



STRATEGIC PLAN

2020-2025



2020-2025 STRATEGIC PLAN

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Road
Accident
Fund



INTRODUCTION



LIST OF ABBREVIATIONS/ACRONYMS

APP	Annual Performance Plan
B-BBEE	Broad-based Black Economic Empowerment
B/F	Brought Forward
CEO	Chief Executive Officer
C/F	Carried Forward
CPI	Consumer Price Index
CRMP	Compliance Risk Management Plan
CSC	Customer Service Centre
CSSS	Comprehensive Social Security System
CVS	Crash Verification System
DoE	Department of Education
DoT	Department of Transport
EA	Enterprise Architecture
ECM	Enterprise Content Management
ENE	Estimates of National Expenditure
ESD	Enterprise Supplier Development
HSC	Hospital Service Centre
IBNR	Incurred But Not Recognised
ICMS	Integrated Claims Management System
ICT	Information Communication Technology
IT	Information Technology
MoU	Memorandum of Understanding
MTEF	Medium-term Expenditure Framework
NDP	National Development Plan
NEDLAC	National Economic Development and Labour Council
NHI	National Health Insurance
NT	National Treasury
ORC	Open Registered Claims
PCoT	Portfolio Committee on Transport
POP	Patient Outreach Programme
POPIA	Protection of Personal Information Act
PDPs	Public Driver Permits
RABS	Road Accident Benefit Scheme
RAF Act	Road Accident Fund Act, 1996
RTMC	Road Traffic Management Act
RNYP	Requested But Not Yet Paid
RoTR	RAF on the Road
SAP	System Application and Products
SAPS	South African Police Service
SCM	Supply Chain Management
SOE	State Owned Enterprise
SONA	State of the Nation Address
SOP	Standard Operating Procedure

EXECUTIVE AUTHORITY STATEMENT



I have pleasure in presenting the Road Accident Fund (RAF) 2020-2025 Strategic Plan, which coincides with government's 2020 Medium-term Strategic Framework (MTSF). This Strategic Plan articulates the Fund's strategic outcomes and how they will be achieved.

RAF is one of the Department of Transport's (DoT) state-owned enterprises (SOEs) responsible for compensation of motor vehicle accident victims. The RAF's biggest cost driver is the number of road accidents. In South Africa more than 45 people die daily on the roads due to road traffic crashes. The Road Traffic Management Corporation (RTMC) conducted a study that estimates that road traffic crashes cost the South African economy about R142.9 billion per annum. The National Road Safety Strategy 2016-2030, approved by Cabinet in 2017, sets a new path for creating a safe and secure road environment in South Africa. The DoT's primary strategic target is to ultimately reduce fatal crashes by 50% by the year 2030. The Strategy is based on a safe system approach that looks at a holistic view of the road transport system.

President Cyril Ramaphosa, in his State of the Nation Address delivered on 13 February 2020, indicated that the country's economy has not grown for over a decade and the rate of unemployment is deepening. The President further stated that several state-owned enterprises are in financial distress. The RAF is not an exception to the financial challenges faced by other SOEs. As at 31 December 2019 the RAF liability grew to R293 billion and it also had claims to the value of R17.2 billion that have been finalised, but could not be paid due to financial cash flow challenges.

Furthermore, RAF has 189 000 open files of claims not yet finalised, which are in different stages of litigation. During the 2018/19 financial year, the Fund spent R10.3 billion on legal and other expert costs. Data indicates that the majority of matters are settled out of court, on trial date.

The RAF Board, which I appointed and which assumed office on 05 December 2019, is charged with the task to restore the RAF into a financially sustainable path. The RAF 2020/2025 Strategic Plan will focus on the following measures amongst others:

- New RAF business operating model
- A new Integrated Claims Management System
- Claims settlement within 120 days
- Reduction of legal costs
- Revision of the organisational structure
- Revision of the current funding model, and
- Debt restructuring (secured finance facility for short-term liability).

The DoT will continue to monitor and provide support to the RAF to ensure that it achieves the outcomes as outlined in this 2020-2025 Strategy. I am confident that the newly appointed Board will be able to provide the necessary leadership to turn around the RAF.



Mr F A Mbalula, MP
Minister of Transport

FOREWORD

BY THE CHAIRPERSON OF THE BOARD

On behalf of the Board of the Road Accident Fund (RAF), I have pleasure in submitting the organisation's 2020-2025 Strategic Plan (SP). This plan identifies the five-year strategic outcomes the Fund aims to achieve in the next Medium-term Expenditure Framework (MTEF) (2020-2023) in pursuit of the Fund's 2020-2025 Strategic Plan.

