - Reinsurance contracts; - Exemptions; - New schemes; - Amalgamations.	- Approval of auditors by end August. - Reinsurance contracts: o Reply to schemes within 30 days of receipt of application; o Report within 4 weeks of receipt of all information. Reports within 4 weeks of receipt of all information on: - Exemptions; - New schemes; - Amalgamations.	Improved levels of compliance.
	Identify schemes that are non-compliant i.r.o. investments.	Report on investments, 8 weeks after submission of Annual Returns.	
	Update the internal investments manual as	Updated manual by March	

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	new products and data become available.	2009.	
Ensure that financial guidelines and training manuals used by CMS are updated.	Review auditor approval process.	Revised auditor approval procedure by end April 2008.	Improved and updated standard documentation to be used by medical schemes.
	Review of the following standard documentation: - Business plans; - Management accounts; - Reinsurance guidelines. - Board of Trustees (BoT) manual	Revised documentation by end March 2009.	
Contribute to the monitoring of the medical schemes within the Risk Based Framework.	Review and update of the Risk Assessment Plans (RAP's) for high impact schemes.	Quarterly updated RAPs.	Schemes are supervised in line with the risk they pose.
	Review and updating of the Risk Mitigation Plan (RMP) for all high impact schemes.	Annual updated RMPs.	
Ensure compliance by all schemes in their rules with the Act, amended regulations and revised model rules.	Participation in the finalisation of the review of model rules.	Internal workshop of the revised model rules as and when required.	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 2009 contribution and benefit changes by end December 2008.	Contribution and benefit changes are assessed for their financial impact and to ensure that costs are contained.
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
Contribute to BoT training on financial issues.	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 evaluation sessions for staff. Monthly meetings with staff.	First performance evaluation session by October. Second performance evaluation session by March. Monthly unit and individual staff meetings.	Prioritise competing demands and monitor performance 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;	Compliance with internal controls; annual budget submissions by second week of	Ensure compliance with internal financial controls and the PFMA in respect of the area under

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Monitor and evaluate the unit's expenditure for irregular, un-authorised or over-spending.	February; contain spending within approved budgets.	FSU's control.

Risk Equalisation Fund (REF) – 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

Legal Services

TEAM PURPOSE STATEMENT

We serve the Beneficiaries of medical schemes, the Office of the Registrar, the Council and the broader public by furnishing legal advice which ensures that the integrity of regulatory decisions is protected at all times and by taking responsibility for defending these decisions when they are challenged.

By doing this we ensure that the Registrar and Council are able to regulate within the powers provided by the Medical Schemes Act.

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 & education on the Act, their responsibilities as trustees and principles of good governance	Presentations at BoT workshops per training targets set by Education & Training Unit	Improved governance of medical schemes
	Review governance presentations every quarter	Relevant presentations	Trustees with sound knowledge & 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 scheme rules with the Act and Model Rules	Render legal advice on rule amendments, amalgamations, scheme registrations & dissolutions in accordance with the Act	Advice provided on rules within one week of request	Rule amendments 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 & enforceable rulings	Render support & advice on complaints of a complex legal nature.	Consultations with Complaints Unit As and when support is required	Legal certainty and confidence in the Council
Adjudication of Appeals brought before Council and the Appeal Board	Work with Council & the Appeal Board to set down appeals	Appeals scheduled and heard within 60 days during April/ July/ October/ February	Protection of members ensured through compliance with the appeal processes prescribed in the Act
	Render secretarial support to the Council Appeals Committee and the Appeal Board	Sitting of Appeals subcommittee and Appeal Board as per meeting scheduled	Efficient and effective resolution of disputes

Render legal support to various units

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Provide legal advice & support to the Operational Units in the Office of the Registrar and the Council	Support the activities of the Regulatory Decisions Committee	Implement programmes and decisions of the Regulatory Decisions Committee	Effective and efficient execution of Regulatory mandate
	Review of contracts, policies & procedures of units	Sound contracting with third parties	Contracts entered into & procedures followed in a legally sound manner
Provide legal advice to the Registrar and Council	Render prompt reliable internal legal opinions	Written legal opinions within 30 days of request (or sooner depending on the urgency)	Actions of the Council/ Registrar protected and take place within the context of sound legal advice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	<p>Obtain Counsel advice & opinion when appropriate.</p> <p>Take responsibility for litigation against Registrar & Council – brief Counsel and drive legal process</p> <p>Settle submissions in appeals to the Council & Appeal Board against the decisions of the Registrar</p>	<p>Written legal opinions within 30 days of request (or sooner depending on the urgency)</p> <p>Court papers lodged in line with required timelines</p> <p>Submissions on key appeals finalised, 14 days before the hearing of the appeal</p>	<p>Actions of the Council/ Registrar protected and take place within the context of sound legal advice</p> <p>Presentation of the matters before the Council and Appeal Board in accordance with required procedures and standards</p>
Render support to Council and EXCO	Provide secretarial support to the Council & Exco	Finalise minutes of Council and EXCO meetings within 14 days of the meeting	Proper record of Council & EXCO activities
Promote an understanding of the legal framework in which we operate	Track changes to complementary laws & case law	Presentations to SMM on changes to complimentary laws and newly decided cases, during August 2008 and February 2009	Improved understanding of legal issues having an impact on the mandate of Council
	Track changes to complementary laws & case law	Presentations 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	Improved understanding of legal issues having an impact on the mandate of Council
Support passage of Medical Schemes Amendment Bill	Support the drafting of the Medical Schemes Amendment Bill as required.	Provisions of Medical Schemes Amendment Bill reviewed for legal clarity	A relevant Regulatory Framework which responds effectively to changes in the industry

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Foster the continued development of Council as employer of choice			
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

Risk Equalisation Fund

Team Purpose Statement

We serve medical schemes beneficiaries and associated stakeholders by preparing the Registrar's office for a system of risk equalisation that will equalise the costs faced by beneficiaries for prescribed benefits.

By doing this we help the Council for Medical Schemes achieve government's objective of a system of fair cross subsidies for health risk

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
REF Technical Work: Ongoing iterative process to establish industry and CMS capacity and readiness to implement REF Establish techniques to evaluate REF submissions through more research on DIN scores and clustering techniques	<ul style="list-style-type: none"> • Clustering of benefit options ⇒ For 2007 Submissions ⇒ For 2008 submissions • Research alternative approaches for the establishment of DIN scores • Benchmarks from other sources 	<ul style="list-style-type: none"> • Ready for use in the evaluation of REF submissions April and August 2008 respectively • Consultative monograph published on the application of clustering techniques used to arrive at scheme specific expected REF Risk Factor values - December 2008 • Ready for use in the evaluation of REF submissions April and August 2008 respectively • Consultative monograph published on the application of Indexing (Scoring) techniques to establish scores used in the evaluation of REF submissions - September 2008 • Consultative monograph published on comparative benchmark values for selected REF Risk factors - March 2009 	Transparent standards set for the evaluation of the REF Returns
Finalise operational procedures for data flows, accounting and revised REF weighting tables	Place matters before the REF Steering Committee and RETAP <ul style="list-style-type: none"> • Data flows and cash flows • REF Accounting Standards • Review Entry & verification criteria for 2009 • Review REF weighting table (REFWT) and expected count table for 2009 • REF Risk factor and pricing analysis based on reviewed PMBs 	Publication of: <ul style="list-style-type: none"> • Data and Cash flow SOPs (June 2008) • REF Accounting Standards (March 2009) • Entry & Verification Criteria Guidelines (August 2008) • REFWT for 2009 (September 2008) • REF Risk factor and pricing analysis based on reviewed PMB's (March 2009) 	Operational Standards established

