

GPAA Annual Performance Plan

2021 - 2022

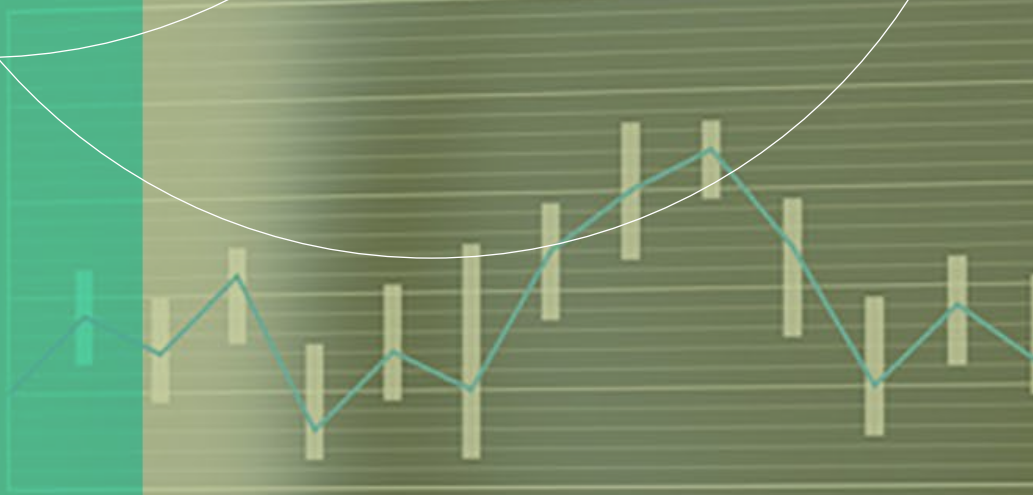
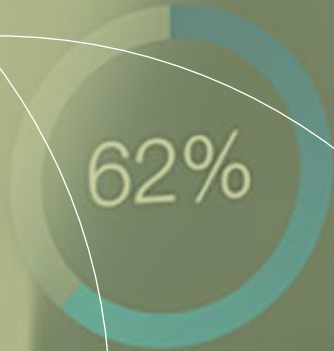


the gpaa

Department:
Government Pensions Administration Agency
REPUBLIC OF SOUTH AFRICA



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| YOUR BENEFITS our responsibility | YOUR BENEFITS our responsibility | YOUR BENEFITS our responsibility |



Minister of Finance
The Honourable, TT Mboweni, MP

FOREWORD BY THE EXECUTIVE AUTHORITY

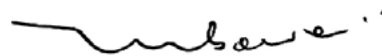
As the custodian of government employees' pension benefits, the Government Pensions Administration Agency (GPAA) is a critical player in the financial wellbeing of about 1.9 million members, pensioners and beneficiaries and their families. The agency is mandated to collect contributions, maintain member and pensioner records and pay pensions benefits efficiently at all times.

The wellbeing of members, pensioners and beneficiaries is vital to the South African government, particularly in this difficult economic environment. Government established the agency to ensure that all government employees have financial security at the end of their service to our country.

It is for this reason that the agency's client relations activities intentionally go beyond the standard pensions industry practices. We take member education as a very critical support service towards ensuring that our members, pensioners and beneficiaries have access to information. Our Outreach Programme ensures that they understand our processes and the benefits entitled to them. The programme helps them make informed decisions in relation to their savings.

I support the GPAA in its commitment to effective, transparent, accountable and coherent governance of the pension funds it administers on behalf of the GEPP and National Treasury. The agency has proven its resilience by continuing to administer government pension during the Covid-19 lockdown period in line with its status as an essential service department.

I am pleased that the GPAA is improving its service delivery model through automation service and the reduction of paper based systems and requirements. This will lead to shorter turnaround times and cost savings in the administration and payment of benefits. The aim of all these innovations is to offer our clients a modern and world-class experience they deserve.



Mr TT Mboweni, MP.