The RAF is one of the Department of Transport's (DoT) state-owned enterprises (SOEs) responsible for compensation of motor vehicle victims. The Fund was established in terms of the Road Accident Fund Act (No. 56 of 1996), which outlines the mandate of the Fund as the payment of compensation for loss or damage wrongfully caused by the negligent driving of a motor vehicle.

This plan is aligned to the Government's seven Apex priorities and the Department of Transport's priorities as outlined below:

Seven Apex Priorities:

- Economic transformation and job creation.
- Education, skills and health.
- Consolidating the social wage through reliable and quality basic services.
- Spatial integration, human settlements and local government.
- Social cohesion and safe communities, and
- A capable, ethical and developmental state.
- The DoT's priorities as outlined in the RAF Five-year Strategic Plan are:

- Improve performance through better governance;
- Skills development; and
- Contribute to broad-based black economic empowerment (B-BBEE), and the growth of small, medium and micro enterprises.

The Board of the Road Accident Fund was appointed by the Minister of Transport and assumed office on 05 December 2019. In his introductory speech the Minister highlighted that the challenges confronting the RAF are huge and require collective effort to resolve. Additionally, he identified the following challenges that the Board needs to address:

- The RAF has an actuarial liability of R315.93 billion for the period ending 31 January 2020. This means the entity does not have enough money to cover the claims as they are lodged. RAF owes R14.03 billion as at 31 January 2020 on claims that have been finalised, but has no money to settle (Requested but Not Yet Paid). This is despite the fact that RAF currently has

325 093 open personal claims not yet finalised, and majority of them litigated and are at various stages of litigations with different lawyers. The RAF spent over R10 billion a year on lawyers in 2018/19.

- On an annual basis data shows thousands of cases go to court and get allocated a trial date. In the 2018/19 financial year alone, 22 366 cases were allocated trial dates, but only 86 of these matters served before a judge. This means that in 99.6% of all the cases on the court roll, the RAF settled out of court. In addition to the settlement, the institution also had to pay the legal costs of the complainants which amounted to R6.3 billion. This is an area the incoming Board will have to pay serious attention to.
- Serious consideration will also be given to building internal capacity for RAF. This may involve in-sourcing legal work and directly employing attorneys to process the case load. We believe this course of action has a forecast to save the entity R2.9 billion per annum.

STRATEGIC FOCUS

In response to the RAF challenges mentioned by the Minister, the RAF 2020-2025 strategy is anchored on the following four strategic outcomes:

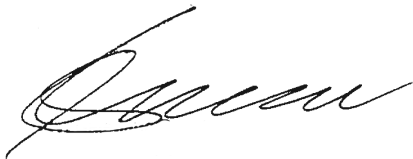
- Outcome 1: A transformed and sustainable RAF.
- Outcome 2: System modernisation.
- Outcome 3: Improved governance and strengthened control environment; and
- Outcome 4: Improved service delivery.

The RAF focus areas for the 2020-25 Strategy are as follows:

- Improving efficiency on the current RAF operating model by proposing new RAF Act Amendments, and issuing of specific regulation to enhance efficiency and improve sustainability.
- All new claims to be settled within 120 days. This will assist the Fund in addressing the litigation challenges.
- Reduction of legal costs is very crucial to ensure that claims are settled timeously. This will enhance the reputation of the Fund amongst its stakeholders.
- The Minister of Transport has emphasised the need for the RAF to explore the option of an RAF Rehabilitation Centre. The Fund will consider and financially support various options and private-public partnerships aimed at improving rehabilitation outcomes for injured claimants.
- The RAF will put more efforts on reduction of medical costs by developing the RAF medical tariffs, implementation of treatments protocols and the introduction of the medical pre-authorisation.
- A new Integrated Claims Management System will be implemented. The movement to automation through Integrated Claims Management System will improve efficiency within the claims processing and also add a control element which will assist in the prevention and detection of fraud.
- The organisational structure of the RAF will be reviewed to ensure that it is able to efficiently deliver on its mandate. This will also include measures to ensure that the SCM processes are improved.

-
- A revision of the current funding model will be undertaken, aimed at improving financial sustainability of the Fund by assessing various funding options. This will include securing finance facility for short-term debt.