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
REF Technical Work (continued):			
<ul style="list-style-type: none"> • Support PMB review: Support the PMB review process with analysis of data sets 	<ul style="list-style-type: none"> • Workshop in February • Define PMBs and establish tariff development • Cost PMBs and establish affordability 	<p>Finality on terms of reference and the scope of the project</p> <ul style="list-style-type: none"> • PMB review completed by July 2008 • Final report on cost and affordability by March 2009 	<p>Establishment of work process</p> <p>PMB Structure and contents in line with reform objectives</p>
<ul style="list-style-type: none"> • Analysis of REF returns Evaluate REF submissions and report back to schemes 	<ul style="list-style-type: none"> • Q1 to Q4 of 2007 – Annual report • Q1 and Q2 of 2008 – Limited feedback • Q1 to Q4 of 2008 – Annual report 	<p>Delivery of feedback reports and discussions with schemes</p> <ul style="list-style-type: none"> • June 2008 • October 2008 • June 2009 	<p>Feedback loop on REF submissions completed</p>

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Legal Framework: 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	MSAB will be introduced to Parliament in April 2008 <ul style="list-style-type: none"> • Supportive analysis • Draft regulations 	Report on Analysis: End March 2008 Draft Regulations: June 2008	Enabling legislation to support the REF
Organisation Building: Prepare and enable the office to deal with the CMS policy and governance around the Risk Equalisation Fund.	<ul style="list-style-type: none"> • Review resource requirements after legislation • Develop capacity to audit through tendering for the development of REF audit plans • Improved customer focus – Introduce a Net Promoter Score • Build organisational culture internal workshop in April 2008 	<ul style="list-style-type: none"> • Completed review in line with legislated functions • A REF audit plan (September 2009) • NPS scoring system (April 2008) • Increased performance 	Increased capacity to deal with the REF
Information Technology: Develop and maintain IT systems to support the Risk Equalisation process from shadow cycle – dry run – live cycle	<ul style="list-style-type: none"> • Complete the REF IT system in accordance with tender specifications • Ensure that the internal audit coverage plan of CMS for 2009 reviews the REF systems 	<ul style="list-style-type: none"> • Tested registry reports and workflow systems by July 2008 Audit coverage plan for 2009 prioritises REF systems for review in April 2009.	Business continuity ensured

Research and Monitoring

TEAM PURPOSE STATEMENT

We serve beneficiaries of medical schemes and members of the public by collecting and analyzing data to monitor, evaluate and report on trends in medical schemes and develop recommendations to improve regulatory policy and practice.

By doing this we help the Council for Medical Schemes to contribute to the development of policy that enhances the protection of the interests of beneficiaries and the public.

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 2008	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 2008	Improved monitoring of the legislation
			Better informed industry and public
	Review of the minimum dataset for collection of in-hospital data, out of hospital data, medicines and specialists for routine collection	Report by by end July 2008	
	Development of indicators for managed care entities	Report on managed care indicators for routine data collection by August 2008	
Monitor changes to contributions and benefits within medical schemes	Participation in the development of a framework for assessment of scheme rules and approval of contributions and benefits	Report outlining process for approval of scheme rules by June 2008, and as per BMU targets	Improved protection of beneficiaries

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Monitoring the costs of private hospital and medical specialists	Conduct a detailed study of conditions that resulted hospitalisation within the medical scheme environment during the period 2000-2007	A report detailing the profile of conditions resulting in hospitalisation within the medical scheme environment by 31 October 2008	Improved cost containment
	Undertake analyses on selected conditions to assess impact of expenditure on medical schemes	Reports on cost impact of selected conditions by 31 December 2008	Improved protection of beneficiaries
	Perform comparative analysis of level of expenditure by medical schemes on hospitalisation	A comprehensive report of all activities by 31 March 2009	
	Analyse expenditure patterns of medical specialists in the medical scheme industry		
Monitoring of cost containment initiatives by medical scheme	Map existing cost-containment initiatives within the medical scheme environment	A report identifying strategies and interventions needed to address challenges of escalating medical specialists costs by February 2009	Improved awareness by BoT of cost containment strategies
	Assess impact that the above measures have had on cost containment	A profile of cost-containment measures employed by medical schemes and an assessment of their impact on costs by 31 October 2008	
Monitoring of implementation of ICD10	Ongoing monitoring of compliance by medical schemes and other stakeholders by the National Task Team	Quarterly reports on level of compliance by medical schemes	Greater efficiency through standardisation of billing practices and data collection
	Ongoing maintenance	Regular monthly meetings of the National Task Team on ICD 10 Implementation	
	Publicising the confidentiality document		

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	through presentations at workshops		
Provision of specialist research support to internal customers	Work with Education and Training to finalise the member education strategy	Consultant appointed by April 2008 Strategy completed by July 2008	More coherent consumer education approaches
Review of Prescribed Minimum Benefits	Support comprehensive review of Prescribed Minimum Benefits: 4. Development of framework of comprehensive essential health care benefits 5. Revisit the positive list of the DTPs/CDL 6. Development of a negative list	Report on relevant framework by April 2008 Draft report on the positive list by September 2008 Draft document on negative list for PMBs by July 2008	Improved protection of beneficiaries and greater protection of risk pools
Research the extent to which schemes practice on PMB provision is consistent with their registered rules	Develop research tender to audit provision of PMBs by identified high impact schemes Publish tender and appoint external Supervise the work of the appointed team and ensure production of report.	Research tender by end Ma Researchers appointed by end July Report finalized by October 2008.	Improved protection of risk pools

Support Units

Human Resources

TEAM PURPOSE STATEMENT

We serve both internal and external customers by assessing needs and proactively addressing those needs through developing, delivering and continuously improving human resources programmes that promote and support Council's vision.

We will fulfill this mission with professionalism, integrity and responsiveness by treating all our customers with respect, providing resourceful, courteous and effective customer service; promoting teamwork, open and clear communication and collaboration; demonstrating creativity, initiative and optimism.

By doing this we help the Council for Medical Schemes by supporting its administration and staff through Human Resources Management advice and assistance, enabling them to make decisions that maximize its most important asset: its people and to continue the development of CMS as employer of choice.

Continue the development of CMS as an employer of choice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Career Pathing	Career Pathing Implement career pathing strategy.	Staff grow in terms of their Individual Development Plan	Valuable employees are retained, and organizational needs are matched with the best candidates.
Remuneration	Remuneration Implement remuneration strategy.	Staff remunerated in accordance with Remuneration strategy	A successful remuneration strategy is implemented thereby ensuring that CMS is able to recruit and retain the right people, with the right mix of skills, so that CMS can meet its business objectives.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Succession Planning	Succession Planning Establish need for succession planning through engagement with CMS Active: (a) Develop a proposal for succession planning (b) Manage the process for the appointment of consultant to assist with development of strategy (c) Communicate the proposal to staff gaining acceptance (d) Develop strategy and engage with staff during process of development	(a) Strategy on succession plan completed – 1 June 2008 (b) Presentation of succession planning proposal to staff – 30 June 2008 (c) Implementation of approved succession planning strategy- Process of developing staff into leadership roles in accordance with plan begins. – 30 June 2008	Succession Planning ensures continued and progressive performance of the organisation.
Flexi-time	Flexi-time Policy (a) Establish need for a flexi-time policy (b) Develop a proposal and communicate the proposal to the organisation for input	Proposal on flexi-time completed and presented to SMM and Council for approval – 28 February 2009	A flexi time scheme allows employees, subject to certain conditions, to vary their working hours to suit to their individual requirements
HIRE AND RETAIN HIGH QUALITY TALENT	Source, screen, and select suitably qualified person(s) for a permanent or temporary vacancy within CMS.	Talented personnel are identified from within or outside CMS in line with recruitment processes and policy.	Best possible pool of applicants recruited thereby supporting our business objectives

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Wellness	Wellness Promote Wellness and health activities through <ul style="list-style-type: none"> Annual Health Promotion days and Participation in gym activities 	<ul style="list-style-type: none"> Annual health Day held by 1 August 2008 Ongoing gym participation 	A Healthy workforce is maintained thus aiding the reduction of costs associated with health and wellness matters.
	Counseling Provide confidential assistance or short term counseling to those who are experiencing personal or work-related problems.	Counseling sessions arranged within 2 days of request.	
	HIV/AIDS Review HIV/AIDS policy & implement recommendations of HIV/AIDS committee.	Reviewed HIV/Policy presented to SMM for approval by 1 June 2008	

Implement affirmative action and employment equity in line with national policy

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
MANAGE EQUITY IN LINE WITH NATIONAL OBJECTIVES	Prepare Employment Equity report for DoL for 2008/2009.	Employment Equity for CMS successfully reported on to DoL in terms of Act. - 1 September 2008	Equity goals achieved and legislation complied with.
	Engage the employment equity forum in monitoring and evaluating the employment	Report presented to SMM on progress of	Employment Equity Plan is successfully

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	equity plan.	implementation the employment equity plan. Quarterly	implemented.