Executive Authority

Minister of Finance



Shahid Khan
Acting Chief Executive Officer

STATEMENT BY THE **ACCOUNTING** **OFFICER**

It is my pleasure to present the Annual Performance Plan (APP) of the Government Pensions Administration Agency (GPAA) for the financial year 2021/22.

An APP has a particular relevance to a service delivery entity such as the GPAA where performance management and accountability are key. Moreover, this APP is developed at a time when South Africa and the world are trying to achieve a delicate balance in the combat against the spread of the Covid-19 virus, whilst maintaining service delivery at optimal levels. The pandemic has necessitated that the GPAA become more tech-savvy and agile in its operations to ensure the timely administration of civil service pensions and associated benefits.

In the year ahead, the GPAA remains committed to the approved 2020-2025 Strategic Plan. Even during these challenging times, we aim to deliver on our trusted mandate of providing administration services to the Government Employees Pension Fund (GEPF) and National Treasury (for its Programme 7 funds and schemes), in terms of the agreed Service Level Agreements.

During the 2021/22 financial year, the GPAA will continue on its path of achieving administrative efficiency gains in terms of work processes and workflows, with a renewed dedication to the completion of our ICT Modernisation Programme.

Our staff remains our most valued asset. In delivering on its mandate, the GPAA will continue to provide a conducive working environment that encourages learning and rewards performance. Our shared values of Transparency, Respect, Integrity, Courtesy, Service Excellence and Passion remain embedded in our service offerings.

On behalf of the Executive Management team of the GPAA, I wish to thank our two customers, the Government Employees Pension Fund and National Treasury, for entrusting us in the administration of their pension funds.

I wish to express my sincere appreciation to the Minister and Deputy Minister of Finance for their continued guidance and stewardship of the GPAA.

A special thank you to the management and staff of the GPAA for the continued dedication and hard work.



Shahid Khan

Acting Chief Executive Officer

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**PART A:
STRATEGIC
OVERVIEW**



1. STRATEGIC FRAMEWORK

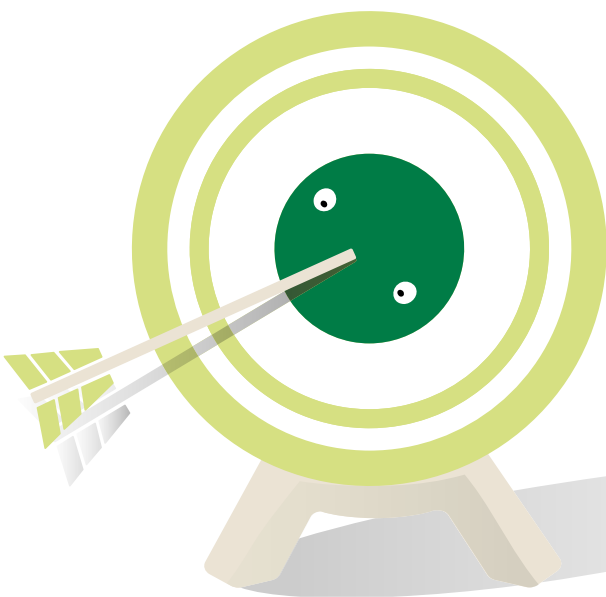
The GPAA's strategic frameworks which includes its vision, mission, values and outcomes follow:

1.1 Vision



A customer and client-base that is satisfied, served, valued, dignified, cared for and empowered.

1.2 Mission



To provide administration services to the Government Employees Pension Fund (GEPF) and National Treasury's Programme 7 funds and schemes.

values

1.3 Values

Our values are as follows:

Transparency

We undertake to be open and accountable for effective decision-making in our engagements with all of our stakeholders.

Respect

We are committed to treating everyone with dignity, equality and trust.

Integrity

We act fairly, ethically and openly in all we do.

Courtesy

We treat our stakeholders and clients with consideration, compassion and kindness.

Service excellence

We are committed to giving our clients quality services

Passion

We serve our clients with passion and understanding.