It is therefore imperative for the RAF Board and management to transform the RAF, successfully implement the 2020-2025 Strategy, whilst ensuring prudent financial management and good corporate governance. In conclusion, I assure all South Africans of our organisation commitment and best endeavours to ensure that RAF becomes an equitable and sustainable compensation system for motor vehicle accident victims.



Adv. Galetlane Rasethaba
Chairperson of the Board
Road Accident Fund

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Road Accident Fund under the guidance of the RAF Board.
 - Takes into account all the relevant policies, legislation and other mandates for which the Road Accident Fund is responsible.
 - Accurately reflects the Impact, Outcomes and Outputs which the Road Accident Fund will endeavour to achieve over the period 2020 to 2025.
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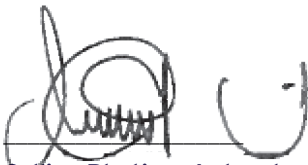
Victor Songelwa

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Acting Chief Executive Officer



Approval

Mr Fikile April Mbalula, MP

Minister of Transport



PART A:
OUR MANDATE



PART A: OUR MANDATE

1.1 CONSTITUTIONAL MANDATE

The Fund was established in terms of the Road Accident Fund Act (No. 56 of 1996), which outlines the mandate of the Fund as the payment of compensation for loss or damage wrongfully caused by the negligent driving of a motor vehicle.

1.2 LEGISLATIVE AND POLICY MANDATES

The powers and functions of the Fund shall include;

- The stipulation of the terms and conditions upon which claims for the compensation contemplated in section 3, shall be administered;
- The investigation and settling, subject to the Act, of claims arising from loss or damage caused by the driving of a motor vehicle whether or not the identity of the owner or driver thereof, or the identity of both the owner and the driver thereof, has been established;
- The management and utilisation of the money of the fund for purposes connected with or resulting from the exercise of its powers or the performance of its duties; and
- Procuring reinsurance for any risk undertaken by the Fund.

2. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

- The institutional policies and strategies of the Fund shall be developed in line with the objects, functions and powers of the RAF Act.



PART B:
OUR STRATEGIC
FOCUS



PART B:

OUR STRATEGIC FOCUS

2.1 VISION

An equitable and sustainable compensation system for motor vehicle accident victims.

2.2 MISSION

To provide appropriate benefits to all qualifying road users within the borders of South Africa and support safe use of roads.

2.3 CORE VALUES

The following value statements represent the heart of the desired corporate culture to which all in the RAF family owe allegiance to and will measure how well the organisation executes its mandate as leadership, staff and service providers (who act on behalf of RAF):



I CARE



INTEGRITY

We will conduct ourselves in a manner that is fair, transparent and ethical, honouring our commitments and communicating honestly.



COMPASSION

We care for and support our customers. We care for and support each other.



ACCOUNTABILITY

We will account for our activities/ actions; accept responsibility for them and disclose in a transparent manner.



RESPECT

We will treat our stakeholders impartially and with respect; recognising our responsibility to them.



EXCELLENCE

In the performance of our duties we will consistently apply our knowledge, experience and best effort to deliver relevant and professional service of an exceptional standard.

2.4 SITUATIONAL ANALYSIS

Financial sustainability remains the biggest risk for the Fund. This has been driven by the advent of the Road Accident Fund Amendment Act (No. 19 of 2005) since 2008 which has removed the liability limit on passenger claims of R25 000. The passenger liability has consequently increased the actuarial liability exponentially. The actuarial liability increased to R272 billion as at 31 March 2019 from R215 billion in the 2017/18 financial year.

For the period ending 31 March 2019 the Fund registered 328 173 new claims and finalised 229 534, with claims expenditure increasing to R96.4 billion in 2018/19 from R61.3 billion in 2017/18.

The RAF fuel levy increased by 5 c/l to 198 c/l during the 2019/20 financial year. Notwithstanding the fuel levy increase, the short-term liability of the Fund has continued to increase, resulting in writs issued against the Fund and reputational damage due to late settlement of claims. The increase in diesel rebates over the past two years has also had a negative impact on the revenue.

The administrative costs associated with claims settlements also show an increasing trend, particularly the legal and medical costs.