Assist managers and the organization in managing performance

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
MANAGEMENT OF PERFORMANCE	Provide an effective and fair performance management system to managers for 1 st review.	Performance reviews conducted and consistency is achieved in assessments across units and job families -1 st review: September 2008 +2 nd review: March 2009	Excellent performance fostered and rewarded through performance management system
	Provide support to employees and managers.		
	Provide an effective and fair performance management system to managers for 2nd review.		
	Collate and table results to Moderating committee.		

Organizational efficiency and effectiveness

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
IMPROVE CUSTOMER SERVICE	Continuously improve on our customer service and; <ul style="list-style-type: none"> ensure prompt, responsive and courteous service: 	resourceful, courteous, and effective human resources solutions - ongoing	Improved customer service to internal and external customers.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	<ul style="list-style-type: none"> encourage feedback from our customers and act on it Regularly communicate HR processes Avoid delays in HR processes (vacancies, CMS Active) 		
PROVIDE STRATEGIC HR SUPPORT	Provide strategic advice to SMM on: <ul style="list-style-type: none"> Leave statistics Cost of training and development Employment Equity 	Updated reports provided to SMM on a quarterly basis	SMM timorously informed of developments in the area of leave, training & development and employment equity

Training and skills development

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
FACILITATE ORGANISATIONAL TRAINING AND DEVELOPMENT	Review training and development policy.	Revised training and development policy in line with changes in organisational operational requirements-30 April 2008	Continuous learning climate with opportunities for education and growth
	Implement training Plan for 2008/2009.	Implementation of appropriate learning interventions in line with Training policy facilitated-Ongoing	Continuous learning, training and development opportunities to ensure development and growth

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Prepare report on training interventions for submission to HWSETA in consultation with the training committee	Workplace Skills Plan (WPSP) complete and lodged with HWSETA. - 30 June 2008	Training requirements of HWSETA complied with.
ORIENTATION OF NEW STAFF	Enhance current orientation programme in consultation with unit heads to include education on our legislative processes (consult tertiary institutions on possibility of developing course)	New orientation programme developed- 1 December 2008	Staff are adequately equipped to perform their functions and to respond accurately to external customers
IMPLEMENT INTERNSHIP PROGRAMME	Develop internship programme/scheme	Structured internship programme providing CMS with the opportunity of employing interns-28 February 2009	Unique skills developed internally thereby reducing time and costs incurred in sourcing scarce skills

Internal Finance

TEAM PURPOSE STATEMENT

We serve all the business units in CMS, the senior management team and Council by maintaining an efficient, effective and transparent system of financial management that complies with the applicable legislation. We also serve the Audit Committee, Internal Auditors, National Department of Health, National Treasury and Auditor-General by making available to them information and reports that allow them to carry out their statutory responsibilities. By doing this, we help Council to be a reputable Regulator

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.	Submit financial information in the prescribed format on actual revenue and expenditure of the preceding month. Management reports e.g. statement of financial performance, statement of financial position, cash flow statement, variance report and notes are produced within seven (7) days of month end and are discussed with management fourteen (14) days after month end.	Management accounts are produced monthly and serve at SMM, Council and Audit Committee. The structures interrogate these accounts and provide advice where applicable. Decisions are taken on the basis of a fair presentation of accounts.
Prepare Annual Financial Statements (AFS) in the form required by the Auditor General for audit. (S55). Financial statements are prepared in accordance with the Generally Accepted Accounting Practice (GAAP) and applicable Generally Recognised Accounting Practice (GRAP)	Collect all the invoices and receipts and any other relevant information needed for the making of provisions and prepayment. <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. 	Annual financial statements are submitted to Council and Audit Committee before submission to the Auditor General and Treasury on 31 May. <ul style="list-style-type: none"> - seven days after the Auditor General report Audit Committee evaluates the Annual Financial Statements - Submit annual financial statements together with the audit committee report and Accounting Officers report to Treasury and the Executive Authority by 31 August each year. Annual Financial Statement	To have an unqualified audit opinion each year. Annual financial statements are tabled in the National Assembly by the Minister on 30 September each year.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
		<p>Templates from National Treasury is completed on time.</p> <p>Management letter is responded to and presented to the audit committee</p>	
<p>Maintenance of effective and efficient Internal Controls. (TR.3.2), S38 (ia), S76 (4).</p>	<p>Facilitate the work of Internal Auditors.</p> <p>Assess our materiality level. Risk Management Committee to report to Management, Audit Committee and Council on the mitigation of identified risks.</p> <p>Document the necessary changes and discuss them at SMM, Audit Committee and Council</p> <p>Communicate the internal controls to all staff.</p>	<p>Internal Audit reports in line with approved audit plan.</p> <p>Internal Audit charter in place.</p> <p>Revised materiality level.</p> <p>Revised policies incorporated in the finance and procedure manual annually.</p>	<p>Ensure that Council transactions are conducted in terms of the finance policies, HR policies and any other relevant legislation governing Council.</p> <p>Maintenance of policies that is consistent with changing needs of the corporate environment and relevant legislation.</p> <p>An improved culture of adherence to internal control is maintained in Council.</p> <p>Workshops are conducted with staff.</p>
<p>Revision of finance policies and procedure manual in line with the PFMA and treasury regulations, Supply Chain Management Framework, Preferential Procurement Act and the requirements of GRAP and GAAP.</p>			
<p>To ensure Audit Committee meetings are held quarterly. (TR.3.1), S76 (4d)</p> <p>- An effective and properly constituted Audit Committee in terms of the PFMA.</p>	<p>Audit committee meetings are held quarterly.</p> <p>- Preparation of documentation and distribution to Audit Committee members seven days before the meetings to audit committee members.</p> <p>Communicate Audit Committee</p>	<p>Audit committee meetings take place as scheduled.</p> <p>- Audit Committee recommendations are implemented timeously.</p>	<p>Continuous assessment of the financial position of Council and the identification of risks inherent in the management of an organisation.</p> <p>Provide financial advice to Council.</p>

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	<p>recommendations to relevant structures of Council.</p> <p>Review Terms of Reference of Audit Committee members annually.</p> <p>Review audit charter and communicate to Audit Committee members annually.</p>		
Preparation of Annual Budget. (S53)	<p>Consultative budget meetings are convened in line with the budget cycle to ensure that:</p> <ul style="list-style-type: none"> - Cost centre Heads have submitted their budget inputs which are aligned to their operational plans, with clear projections on a month to month basis; Consolidate the Council budget - discuss the final budget with the Cost Centre Heads 	A consolidated budget is submitted six months before the financial year or another period agreed to.	The annual budget is submitted to Council for approval.
Determination of levy for medical schemes	<p>Submit the proposed budget and operational plans with the proposed levy notice to the Executive Authority. Publish the proposed levy notice in the government gazette for industry comments (30 days). Submit levy imposition notice together with comments received to Executive Authority.</p>	Executive Authority approves the levy. Imposition notice is published in the Government Gazette.	A levy on medical schemes is imposed.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Review budget to ensure consistency with approved operational plans and projected cash flow. Performance Management	Monthly variance reports are prepared and discussed with the Heads of Cost Centres prior to presentation at SMM. Quarterly variances are discussed with the Heads. Facilitate preparation of quarterly reports.	Reviews are documented to comply with the PFMA. Quarterly review templates.	Spending is in line with approved operational plans and budget. Quarterly reports are aligned with operational plans and budget.
Preparation of Estimates of National Expenditure Framework (MTEF) projections	Consult with the Registrar and Cost Centre Heads.	Templates on the Estimates of National Expenditure (ENE) are produced and sent to National Treasury.	Submitted to National Treasury and the Executive Authority in December.
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 in the statement of financial position. Debtors' reconciliations are produced on a monthly basis. Manage revenue efficiently and effectively.
Maintenance of the Supply chain Management Framework(S76) 4 (c)	Develop tender committee guidelines including standard request for proposal document. Tender in line with Supply Chain Management limits. Communicate Supply Chain Management changes to all staff. Submit monthly report to Treasury as required by the SCM framework.	Tender Committee guidelines. Standard request for proposal (RFP) documents.	Full compliance with the supply chain management framework. An effective Tender Committee is in place.
Expenditure Management	Ensure all expenditure is	Suppliers are settled within the	An accurate presentation of