1.4. Strategic oriented outcomes

The GPAA strategic outcomes are summarised in Table 1: Strategic Outcomes below:

Programme	Impact statement	Strategic Outcomes
Programme 1: Support Services	Dignified, cared for, empowered and satisfied members, pensioners and beneficiaries.	1. Optimal core support
Programme 2: Benefits Administration.		2. Capable and reliable administration system
		3. Digitised processes
		4. Efficient case management
		5. Efficient admission management
		6. Efficient contribution management
		7. Payment turnaround time of less than 60 days

Table 1: Strategic Outcomes

A photograph of a business meeting. In the foreground, a person's hand is pointing at a laptop screen displaying various data visualizations, including bar charts and pie charts. The background is blurred, showing other people at a table. Two large, thin white circles are overlaid on the image, one centered on the laptop screen and another partially overlapping it. The overall color palette is cool, with blues and greys, and a green callout box in the bottom right corner.

GPAA 5 YEAR STRATEGIC THRUSTS

1. Reduction of internal turnaround time
2. Reduction of employer turnaround time
3. Digital communication
4. Process re-engineering and change management
5. Data management strategy
6. Human capital management development and requirements
7. Unclaimed and Unpaid benefits
8. Mandate change and a strategy to address new revenue streams (legislatively and customer requirements)
9. Legacy System Retirement

1.5 GPAA Strategic Map 2020-2025

- Reduced internal turnaround time to under 45 days
- Reduced employer turnaround time to under 120 days
- Retrain and up skill employees
- 10 year GPAA organisational review
- Unclaimed benefits separated from Unpaid benefits
- 28% clients reached through digital communication channels
- Ministerial inputs addressing employer delays
- Basic business workflow implemented
- National Self Service roll-out
- Auto Population of exit forms
- On-line data interfaces with Home Affairs and SARS



2020/2021

- Reduced Internal turnaround time to 35 days
- Reduced employer average turnaround time to under 100 days
- Knowledge management
- Performance against industry best practices
- Utilising data from Transversal systems
- Enhanced business workflow
- 45% clients reached through digital communication channels
- Business workflow implemented
- 40% of client base using Self Service
- Retrain and mobilise staff



2021/2022

GPAA 5 YEAR STRATEGIC THRUSTS

1. Reduction of internal turnaround time
2. Reduction of employer turnaround time
3. Digital communication
4. Process re-engineering and change management
5. Data management strategy
6. Human capital management development and requirements
7. Unclaimed and Unpaid benefits
8. Mandate change and a strategy to address new revenue streams (legislatively and customer requirements)
9. Legacy System Retirement

- Reduced internal turnaround time to under 25 days
- Reduced employer turnaround time to under 90 days
- Move to a new building
- Resilient environment
- 55% clients reached through digital communications
- 55% of clients using Self Service
- Business workflow implemented
- Employees mobilised to suitable positions
- Prepare to offer financial services
- Biometrics for claims and enrollment
- Contributions reconciled at member level



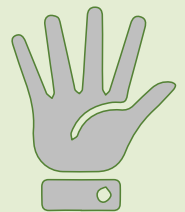
2022/2023

- Reduced internal turnaround to under 15 days
- Reduced employer average turnaround to under 75 days
- Managed data
- 65% clients reached through digital communications
- Business workflow implemented
- Streamlined processes
- Re-aligned organisation
- Paper usage reduced by 60%
- Right people at the right positions
- Offering financial services



2023/2024

- Reduced internal turnaround time to under 10 days
- Reduced employer turnaround time to less than 30 days
- Legacy system retired
- Digitised environment (internal and external)
- GPAA provides financial advisory services
- 70% clients reached through digital communications
- 0% tolerance admission error
- Preserved fund
- Preferred benefits administrator by clients and customers
- GPAA, a preferred employer



2024/2025

2. SITUATIONAL ANALYSIS

The situational analysis for the current financial year was compiled using the Political, Economic, Social, Technology, Environment and Legal (PESTEL) methodology. The intention was to highlight lessons learnt from other pension fund houses and their administration, together with the initiatives they undertook and the challenges experienced.