2.4.1 EXTERNAL ENVIRONMENT ANALYSIS

Road crashes are the biggest cost driver for the Fund. Globally, road traffic injuries are the eighth leading cause of death for people of all ages, and, the first leading cause of death for children and young

adults aged 5-29 years of age. The World Health Organisation reports that current trends suggest that death due to road traffic accidents will be the fifth leading cause of death by 2030 if no urgent action is taken. A total of 1.35 million deaths occur on the world's roads globally, of which the prevalence of road traffic death is high amongst pedestrians, cyclists and motorcyclists. The rate of death is three times higher in low-income countries than in high-income countries.

South Africa has one of the highest vehicle accident mortality rates in the world. A comparative analysis of road deaths per 100 000 population indicates a rate of 25.2 for South Africa which is above the world average of 17.4. The WHO has identified road traffic injuries as one of the major risk factors in South Africa with transport accidents ranking as the third leading non-natural causes of death, constituting 1% of the total deaths recorded in the country.

South Africa has however experienced a decline in road traffic crashes in recent years. The cost of these crashes is estimated at R168 billion.

2.4.2 INTERNAL ENVIRONMENT ANALYSIS

The following are some of the challenges inherent in the internal operating environment of the Fund;

- **Financial sustainability:** The revenue received by the Fund from fuel levy is insufficient to address the claims liability. The forecast of reduced fuel sales volume as a result of fuel efficient and electric cars will negatively affect the Fund's revenue. Further, the Fund is not in control of its biggest cost driver, and forecasts do not indicate any significant reduction in the number and/or severity of accidents.
- **Legislative environment:** Notwithstanding the RAF Act amendments of 2005, there are still operational inefficiencies, which can be enhanced through legislative amendments and regulations.
- **Service delivery:** Over the years, the Fund has experienced a growth in the number of newly registered claims. The fund has struggled in the settlement of claims within the prescribed 120 days. This has resulted in a high number of litigated claims.
- **Information Communications and Technology:** The lack of an integrated claims management system has resulted in a lot of inefficiencies in claims processing. Old IT infrastructure and legacy systems also exposes the Fund to cyber security risks.
- **Supply chain management:** The Fund still has challenges regarding delays in procurement and poor contract management.
- **Fraud:** Fraud and corruption are major challenges facing the Fund. The Fund operates in an environment that is susceptible to fraud and corruption.
- **Litigation management:** The RAF litigation management model is ineffective and costly. The RAF spent R 10.6 billion on legal costs during the 2018/19 financial year. Data indicates that the majority of matters are settled out of court, on trial date. Further, the RAF spent over R3.1 billion on the internal legal panel during the 2018/19 financial year.



PART C:

MEASURING OUR
PERFORMANCE



PART C:

MEASURING OUR PERFORMANCE

3.1 INSTITUTIONAL PERFORMANCE INFORMATION

3.1.1 MEASURING THE IMPACT

IMPACT STATEMENT	A sustainable and equitable MVA benefit scheme
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3.1.2 MEASURING OUTCOMES

#	Outcome	Outcome Indicator	Baseline	Five-year Target	2020/21	2021/22	2022/23
1	A transformed and sustainable RAF	RAF business operating model	New Target	Implemented RAF business operating model	Approved RAF business operating model	RAF business operating model implemented	
		RAF Amendment Act proposal submitted to DoT	New Target	Implemented Approved RAF Amendment Act	Approved RAF Amendment Act proposal submitted to DoT		
		% of all new personal claims settled within 120 days	New Target	95%	20%	50%	80%
		% of new personal claims validated and verified within 60 days	New Target	95%	20%	50%	80%

#	Outcome	Outcome Indicator	Baseline	Five-year Target	2020/21	2021/22	2022/23
		% reduction of average age of old claims	New Target	50%	10%	10%	20%
		% reduction of legal costs	New Target	75%	15%	25%	35%
		RAF medical tariffs implemented	New Target	RAF medical tariffs implemented	RAF medical tariffs developed	RAF medical tariffs implemented	
		Developed medical treatment protocols	New Target	RAF medical treatment protocols implemented	Medical treatment protocols developed	Medical treatment protocols implemented	
		% reduction of medical costs	New Target	30%	-	-	10%
		RAF funding model finalised	New Target	RAF funding model implemented	Reviewed RAF funding model		
		Debt restructuring finalised (RNYP)	New Target	Debt restructuring implemented (RNYP)	Secured finance facility for short-term liability (RNYP)		
2	System modernisation	An Integrated Claims Management system	New Target	An Integrated Claims Management System implemented	Phase 1 of the Integrated Claims Management System implemented	Phase 2 of the Integrated Claims Management System implemented	Phase 3 of the Integrated Claims Management System implemented
3	Improved governance and strengthened control environment	Clean audit	New Target	Clean audit	Unqualified audit	Clean audit	Clean audit