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
(S76) (4)b	necessary, appropriate and is paid promptly. Ensure that expenditure is incurred in line with applicable Supply Chain Management thresholds and PFMA. Verify IT consumables monthly.	prescribed period.	Creditors in the statement of financial position. Creditors' reconciliations are produced on a monthly basis. No fruitless and wasteful expenditure.
Procurement system (T.R. 16.6.)	Review procurement policy in the policies and procedures manual. Update supplier database for procurement of all goods and services.	Sign contracts and service level agreements with preferred providers after consultation with Legal. 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 system. Adherence to investment policies. Investment schedules are produced on a monthly basis and presented together with monthly management accounts. Cash forecast/cash flow projections. Bank accounts approved by Treasury.	Determine cash flow requirements from time to time. Investments are held with approved financial institutions.	Effective cash flow management.
Asset Management (S31)(1)d	Maintenance of: <ul style="list-style-type: none"> an up to date fixed asset register an up to date register of redundant assets 	Proper control systems exist for assets.	Council's assets are not exposed to risks. Accurate and up-to-date asset register Internally developed software is

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	<ul style="list-style-type: none"> perform an impairment test at year end balance date quarterly physical verification of assets Quarterly reconciliation with IT asset register. <p>Ensure that all assets have been coded. Ensure that assets are insured at all times. Assess useful life of assets. Determine residual values. Maintain a system of measuring internally developed software.</p>		recognised when it is ready for use.
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 affect salary. Prepare accurate information on the IRP5 at the end of each tax year. Legislated deductions against payroll are made. Ensure that all appointments are approved by the CEO. Changes to conditions of employment approved by CEO. Ensure that the payroll system is updated as changes in legislation are released(Tax laws, UIF etc)</p>	<p>Salaries are paid on the 25TH of each month.</p> <p>Statutory creditors are settled by the 7th of each month.</p>	<p>All salaries are within budget and for appointed staff. HR and Finance records are reconciled.</p>

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
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 Treasury or Auditor General • Effect changes in our policy and procedures manual • Communicate changes to staff SMM and Audit Committee. 	Implement the required changes in order to comply with the PFMA and Treasury Regulations.	Full compliance with the PFMA and Treasury Regulations.
Render support to the REF	Facilitate budget preparation. Reconcile REF expenditure with the grant received. Ensure that quarterly reports are in line with operational plans and budget.	Expenditure is in line with operational plans.	Reports are produced and submitted to Executive Authority.
Alternative Funding Model for Council	Work with the Council's Finance subcommittee to explore alternative funding sources for the work of the CMS.	Recommendation to Council during November 2008.	New funding model.

Information Systems and Knowledge Management

TEAM PURPOSE STATEMENT

We serve the business units in CMS by developing, sourcing, implementing and maintaining technology enablers. We also serve medical schemes and their members, administrators, managed care organizations, brokers and the general public by making information accessible anytime, anywhere and in any situation.

By doing this we help the Council for Medical Schemes achieve its objectives through the use of appropriate information systems and to render excellent customer service.

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 4 hour response time for major problems that need to be attended to by the OEM.	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 and resolved within 4 hours & where vendor support is required, resolution of problems within 24 hours.	Reduced downtime with a resultant increase in workforce efficiency.
Educate staff on the different IT systems and tools available within CMS.	Conduct in-house group training sessions on specific IT systems.	In-house group training sessions conducted as and when necessary.	Staff educated on the use of specific IT Systems, i.e. the Office 2007, Share Point Portal, OWA, Legato etc leading to increased workforce effectiveness and efficiency.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
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 CMS Master System.	A basic data warehouse and star schemas developed by End August 2008. Several Reports developed in either SQL Server Reporting Services or on ProClarity.	There is an improved business decision making capacity to the CMS staff and management.
	Develop account-mate report integration module for senior management.	Reports generated to track financial expenditure by senior management - end May 2008	Reports generated for improved financial accountability by senior management.
	Develop lead and lag indicators for the Medical Schemes Risk Assessment Framework (RAF)	Lead and Lag Indicators developed according to user requirements by end July 2008	Indicators developed to assess medical scheme risk and linked to BMU system.
	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.

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.	Assist with the development, testing 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 and test new functionality for integration of all components successfully for the REF system as and when needed	REF IT System component functionality developed and deployed
	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-hoc development and testing.	I.T. consultants assisted with their ad-hoc development and testing.	REF IT System component 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 the CMS Strategic Management Committee.	Minutes made available to SMM members within 24 hours 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.	Ensure effective and efficient management decision making 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.
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.
Accreditation of administrators.	Participation in administrator accreditation review processes,	Assistance provided on request of Accreditation unit.	Administrators function in terms of regulatory standards.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	including evaluation of reports.		

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

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Improve the Online Quarterly Returns for 2008/9.	Quarterly Return changes effected by end April 2008.	Quarterly Return Interface, Reports and validation rules amended by end April 2008.	Improved quality of data submitted by schemes for better regulatory decision making and improved level of compliance.
Improve the Online Annual Returns for 2008/9	Annual Return changes effected by end February 2009	Annual Return Interface, Reports and validation rules amended by end February 2009.	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 Returns System	Render telephonic and written Assistance to Internal and External Stakeholders on Queries related to submission of Online Returns.	Queries Handled effectively.	External and Internal queries resolved.
	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 2008.	Make amendments to the Online Auditor Approval Questionnaire and improve associated reports.	Amendments made and additional reports designed by end July 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 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, flexible and integrated CMS Master System	Develop, improve and deploy the BMU System portal to CMS Users	New GUI designed, rolled out and end-users trained in the use thereof by end April 2008.	CMS Users view global schemes information, contacts and benefit options.
	Design and Integrate a new GUI for the BMU returns module within the CMS Master System.	New GUI designed, rolled out and end-users trained in the use thereof by end September 2008.	Medical Schemes able to submit BMU returns.
Ensure that databases are secure and functioning optimally	Perform planned quarterly and un-planned ad-hoc Optimization and Archiving Procedures	Archived and Re-indexed databases every quarter	Better performance on the various systems
Publish and maintain content on the CMS Website and related portals	Outsource the upgrading of the CMS website and related portals.	New CMS website developed and deployed by end October 2008	New CMS website developed and published.
	Publish and maintain content on the website as requested by various units.	Content published on CMS Website within 24 hours on receiving a publication request	Content on the CMS website published and maintained.
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.	Maintain the complaints system according to feedback received by users of system.	Complaints system maintained according to ad-hoc inputs received.	Improved complaints system supports and enhances the 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
Develop and Maintain the new Accreditations System.	Design and Integrate the new Accreditation system modules within the CMS Master System.	Accreditation system integrated to the CMS Master System by end August 2008.	Improved accreditations system supports and enhances the Unit's ability to foster compliance to the Act.