2.1 Introduction

This is the 11th Annual Performance Plan submitted by the GPAA since it was established in terms of the Public Service Act (1994), with effect from 1 April 2010. The GPAA's customers are the Government Employees Pension Fund (GEPF) and National Treasury (NT), the Chief Executive Officer (CEO) reports to the Minister of Finance. The CEO also accounts to the Principal Executive Officer (PEO) of the GEPF and to the Director General (DG) of National Treasury on the services rendered by the GPAA through the Service Level Agreements (SLAs).

The GPAA was established through the Public Service Administration and its operations are regulated by the PFMA. The mandate of the GPAA is to administer pension funds for the GEPF and National Treasury's Programme 7. As such, the funding of the GPAA mandate is derived from these two customers. The mandate positions the GPAA as a strategic agency for government's commitment to ensure that public servants are financially secure when they retire. National Treasury's funds that are administered by the GPAA are non-contributory and were created to acknowledge and compensate those who dedicated their lives to the struggle for South Africa's freedom and democracy. Government created these funds because these compatriots risked limb and life and sacrificed a greater part of their productive lives fighting racial segregation. Their efforts contributed to the democracy that we all enjoy today.

The GEPF clients served by the GPAA are approximately 1.269 million members, 313 173 pensioners and 167 442 beneficiaries.

The National Treasury's non-contributory funds administered by GPAA include Special Pensions (6 439), Post-retirement Medical (125 464), Military Pensions (4 822), Injury on Duty (9 720) and other funds such as Parliament, Judges, Presidents, etc. (887).

Two inherited pension funds from the pre 1994 era are: the Temporary Employees Pension Fund (291) and the Associated Institutions Pension Fund (6884).

2.2 External Environmental Analysis

The external environmental analysis is based on the pillars of the National Development Plan (NDP), government priorities and the mandate of the GPAA. The analysis reflects on the political, socio-economic, technological, environmental and legal conditions or factors that are prevalent in South Africa. These factors have an impact on the GPAA and its activities and vice versa.

2.2.1 POLITICAL CONSIDERATION

On 20 June 2019, government announced seven (7) priorities as pillars to guide the implementation of National Development Plan (NDP) during the 2020/21-2024/25 Medium-Term Strategic Framework (MTSF) period. These 7 priorities are intended to ensure that the NDP is at the centre of national collective efforts to engender the development and growth that will benefit all South Africans, particularly the poor and marginalised people. The priorities are: (i) economic transformation and job creation; (ii) education, skills and health; (iii) consolidating the social wage through reliable and quality basic services; (iv) spatial integration, human settlements and local government; (v) social cohesion and safe communities; (vi) a capable, ethical and developmental state; and (vii) a better Africa and world.

The GPAA is aware of its role and contribution to the implementation of the NDP priorities. While the agency will continue to align its activities and its core mandate of efficient administration of pension, it will assess its direct and indirect contribution to these NDP priorities. The MTSF period coincides with the GPAA's second decade of amalgamated government pension administration and offers exciting opportunities to assess the role of the GPAA in society, including aspects such as our ability to deliver efficient and cost effective pension administration, as well as the impact we have on society at large.

The GPAA is an integral part of "team" South Africa and is committed to contributing to each of these priorities in different ways in order to help achieve the developmental state objectives. Our main pillar within the NDP is the social protection for our clients as well as our employees. We will perform all these functions mindful of the main

guiding ethos of the public service, namely, the Batho-Pele principles of Consultation, Standards, Redress, Access, Courtesy, Information, Openness and Value for Money.

2.2.2 SOCIO-ECONOMIC PERSPECTIVE

With the country facing increasingly high levels of unemployment, more people unfortunately lost their jobs in 2020. This has resulted in a serious financial strain in many households due to a loss of income. Consequently, the wellbeing of many South Africans has been negatively impacted. The net effect of this is that the ability of households to provide basic needs such as health care, food, housing and education have been reduced or completely lost. Moreover, the already low levels of personal savings were also negatively affected due to the loss of income. Without savings the prospects of a dignified retirement becomes near impossible for many people and the only potential source of income available is social grants.

The impact of the COVID-19 pandemic necessitated a more stringent approach on the part of government with regard to the public fiscus. President Ramaphosa's announcement of the economic recovery plan is a welcomed development.