#	Outcome	Outcome Indicator	Baseline	Five-year Target	2020/21	2021/22	2022/23
		% reduction in the number of audit findings	New Target	75%	50%	50%	50%
		% increase in fraud detection in claims processing	New Target	35%	10%	15%	15%
4	Improved service delivery	Stakeholder management strategy developed and implemented	New Target	Stakeholder management strategy implemented	Stakeholder management strategy developed and implemented		
		% customer satisfaction survey rating	New Target	85%	70%	75%	80%
		Organisational structure reviewed and approved	New Target	Reviewed organisational structure implemented	Organisational structure reviewed and approved	Approved review of organisational structure implemented	-
		Review of SCM process, systems and resources	New Target	Reviewed SCM process, systems and resources implemented	SCM process, systems and resources reviewed and approved	Approved review of SCM process, systems and resources implemented	-
		Skills audit of all employees	New Target	Skills audit of all employees	Skills audit report	-	-

3.2 KEY RISKS

OUTCOME	KEY RISK	RISK MITIGATION
A transformed and sustainable RAF	<ul style="list-style-type: none"> • Fraud and corruption • Financial sustainability • People management • Service delivery 	<ul style="list-style-type: none"> • Review RAF funding model. • Enhance fraud prevention and detection measures and collaborate with law enforcement agencies. • Debt restructuring (RAF short-term liability). • Explore other initiatives as a medium- to long-term solution to sustain the RAF. • Cultural and change management.
Systems modernisation	<ul style="list-style-type: none"> • Information and Communication Technology <ul style="list-style-type: none"> ◦ Delays/failure in the implementation of ICT projects • Financial sustainability • Service delivery 	<ul style="list-style-type: none"> • Develop and implement Integrated Claims Management System. • Enhance cyber security measures.
Improved governance and strengthened control environment	<ul style="list-style-type: none"> • Fraud and corruption • Financial sustainability • People management • Service delivery • Governance/leadership 	<ul style="list-style-type: none"> • Implement compliance management plan. • Implement ethics initiatives.
Improved service delivery	<ul style="list-style-type: none"> • Fraud and corruption • Financial sustainability • People management • Service delivery • Reputational risk 	<ul style="list-style-type: none"> • Develop and implement strategies to enhance customer service experience. • Develop and implement stakeholder engagement strategy. • Enhance SCM measures. • Review organisational structure.



PART D:
TECHNICAL
INDICATOR
DESCRIPTION



PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

TID will be published on the RAF website as an annexure to the Strategic Plan.



**REVISED
2020-2025
STRATEGIC PLAN**

OCTOBER 2020

OFFICIAL SIGN-OFF

It is hereby certified that this Revised 2020-25 Strategic Plan (SP):

- Was developed by the management of the Road Accident Fund under the guidance of the RAF Board.
 - Takes into account all the relevant policies, legislation and other mandates for which the Road Accident Fund is responsible.
 - Accurately reflects the Impact, Outcomes and Outputs, which the Road Accident Fund will endeavour to achieve over the period of the revised 2020 to 2025 Strategic Plan.
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Phathutshedzo Lukhwareni

Acting Chief Strategy Officer



Boitumelo Mabusela

Acting Chief Financial Officer



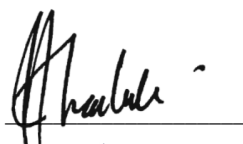
Collins Phutjane Letsoalo

Chief Executive Officer



Ms Thembihle Msibi

Acting Chairperson of Board



Approval

Mr Fikile April Mbalula, MP

Minister of Transport

1. BACKGROUND

The RAF developed its 2020 to 2025 Strategic Plan. The Strategic Plan was approved by the Board on the 31 January 2020 and the Minister on the 10 March 2020.

1.1. PURPOSE

The World Health Organization (WHO) on 11 March 2020 declared the COVID-19 outbreak a global pandemic. South Africa had its first recorded COVID-19 case on the 05 March 2020. The President officially declared a national state of disaster on the 15 March 2020.

In response to COVID-19 pandemic, government introduced measures to prevent the escalation, to alleviate, contain and minimise the effects of the pandemic. A national lockdown commenced on 26 March 2020.