Maintain systems that assist the Compliance Unit to foster compliance to the Medical Schemes Act by Medical Schemes.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Deploy the new Case Management System.	Investigate and deploy the new Case Management system modules within the CMS Master System.	Case Management system deployed to CMS by end March 2009.	Case Management system supports and enhances the Unit's ability to foster compliance to the Act.

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 and maintained.	Test and maintain LAN infrastructure and related components (switches, routers etc.)	LAN infrastructure tested and maintained on an ongoing basis.	Stable uptime of LAN infrastructure assured.
Ensure that disaster recovery and data backup procedures are in	Perform daily, weekly and monthly differential and full backups,	Backups performed as per schedule and tapes stored offsite.	Risk to the organisation mitigated through the application of sound

Part 1: Regulatory Plan Information Systems & Knowledge Management

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
place.	ensure emergency electrical supply is maintained and ensure that environmental monitoring systems in server rooms function optimally.	Data restored on a monthly basis to test success of backups. UPS, GENSET and EMS systems maintained and services as per SLA schedules.	disaster recovery and backup procedures.
Ensure that adequate domain security measures are in place	Security infrastructure tested and regularly checked for vulnerabilities, Group Policy fine tuned and Anti-Virus measured deployed	Check Intrusion Detection, Group Policy and Sophos Logs weekly to monitor possible intrusion attempts, virus outbreak and perform a controlled penetration.	Adequate group policy and domain security measures implemented to ensure that unauthorised access attempts are prevented.

Contact Centre

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Effective handling of telephonic enquiries and queries as per industry norms & standards.	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 maintained below 10% over the reporting period.	Call abandon rate maintained below 10%.	Improved customer experience and service.
	Ensure that all calls are wrapped up within 10 seconds.	Wrapping up of calls should not exceed and average of 10 seconds.	Improved customer experience and service.
	Review the options on the IVR that gives callers an access to Contact Centre	Achieve a smoother call flow & reduce queuing time	Improved customer experience and service.
Educate staff on the role and importance of the Contact Center.	Conduct quarterly presentations within CMS. Provide frequent feedback on progress (improvement) relations	Enhance relationship building. Ongoing	Increased awareness of the issues experienced by the call center and their needs lead to improved collaboration between the front and back office operations, improved operations and improved customer care to external stakeholders.
Record all queries received on a Tele-Support system.	Respond / Acknowledge all queries on Tele-Support System and where information need to be obtained from other units & escalated when necessary.	Resolve all queries within timeframe set as per agreed SLA's with business units on an ongoing basis.	Improved customer experience.
Establish SLA's with the various business units.	Negotiate, agree and enter into SLA with all operating units that we serve.	SLA's outlining specific turnaround times and expectations with operating units	Improved customer experience and service
Obtain total integration of the systems to enable us to access information.	Ensure effective & speedy resolution of queries.	Ensure that call time handling does not exceed 2 minutes.	Improved customer experience and service

Improve Information Management through effective utilization of the CMS Information Center

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
To improve Information management through information processing, retrieval, and collection building, focusing on the broad organization.	<u>Collection Building-</u> <ul style="list-style-type: none"> Develop a web based form in consultation with ICT and CMS Units. Deploy the web based form on the E-Library. Train end users on the use of the web based form. Process requests for books as received by either ordering new ones or performing inter-library loans 	<u>Collection Building-</u> <ul style="list-style-type: none"> Web form developed by mid April 2008 Web form deployed on E-Library end April 2008 Train end users during the first staff meeting scheduled for May 2008. Online requests processed from May 2008. 	Easy accesses of information in the information centre and ensure that information materials kept are always up to date.
	<u>Information Processing</u> <ul style="list-style-type: none"> Investigate several leading library catalogue systems. Install and configure new library system in close 	<u>Information Processing</u> <ul style="list-style-type: none"> Acceptable library catalogue system identified for purchase by mid April 2008. New library system configured and installed by end May 2008. 	

Part 1: Regulatory Plan Information Systems & Knowledge Management

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	collaboration with ICT.		
	<ul style="list-style-type: none"> Deploy new library system search interface on E-Library and train end users. 	<ul style="list-style-type: none"> Search function made available on E-Library by mid May 2008 and end users trained on ongoing basis. 	
Promote the Information Center as a user friendly entity amongst all units in CMS by making sure that the E-Library is fully utilized.	<ul style="list-style-type: none"> Include access to SABINET, Butterworths and Legalbrief as part of the E-Library Interface. 	Use of E-library increased by including SABINET, Butterworths, Legalbrief as part of the interface by end of June 2008.	Improve access to information materials being hosted through the E-Library Portal..

Promotion of Access to Information Act (POATIA)

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
To comply with the Act in terms of access to information by outside users	<ul style="list-style-type: none"> Respond to queries after receipt of request 	<ul style="list-style-type: none"> Ongoing: POATIA requests responded to within 30 days after receipt 	Full compliance with the Act
Prepare and submit Statistical Information as prescribed by the Act	<ul style="list-style-type: none"> Preparation of Statistical information a) Section 32 statistics(SAHRC) b) Section 15 Statistics (Department Of Justice and Constitutional Affairs) 	<ul style="list-style-type: none"> Statistics has to be prepared and submitted by End of April 2008 as per Act 	Full compliance with the Act
To improve Online Access on CMS website to POATIA	<ul style="list-style-type: none"> Revamp the POATIA interface in close collaboration with ICT in order to make it user-friendly. 	<ul style="list-style-type: none"> POATIA Interface revamped by end of May 2008 	Improve access to POATIA information online.
To develop a POATIA manual on how to access information from CMS	<ul style="list-style-type: none"> Preparation of manuals in Three (3) different languages as required by section 14 of the act 	<ul style="list-style-type: none"> Manual to be prepared and ready by end of August 2008 in case there might be organizational changes 	Full compliance with the Act

Records and knowledge management

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
To comply with the National Archives and Records Services of South Africa Act of 1996.	<ul style="list-style-type: none"> Submit the draft CMS Records Management Policy to the IT Sub-Committee of Council for 	<ul style="list-style-type: none"> Draft CMS Records Management submitted to IT sub-Committee for approval by end April 	Full compliance with the National Archives and Records Services of South Africa Act of 1996 by deploying a records management

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	approval.	2008.	system based on tracking of paper based documents via barcodes.,
	<ul style="list-style-type: none"> Submit CMS Records Management Policy to National Archivist for final approval. 	<ul style="list-style-type: none"> Final approval of CMS Records Management Policy by beginning of June 2008 	
	<ul style="list-style-type: none"> Develop a CMS file plan in consultation with all Units in CMS and submit to the National Archivist for approval 	<ul style="list-style-type: none"> File Plan approved by National Archivist by end of June 2008. 	
	<ul style="list-style-type: none"> Plan and prepare Office space for a registry department in close consultation with the Office Manager. 	<ul style="list-style-type: none"> Registry office space modified and prepared for the Registry Department by end May 2008. 	
	<ul style="list-style-type: none"> Recruit and appoint a Registry Officer. 	<ul style="list-style-type: none"> Registry officer recruited and appointed by end May 2008 	
	<ul style="list-style-type: none"> Investigate and procure a paper based Records Management System (Barcode Capture and Location Tracking) 	<ul style="list-style-type: none"> Paper based Records Management system procured and deployed by end May 2008. 	
	<ul style="list-style-type: none"> Train Registry officer in the use of the new RMS system. 	<ul style="list-style-type: none"> Registry officer trained by end Mid June 2008. 	
	<ul style="list-style-type: none"> Barcode Label all existing files and locations throughout CMS. 	<ul style="list-style-type: none"> All existing files and locations labeled by end August 2008 	
	<ul style="list-style-type: none"> Train all members of staff on the use of the new RMS system and Registry 	<ul style="list-style-type: none"> All staff trained on the use of the new RMS system and Registry procedures 	