This socio-economic environment requires the GPAA to be even more efficient in paying all its clients, in line with Service Level Agreements it has entered into with its customers. Paying benefits efficiently will help families continue with their lives uninterrupted by the lack of income when they retire. It is widely accepted that every income earner in South Africa has other dependents who rely on them for their livelihood and other needs. Thus, the performance of the GPAA has impact on the lives of more than the 1.9 million members, pensioners and beneficiaries who are direct clients. This crucial role of the GPAA demands that it discharges its mandate with pride, care and an unwavering commitment to professionalism and client satisfaction. The agency has to continue to improve on its services and consider all pension applications as members, pensioners and beneficiaries rely on its services to provide for their families. Through the payments of pension benefits, the GPAA ensures that beneficiary's wellbeing is financially cared for thereby indirectly impacting society and the fiscus.

The GPAA is an agent of social and financial transformation. Together with our customers, we continue to assess the relevance of our rules and benefits to the challenges of modern day society. The GPAA also does this by taking feedback provided by its clients seriously. One of the positive developments that demonstrate our appreciation of the challenges that face our clients in the modern era, is the introduction of Child's Pension which came into effect on 1 June 2018 to replace what was known as the Orphan's Pension. This development was aimed at bridging the gap that was identified in the implementation and processing of the old Orphan's Pension.

The Orphan's Pension benefit was deemed to not be completely in line with the reality, and that many children did not know the whereabouts of their fathers, and thus could not prove if they were alive or deceased. Numerous clients complained that the rules were unfair to single mothers, which influenced the rule change.

Additionally, when the Department of Public Service and Administration (DPSA) introduced an offer for public servants to retire early without penalties as per the provisions of the GEPF rules, the GPAA immediately established systems and processes to implement the decision. The project was a further demonstration of the GPAA's agility and willingness to perform its functions.

Correspondingly, the GPAA was appointed to implement a social cohesion related project called Past Discriminatory Practices (PDP) redress. The aim of the project was to redress past racial discriminatory practices relating to pension in the public sector. Once more the GPAA implemented this project in line with the various agreements between government and labour.

The GPAA was also instrumental in the amendment of the GEPF's rules relating to divorce settlement and pension claims between ex-spouses or partners. An aspect of the divorce rule called the Debt model was not well received by many clients. It required that when spouses or partners divorced and the GEPF received an instruction to pay an ex-spouse from a member's pension benefit, the portion paid would be regarded as a notional loan to the member.

This loan accrued interest and members were displeased with it. The rules were then changed from the Debt model to the Service Reduction model where the member's pensionable service period is reduced in line with the value of the divorce settlement paid. The change came

into effect on 01 August 2019. Once more, the GPAA had to prepare systems and processes to implement this change, to ensure that clients are satisfied with the adapted service.

The GEPF has noted that for various reasons, various members will not be fully financially secure when they retire, the GPAA is leading a preparatory process to allow for a GEPF offering of an Additional Voluntary Contributions (AVS) scheme. The project has not been concluded as yet.

2.2.3 TECHNOLOGICAL PERSPECTIVE

The advent of the fourth industrial revolution (4IR) provides opportunities for the GPAA to embrace technologies such as Block-Chain, Internet of Things (IoT), Artificial Intelligence (AI), High-speed mobile internet (5G), big data analytics, Cloud technology, biotechnology and virtual reality. It is estimated that, within a decade, most of our clients will be fully technologically enabled, even in their retirement period. The GPAA seeks to find ways in which it can improve the way it uses technology to offer quick and more efficient services. Our clients should be able to access their pension information and critical fund information, from their mobile phones, laptops, etc. in the most convenient and secure manner.

Over the past several years the GPAA has been implementing a Modernisation Programme to automate pension claims, membership and pensioner communications. This included our client interfacing channels such as Walk-in Centres, Mobile Offices and Call Centre. The main projects of the Modernisation Programme aimed to reduce human intervention in the execution of simple, bulk and repetitive tasks, and to reduce the turn-around time in the claims payment process. This caused the GPAA to leverage off new and existing technology to enhance service delivery across its value chain. In addition to the service delivery benefits that have been earned from the Modernisation Programme, in the foreseeable future, GPAA employees' skills will be enhanced to contribute to personal growth and organisational capability. This will ultimately result in creating a capable, ethical and developmental state.