The declaration of a national state of disaster and the national lockdown had an impact on the 2020/21 APP and 2020-25 Strategic Plan performance targets. Through circular 02 of 2020, The Department of Planning, Monitoring and Evaluation instructed all government departments and entities to review their plans and adjust for COVID-19 impact. This document is an assessment of the impact on the RAF's Strategic Plan and proposed changes.

1.2. COVID-19 IMPACT ON RAF STRATEGIC PLAN

The RAF had to only perform certain critical services under Alert Level 5 and 4. These were limited to:

- Auditing of files for legal cost purposes.
- Uploading of caregiver payments and medical invoices.
- Handover of files from Panel of Attorneys.
- Attending to trial and pre-trial matters.
- Facilitation of block settlements; and
- Office relocation for Johannesburg Regional Office.

The RAF officially re-opened its offices on 01 June 2020 for Head Offices and all regional offices with the exclusion of Johannesburg region which opened on 03 June 2020. The RAF developed the Return to Work Plans for all its facilities. The plans outlined the approach by the RAF to ensure business continuity in response to the Risk Adjusted Strategy by government whilst adhering to the COVID-19 regulations.

The RAF Approved 2020-25 SP has four outcome statements, 20 outcome indicators and 19 targets for 2020/21. A total of 19 targets were affected by the nationwide lockdown due to the COVID-19 pandemic, however only seven of the 2020-25 Strategic Plan targets were revised. During the revision of the 2020-25 SP and 2020/21 APP, the four outcomes were not affected, and did not require changes, however the indicators and some of the targets were changed, and that is depicted below. The table below illustrates the impact over the medium-term.

2. REVISED 2020-25 STRATEGIC PLAN: OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

2.1. Outcome 1: A transformed and sustainable RAF.

Outcome	Output	Five-year Target	2020/21	2021/22	2022/23
A transformed and sustainable RAF	Approved RAF business operating model	Implemented RAF business operating model	Approved RAF business operating model	RAF business operating model implemented	-
	Approved RAF Amendment Act proposal submitted to DoT	Implemented Approved RAF Amendment Act	Approved RAF Amendment Act proposal submitted to DoT	-	-
	Claims processed within 120 days	95%	5%	25%	50%
	Claims validated and verified within 60 days	95%	20%	50%	80%
	Reduced average age of old claims	50%	5%	15%	20%
	Reduction of legal costs	75%	15%	20%	35%
	Reduced medical costs	RAF medical tariffs implemented	RAF medical tariffs developed	RAF medical tariffs implemented	-
		RAF medical treatment protocols implemented	Medical treatment protocols developed	Medical treatment protocols implemented	-
		30%	-	-	10%
	Improved financial sustainability		Reviewed RAF funding model	-	-
			Secured finance facility for short-term liability (RNYP)	-	-

2.2. Outcome 2: System modernisation.

Outcome	Output	Five-year Target	2020/21	2021/22	2022/23
System modernisation	Implement interim solution to enhance the current system	An Integrated Claims Management System implemented	Implement interim solution to enhance the current system	Phase 1 of the Integrated Claims Management System implemented	Phase 2 of the Integrated Claims Management System implemented

2.3. Outcome 3: Improved governance and strengthened control environment.

Outcome	Output	Five-year Target	2020/21	2021/22	2022/23
Improved governance and strengthened control environment	Unqualified audit	Clean audit	Unqualified audit	Clean audit	Clean audit
	Improved control environment	75%	50% reduction in the number of audit findings	60%	70%
	Increased fraud detection in claims processing	35%	10% increase in fraud detected in claims processing	15%	15%

1.4. Outcome 4: Improved service delivery.

Outcome	Output	Five-year Target	2020/21	2021/22	2022/23
Improved service delivery	Stakeholder management strategy	Stakeholder management strategy implemented	Stakeholder management strategy developed and approved	Stakeholder management strategy implemented	-
	Customer satisfaction survey conducted	85%	-	75%	80%
	Organisational structure reviewed and approved	Reviewed organisational structure implemented	Approved organisational structure report	Work study and organisation structure development	-
	Review of SCM process, systems and resources	Reviewed SCM process, systems and resources implemented	SCM process, systems and resources reviewed and approved	Approved review of SCM process, systems and resources implemented	-
	Skills audit of all employees	Skills audit of all employees	Skills audit initiated	Skills audit report finalised	-

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