Part 1: Regulatory Plan Information Systems & Knowledge Management

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	procedures.	by end September 2008.	
	<ul style="list-style-type: none"> Registry department and Records Management systems (Stage 1) fully functional. 	<ul style="list-style-type: none"> Registry department and Records Management systems fully functional by end November 2008. 	
Establish a framework for organizational readiness for Knowledge Management	<ul style="list-style-type: none"> Promote effective journal club and capturing of knowledge during sessions 	<ul style="list-style-type: none"> Ongoing: To engage R&M unit regarding the operation of the Journal Club and to come up with strategies to tap into knowledge during sessions 	Encourage a Knowledge sharing environment within CMS

PART 2: BUDGET

Income budget for the financial year 2008/2009

INCOME	Total		Month											
	Budget	April	May	June	July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	Total
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	1,400,000	116,667	116,667	116,667	116,667	116,667	116,667	116,667	116,667	116,667	116,667	116,667	116,667	1,400,000
Levy on Medical Schemes	41,627,844		20,813,922				20,813,922							41,627,844
Registration Fees	450,000	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	450,000
Surplus Funds	2,500,000	2,500,000												2,500,000
Total	52,477,844	3,195,833	21,509,755	695,833	695,833	695,833	21,509,755	695,833	695,833	695,833	695,833	695,833	695,833	52,477,844

Full budget for the financial year 2008/2009

Expenditure	Total	Month												
	Budget	April	May	June	July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	TOTALS
Accreditation Costs	101,475	0	0	8,575	2,000	7,800	29,300	14,650	3,000	0	0	36,150	0	101,475
Administrators Training	105,200	0	0	0	0	0	0	0	0	0	40,000	35,200	30,000	105,200
Appeal Board	360,000	90,000	0	0	0	90,000	0	0	90,000	0	0	90,000	0	360,000
Audit Fees: Internal	352,760	0	52,400	0	52,500	0	43,860	60,040	0	74,960	0	69,000	0	352,760
Audit Fees: External	353,000	0	0	60,800	0	180,000	0	90,000	0	0	22,200	0	0	353,000
Bank Charges	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
Cleaning & Gardening	162,000	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	162,000
Computer Expenses	143,760	19,380	17,980	12,980	18,380	7,980	7,980	18,380	7,980	7,980	8,380	7,980	8,380	143,760
Consumer Education	790,000	30,000	70,000	100,000	120,000	80,000	120,000	70,000	20,000	15,000	5,000	50,000	110,000	790,000
Council Committees	373,571	32,429	45,000	32,429	32,429	45,000	32,429	32,429	45,000	0	0	31,426	45,000	373,571
Courier & Postage	114,000	8,500	11,500	8,500	8,500	11,500	8,500	8,500	11,500	8,500	8,500	11,500	8,500	114,000
Consulting Fees	77,500	20,000	17,500	2,500	2,500	2,500	2,500	17,500	2,500	2,500	2,500	2,500	2,500	77,500
Depreciation	600,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	600,000
Donations	5,500	0	0	0	0	0	0	0	5,500	0	0	0	0	5,500
Employee Wellness	164,000	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	164,000
External storage	60,504	5,042	5,042	5,042	5,042	5,042	5,042	5,042	5,042	5,042	5,042	5,042	5,042	60,504
General Expense Admin	78,000	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	78,000
Employee Benefits	906,000	75,500	75,500	75,500	75,500	75,500	75,500	75,500	75,500	75,500	75,500	75,500	75,500	906,000
HR/Organisational Strategy	400,000	0	0	200,000	0	0	50,000	0	150,000	0	0	0	0	400,000

Part 2: Budget for 2008/9

Expenditure	Total	Month												TOTALS
	Budget	April	May	June	July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	
Insurance	150,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	150,000
Internet Expenses	217,266	17,917	17,917	17,917	17,917	17,917	17,917	17,917	17,917	17,917	18,671	18,671	18,671	217,266
Investigation Costs	490,000	300,000	30,000	0	0	0	40,000	40,000	0	0	0	40,000	40,000	490,000
IPP	360,000	0	100,000	0	0	120,000	0	0	100,000	0	40,000	0	0	360,000
Legal Fees	3,600,000	250,000	200,000	450,000	250,000	200,000	450,000	250,000	200,000	450,000	250,000	200,000	450,000	3,600,000
Media and Promotion	460,000	20,000	30,000	50,000	150,000	30,000	50,000	30,000	50,000	10,000	0	20,000	40,000	460,000
Council Members fees	216,732	15,000	24,183	15,000	15,000	24,183	15,000	15,000	24,183	15,000	15,000	24,183	15,000	216,732
Motor Vehicle	24,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Printing	65,000	0	0	0	0	0	9,000	50,000	0	0	6,000	0	0	65,000
Recruitment & Relocation	280,000	100,000	0	0	0	180,000	0	0	0	0	0	0	0	280,000
Refreshments	66,408	6,134	5,584	5,709	5,509	4,959	5,709	4,959	5,459	5,609	4,859	5,584	6,334	66,408
Rent	2,208,000	173,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	2,208,000
Rental Copiers	400,000	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	400,000
Rental Other Assets	11,880	990	990	990	990	990	990	990	990	990	990	990	990	11,880
Operational Planning	300,000	0	0	0	0	0	0	0	0	0	0	300,000	0	300,000
Repairs & Maintenance Office	202,068	16,839	16,839	16,839	16,839	16,839	16,839	16,839	16,839	16,839	16,839	16,839	16,839	202,068
Research Costs	630,000	80,000	0	300,000	10,000	0	40,000	80,000	50,000	40,000	0	30,000	0	630,000
Knowledge Management	240,000	50,000	0	0	0	0	0	0	0	50,000	90,000	50,000	0	240,000
Salaries	33,179,288	2,423,853	2,655,646	2,598,159	2,546,378	2,500,640	2,642,655	2,623,744	2,601,553	2,500,891	2,694,175	3,003,511	4,388,083	33,179,288
Security-Computers	47,820	3,985	3,985	3,985	3,985	3,985	3,985	3,985	3,985	3,985	3,985	3,985	3,985	47,820
Year End Function	42,000	0	0	0	0	0	0	0	0	42,000	0	0	0	42,000
Staff Training	1,162,593	136,162	158,859	205,635	103,746	75,592	103,073	74,559	84,903	44,835	56,381	49,805	69,042	1,162,593
Stationery	170,591	14,994	9,509	21,309	11,309	11,469	20,709	8,109	8,609	22,569	11,309	8,109	22,584	170,591

Part 2: Budget for 2008/9

Expenditure	Total	Month												
	Budget	April	May	June	July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	TOTALS
Strategic Planning Costs	120,000	0	0	0	50,000	0	0	70,000	0	0	0	0	0	120,000
Subscriptions	34,605	500	4,500	1,650	0	0	0	0	0	1,150	22,655	3,250	900	34,605
Software Licence Subscription	489,241	7,439	9,454	400,000	20,000	15,000	0	5,000	32,348	0	0	0	0	489,241
Telephone & Fax	760,308	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359	760,308
Temp Services	62,000	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	62,000
Transcription Services	41,000	0	0	10,250	0	0	10,250	0	0	10,250	0	0	10,250	41,000
Travel	283,203	20,767	21,267	23,267	26,267	20,267	26,267	20,267	24,770	19,767	16,767	26,267	37,267	283,203
Trustee Training	418,000	55,000	40,000	25,000	40,000	0	51,000	60,000	60,000	0	0	27,000	60,000	418,000
Water & Electricity	111,452	8,800	9,332	9,332	9,332	9,332	9,332	9,332	9,332	9,332	9,332	9,332	9,332	111,452
Workman's Compensaton	75,000	0	0	0	0	75,000	0	0	0	0	0	0	0	75,000
:														
TOTAL	52,105,724	4,185,590	4,021,346	5,049,727	3,982,482	4,199,854	4,276,196	4,161,101	4,095,269	3,838,975	3,812,444	4,640,183	5,862,558	52,105,724

CAPITAL BUDGET	
Computer Software	267,320
Computer Equipment	524,800
Other Assets	-
Motor car	-
Furniture and Fittings	180,000
TOTAL	972,120