The outstanding project of the Modernisation Programme is to replace legacy systems with the best available new technology that will provide GPAA with digital platforms for its clients, customers and stakeholders.

Whilst employer engagement has been automated through the Pension Case Management system (PCM) and most cases are now submitted electronically, the GPAA is still in the process of developing its Benefit Payment Automation (BPA) system incrementally. The critical outcome of the GPAA is to ensure dignified, cared for, empowered and satisfied members, pensioners and beneficiaries, through digitalisation and digitisation.

2.2.4 ENVIRONMENTAL CONSIDERATION

The GPAA joins other organisations in South Africa who seek to be environmentally conscious, by introducing a paperless environment with green communication. The practice will not only benefit the organisation on administration costs, but will similarly contribute towards an environmentally friendly business operation that supports the NDP.

In its strides towards deriving a better client experience with operational efficiencies, the GPAA endeavors to reduce the printing and postal costs for the service to its 1.9 million clients. The benefits of this initiative will cause a reduction in comparative costs for printing and postal services. It is anticipated that collectively with the massive cost reduction, other benefits include strengthened document security, easy access to personal data, and decreased carbon footprint.

The GPAA has a dedicated recycling station for paper. Conversely, a need has arisen to conduct green awareness programmes that will encourage employees to reduce printing and rather use technology in their activities.

Going green will not only be enhanced by the reduction in printing but also by optimised workflow and reduction in office supply costs. The GPAA's entire processing system would be moving towards building paperless environment that create efficient and secure electronic pathways for member consultation and benefit processing.

A further contribution to green environment will be through its Regional and Satellite offices, where the GPAA envisages utilizing alternate green energy in its 16 buildings in the near future, this may even mean harvesting rain water at the GPAA offices for use in emergencies.

2.2.5 LEGAL PERSPECTIVE

The GPAA places the safety of its employees first and aspires to be an employer of choice, thus the Occupational Health and Safety (Act No. 85 of 1993) is given due consideration as it ensures a healthy and conducive working environment. Furthermore the Public Service Act (PSA) and the Public Financial Management Act (PFMA) collectively govern the GPAA and its administration services.

The GPAA is empowered to perform its administration duties through the legal mandate of each fund listed below:

1. Government Employees Pension Law, 1996 (Proclamation No.21 of 1996)
2. Temporary Employees Pension Fund (Act No 75 of 1979)
3. Associated Institutions Pension Fund (Act No. 41 of 1973)
4. Post-retirement Medical Subsidies as provided for and regulated by Public Service Co-ordinating Bargaining Council (PSCBC) resolutions 6 of 2015
5. Military Pensions in terms of the Military Pensions (Act No. 84 of 1976)
6. Injury-on-Duty (IOD) payments in terms of the Compensation for Occupational Injuries and Diseases (Act No.130 of 1993)
7. Special Pensions in terms of the Special Pensions (Act No. 69 of 1996)

The Protection of Personal Information (Act No.4 of 2013) impacts on the way the GPAA exchanges information internally and externally. The GPAA endeavours to comply with the Act and its provisions in respect to the privacy of our clients.

2.3 NEW WAYS OF WORKING: COVID-19

In the wake of the outbreak of the COVID-19 pandemic, citizens of South Africa were urged to stay at home and reduce social contact to a minimum, which resulted in impaired economic activity. To ensure continuity of business, work life across the world had to shift towards remote work. The GPAA, like many others, adapted its

working habits, environments and tools accordingly. This caused the GPAA to focus on agility for a better response to client needs within any specific disaster. On 04 April 2020, the GPAA was gazetted as an essential service which required the organisation to deliver services through the extended lockdown.