Budget per unit

CEO

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTAL
Council Committees	373,571	32,429	45,000	32,429	32,429	45,000	32,429	32,429	45,000	0	0	31,426	45,000	373,571
Courier & Postage	36,000	2,000	5,000	2,000	2,000	5,000	2,000	2,000	5,000	2,000	2,000	5,000	2,000	36,000
IPP	360,000		100,000			120,000			100,000		40,000			360,000
Members Fees - Council	216,732	15,000	24,183	15,000	15,000	24,183	15,000	15,000	24,183	15,000	15,000	24,183	15,000	216,732
Refreshments	6,000	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Salaries	2,244,214	162,714	236,159	215,205	162,714	189,792	162,714	162,714	162,714	162,714	174,104	174,104	278,566	2,244,214
Stationery	70,000	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	70,000
Staff Training	160,000		50,000	40,000	10,000		10,000		10,000	10,000	10,000	10,000	10,000	160,000
Strategic Planning Costs	120,000				50,000			70,000						120,000
Travel	121,200	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	121,200
TOTALS	3,707,717	228,576	476,775	321,067	288,576	400,408	238,576	298,576	363,330	206,147	257,537	261,146	367,000	3,707,717

Legal

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
														0
Appeal Board	360,000	90,000				90,000			90,000			90,000		360,000
Courier & Posage	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
Legal Fees	3,600,000	250,000	200,000	450,000	250,000	200,000	450,000	250,000	200,000	450,000	250,000	200,000	450,000	3,600,000
Refreshments	3,000	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Salaries	1,634,731	117,246	132,447	117,246	117,246	117,246	117,246	117,246	117,246	117,246	173,253	125,891	265,171	1,634,731
Stationery	3,000	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Subscriptions	1,000	500		500										1,000
Staff Training	50,000			30,000		10,000		0	2,500		2,500	2,500	2,500	50,000
Transcription Services	41,000			10,250			10,250			10,250			10,250	41,000
Travel	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
TOTALS	5,742,731	462,413	337,114	612,663	371,913	421,913	582,163	371,913	414,413	582,163	430,420	423,058	732,588	5,742,731

Communications

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
														0
Media and Promotion	460,000	20,000	30,000	50,000	150,000	30,000	50,000	30,000	50,000	10,000		20,000	40,000	460,000
Refreshments	2,000		200	200	200	200	200	200	200	100	100	200	200	2,000
Salaries	915,086	19,061	74,052	92,413	74,052	74,052	74,052	74,052	74,052	74,052	79,236	79,236	126,777	915,086
Stationery	2,400	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Staff Training	46,500			5,400	4,727	12,019	5,000	5,000	1,347		13,007			46,500
Travel	4,003		500	500	500	500	500	500	3			500	500	4,003
TOTALS	1,429,989	39,261	104,952	148,713	229,679	116,971	129,952	109,952	125,802	84,352	92,543	100,136	167,677	1,429,989

Financial supervision

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Administrators Training	105,200										40,000	35,200	30,000	105,200
Refreshments	3,108	259	259	259	259	259	259	259	259	259	259	259	259	3,108
Salaries	5,928,981	405,453	467,962	437,628	464,968	437,628	483,760	437,628	437,628	437,628	468,262	566,822	883,614	5,928,981
Stationery	18,400			4,100			5,100			4,100			5,100	18,400
Staff Training	178,946	20,000	10,000		10,000	10,273	10,273	10,273	31,014	20,793	10,793	5,527	40,000	178,946
Subscriptions	22,655										22,655			22,655
Travel	40,000	3,000	2,000	2,000	4,000	2,000	2,000	2,000	3,000	1,000		2,000	17,000	40,000
TOTALS	6,297,290	428,712	480,221	443,987	479,227	450,160	501,392	450,160	471,901	463,780	541,969	609,808	975,973	6,297,290

COO

	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Salaries	702,105	0	0	64,603	64,603	64,603	64,603	64,603	64,603	64,603	69,125	69,125	111,634	702,105
TOTALS	702,105	0	0	64,603	64,603	64,603	64,603	64,603	64,603	64,603	64,125	69,125	111,643	702,105

Research & Monitoring

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Printing	50,000							50,000						50,000
Refreshments	2,000	167	167	167	167	167	167	167	167	167	167	167	167	2,000
Research Costs	630,000	80,000		300,000	10,000		40,000	80,000	50,000	40,000		30,000		630,000
Salaries	2,496,475	180,216	180,216	197,419	209,550	180,216	237,707	224,070	180,216	180,216	192,831	192,831	340,987	2,496,475
Stationery	4,455	1,485				1,485				1,485				4,455
Staff Training	68,000	18,130	10,000	21,500	8,600	2,770			7,000					68,000
Subscriptions	2,300			1,150						1,150				2,300

Part 2: Budget for 2008/9

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Travel	16,000				4,000		4,000		4,000			4,000		16,000
TOTALS	3,269,230	279,998	190,383	520,236	232,317	184,638	281,874	354,237	241,383	223,018	192,998	226,998	341,154	3,269,230

Accreditation

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Accreditation Costs	101,475			8,575	2,000	7,800	29,300	14,650	3,000			36,150		101,475
Refreshments	3,000			750			750			750			750	3,000
Salaries	2,815,114	202,505	254,186	202,505	202,505	202,505	202,505	202,505	301,162	202,505	240,734	254,457	347,041	2,815,114
Stationery	28,000			7,000			7,000			7,000			7,000	28,000
Staff Training	85,400	13,633	5,000	32,593	18,174			16,000						85,400
Travel	8,000			2,000			2,000			2,000			2,000	8,000
TOTALS	3,040,989	216,138	259,186	253,423	222,679	210,305	241,555	233,155	304,162	212,255	240,734	290,607	356,791	3,040,989

Complaints

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Refreshments	2,000	167	167	167	167	167	167	167	167	167	167	167	167	2,000
Salaries	2,457,895	178,140	215,985	217,837	203,661	200,934	178,140	178,140	200,934	197,929	190,610	190,610	304,976	2,457,895
Staff Training	91,500	5,758	5,758	26,578	18,067	5,758	20,758	4,000	3,000		1,822		0	91,500
Stationery	12,707	1,059	1,059	1,059	1,059	1,059	1,059	1,059	1,059	1,059	1,059	1,059	1,059	12,707
Travel	8,000	667	667	667	667	667	667	667	667	667	667	667	667	8,000
														0
TOTALS	2,572,102	185,791	223,636	246,307	223,620	208,584	200,790	184,032	205,826	199,821	194,324	192,502	306,868	2,572,102

Compliance

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Consumer Education	790,000	30,000	70,000	100,000	120,000	80,000	120,000	70,000	20,000	15,000	5,000	50,000	110,000	790,000
Investigation Costs	490,000	300,000	30,000				40,000	40,000				40,000	40,000	490,000
Refreshments	2,500	625	625									625	625	2,500
Salaries	2,797,491	259,160	234,825	203,190	203,190	203,190	203,190	244,887	203,190	203,190	217,413	274,204	347,861	2,797,491
Stationery	3,500	500		500	500		500		500		500		500	3,500
Staff Training	60,600	13,599	27,801	7,600				7,600				4,000		60,600
Trustee Training	418,000	55,000	40,000	25,000	40,000		51,000	60,000	60,000			27,000	60,000	418,000
Travel	24,000	2,000	3,000	3,000	2,000	2,000	2,000	2,000	2,000	1,000	1,000	2,000	2,000	24,000
														0
TOTALS	4,586,091	660,884	406,251	339,290	365,690	285,190	416,690	424,487	285,690	219,190	223,913	397,829	560,986	4,586,091

Benefits Management

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Refreshments	2,000	167	167	167	167	167	167	167	167	167	167	167	167	2,000
Printing	6,000										6,000			6,000
Salaries	3,493,440	254,738	228,287	270,984	270,984	270,984	297,912	327,246	300,318	270,984	289,953	310,893	400,157	3,493,440
Stationery	10,525	4,900				1,875				1,875			1,875	10,525
Staff Training	108,500	43,000	42,300	23,200										108,500
Subscriptions	1,150											250	900	1,150
Travel	18,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
														0
TOTALS	3,639,615	304,305	272,254	295,851	272,651	274,526	299,579	328,913	301,985	274,526	297,620	312,810	404,598	3,639,615

Human Resources

Budget	Total	Month												
	Budget	April	May	June	July	August	Sept	October	Nov	December	Jan	Feb	March	
Donations	5,500								5500					5,500
Employee Wellness Programme	164,000	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	164,000
HR/Organisational Strategy	400,000			200,000			50,000		150,000					400,000
Motor Vehicle	24,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Operational Planning	300,000											300,000		300,000
Recruitment & Relocation	280,000	100,000				180,000								280,000
Refreshments	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	1,558,461	179,545	112,626	112,626	112,626	112,626	112,626	143,789	112,626	112,626	120,510	133,420	192,816	1,558,461
Stationery	5,400				2,700						2,700			5,400
Year End Function	42,000									42,000				42,000
Staff Training	66,986			5,564			15,000	16,686	16,000			13,736		66,986
Subscriptions	3,000											3,000		3,000
Temp Services	62,000	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	62,000
Travel	2,000											2,000		2,000

Part 2: Budget for 2008/9

Budget	Total	Month												
	Budget	April	May	June	July	August	Sept	October	Nov	December	Jan	Feb	March	
TOTALS	2,949,347	303,378	136,459	342,023	139,159	316,459	201,459	184,308	307,959	178,459	147,043	475,989	216,649	2,949,347

Internal Finance

Budget	Total	Month											
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March
Audit Fees : Internal	352,760		52,400		52,500		43,860	60,040		74,960		69,000	
Audit Fees : External	353,000			60,800		180,000		90,000			22,200		
Bank Charges	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
Cleaning & Gardening	162,000	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500
Consultancy Fees	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
Courier & Postage	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
Depreciation	600,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
General Expense Admin	78,000	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Employee Benefits	906,000	75,500	75,500	75,500	75,500	75,500	75,500	75,500	75,500	75,500	75,500	75,500	75,500
Insurance	150,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
Refreshments	1,800	750		0	550		0	0	500		0	0	0
Rent	2,208,000	173,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000
Rental Other Assets	11,880	990	990	990	990	990	990	990	990	990	990	990	990
Repairs & Maintenance	202,068	16,839	16,839	16,839	16,839	16,839	16,839	16,839	16,839	16,839	16,839	16,839	16,839

Part 2: Budget for 2008/9

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	
Salaries	2,979,386	218,400	273,391	238,039	231,815	218,400	238,039	218,400	218,400	218,400	233,688	275,061	397,353	2,979,386
Staff Training	94,161	4,000	8,000	13,200	18,500	16,744	12,000	15,000			4,217		2,500	94,161
Stationery	4,200	350	350	350	350	350	350	350	350	350	350	350	350	4,200
Travel	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
Water & Electricity	111,452	8,800	9,332	9,332	9,332	9,332	9,332	9,332	9,332	9,332	9,332	9,332	9,332	111,452
Workmans compensation	75,000					75,000								75,000
TOTALS	8,419,707	591,962	715,135	693,383	684,709	871,488	675,243	764,784	600,244	674,704	641,449	725,405	781,197	8,419,707

Information Systems and Knowledge Management

Budget	Total	Month												
	Budget	April	May	June	July	August	Sept	October	Nov	Dec	Jan	Feb	March	TOTALS
Computer Expenses	143,760	19,380	17,980	12,980	18,380	7,980	7,980	18,380	7,980	7,980	8,380	7,980	8,380	143,760
Consultancy Fees	47,500	17,500	15,000					15,000						47,500
External Storage	60,504	5,042	5,042	5,042	5,042	5,042	5,042	5,042	5,042	5,042	5,042	5,042	5,042	60,504
Internet Expenses	217,266	17,917	17,917	17,917	17,917	17,917	17,917	17,917	17,917	17,917	18,671	18,671	18,671	217,266
Refreshments	3,000	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Rental Copiers	400,000	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	400,000
Knowledge Management	240,000	50,000		0	0	0	0	0	0	50,000	90,000	50,000		240,000
Printing	9,000						9,000							9,000
Salaries	3,155,908	246,675	245,510	228,464	228,464	228,464	270,161	228,464	228,464	258,798	244,456	356,857	391,130	3,155,908
Security-Computers & Building	47,820	3,985	3,985	3,985	3,985	3,985	3,985	3,985	3,985	3,985	3,985	3,985	3,985	47,820
Stationery	8,004	417	1,817	2,017	417	417	417	417	417	417	417	417	417	8,004
Staff Training	152,000	18,042		0	15,678	18,028	30,042		14,042	14,042	14,042	14,042	14,042	152,000
Software Licences	489,241	7,439	9,454	400,000	20,000	15,000		5,000	32,348					489,241

Part 2: Budget for 2008/9

Budget	Total	Month												
	Budget	April	May	June	July	August	Sept	October	Nov	Dec	Jan	Feb	March	TOTALS
Subscriptions	4,500		4,500											4,500
Telephone & Fax	760,308	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359	63,359	760,308
Travel	10,000	833	833	833	833	833	833	833	833	833	833	833	833	10,000
TOTALS	5,748,811	484,173	418,981	768,181	407,659	394,609	442,320	391,981	407,971	455,957	482,769	554,770	539,443	5,748,811

Risk Equalization Fund

Budget	Total	Month												
	Budget	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	TOTALS
Cleaning and Gardening	90,125	7,510	7,510	7,510	7,510	7,510	7,510	7,510	7,510	7,510	7,510	7,510	7,510	90,125
Computer Software	1,369,647	511,650	253,000	255,000	349,997									1,369,647
Maintenance	225,024	18,752	18,752	18,752	18,752	18,752	18,752	18,752	18,752	18,752	18,752	18,752	18,752	225,024
PMB Review	1,150,000	100,000	100,000	225,000	50,000	50,000	50,000	225,000	100,000	100,000	50,000	50,000	50,000	1,150,000
Consulting Fees	300,000	100,000	100,000	100,000										300,000
General Office Admin	52,587	4,382	4,382	4,382	4,382	4,382	4,382	4,382	4,382	4,382	4,382	4,382	4,382	52,587
Internet Expenses	66,355	5,530	5,530	5,530	5,530	5,530	5,530	5,530	5,530	5,530	5,530	5,530	5,530	66,355
Office Furniture	80,000	40,000				40,000								80,000
Printing	140,000	70,000			70,000									140,000
Refreshments	1,000	83	83	83	83	83	83	83	83	83	83	83	83	1,000
Recruitment & Relocation	120,000	60,000				60,000								120,000

Part 2: Budget for 2008/9

Budget	Total	Month												
	Budget	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	TOTALS
Rental	974,681	81,223	81,223	81,223	81,223	81,223	81,223	81,223	81,223	81,223	81,223	81,223	81,223	974,681
Repairs and Maintenance														
Salaries	5,661,049	452,769	824,529	384,769	384,769	403,480	384,769	466,933	469,163	461,101	448,064	456,800	523,902	5,661,049
Staff Training	43,200	27,968	6,340		4,332	4,560								43,200
Stationery	6,000	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Security	16,832	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	16,832
Travel	52,946	13,412	13,412	1,412	13,412	1,412	1,412	1,412	1,412	1,412	1,412	1,412	1,412	52,946
Water & Electricity	136,868	11,406	11,406	11,406	11,406	11,406	11,406	11,406	11,406	11,406	11,406	11,406	11,406	136,868
TOTALS	10,486,311	1,506,588	1,428,071	1,096,971	1,003,300	690,241	566,971	824,134	701,364	693,302	630,266	639,001	706,104	10,486,311