Later, the South African government, through the Department of Public Service and Administration (DPSA) published circular 8 of 2020, which articulated crisis response guidelines for government employees to return to services after the easing of the lockdown. For business continuity and resilience purposes, a Pandemic Management COVID-19 Infection Containment Plan was devised and implemented as a joint effort between the GPAA management and labour unions.

By July 2020, GPAA had aligned its work-from-home operations with the office business with a 50% staff rotation on a weekly basis. This allowed for an almost full staff compliment with half of the staff capability working from home and the other half working from the office on any single day. This ensured 100% production, even though the claim volumes had grown from the preceding months (April – June 2020). On 17 September 2020 the President announced the move to Lockdown alert level one. Subsequently, on 23 September the Director General of the Department of Public Service Administration (DPSA) issued circular 27 of 2020, requiring the workplace to be re-occupied by 100% of staff where practicable, whilst complying with regulations and necessary precautionary measures.

By the 7th December 2020, GPAA had already deliberated a second wave contingency plan and further deliberated on 4th January 2021 for implementation. Consequently, the GPAA was prepared and had aligned its contingency plans to the second wave and the adjusted level 3 lockdown, announced by the President on 28 December 2020.

With key consideration to this context, at the tail end of the Covid-19 pandemic the GPAA operations will have to change in terms of technology, standard operating procedures and processes in order to limit the possible effects of a second wave on the delivery of its Annual targets for the 2021/22 financial year.

2.4 INTERNAL ENVIRONMENTAL ANALYSIS

The GPAA's organisational structure and its configuration are essential for the delivery of its mandate, the discussion follows:

2.4.1 ORGANISATIONAL OVERVIEW

The structure of the GPAA's Strategic Plan is directed by the CEO and consists of two Programmes, namely: 1. Support Services and 2. Benefits Administration, which are supported by eight sub-programmes as depicted in Figure 1 - GPAA Structure.



The following section provides an overview of Support Services (Programme 1) and Benefits Administration (Programme 2) and the eight sub-programmes.

2.4.2 PROGRAMME 1 - SUPPORT SERVICES

Programme 1 administers the business and governance affairs of the GPAA and gives rise to strategic outcomes in support of the core business of Programme 2.

Sub-programme 1.1 – Corporate Services

The business units within Corporate Services play a supporting role to the provision of primary services including Human Resources and Facilities Management. The primary aim of the sub-programme is to support the GPAA in realising its strategic outcomes through the management, co-ordination and oversight of all management support, human and physical resources and various services within the organisation.

Sub-programme 1.2 - Financial Services

This sub-programme manages the financial resources available to administer pensions and other benefits using best practice principles, this includes unclaimed benefits that are tracked, traced and paid from this sub-programme. In this regard, Financial Services ensures that financial policies are adhered to; financial record keeping is done according to appropriate frameworks and that sufficient cash flow levels are maintained for operational activities. The sub-programme also prepares the financial statements for the organisation and for use by stakeholders.

Sub-programme 1.3 - Business Enablement

This sub-programme directs and manages the organisation's ICT infrastructure including two data centres hosting server, storage and application

systems, local area networks (LAN) and wide area networks (WAN) which has a national footprint, and a whole range of end-user devices, including desktops, laptops, tablets, printers and scanners. Business Enablement provides the GPAA with the enabling capabilities and technologies it needs to deliver on its mandate. In its current initiatives, through the Modernisation Programme, the GPAA is in the process of automating its core business processes and expanding its electronic outreach with the aim to provide its clients and customers with secure access to its services.

The Modernisation Programme spans the entire organisation and sought to upgrade, automate and improve the efficiency and efficacy of human capital, systems, processes and technology whilst fostering mutually beneficial relationships with clients and stakeholders. The programme has been a critical vehicle that the organisation uses to transform and modernise its business processes and practices to achieve comparative levels of productivity, savings in administrative costs while ensuring compliance with legislative requirements, therefore making steady progress towards becoming a sustainable organisation.

The Project Management Office (PMO) was established to manage projects throughout GPAA and includes Business Technology, Human Resource projects and Modernisation Programme.

Sub-programme 1.4 - Strategic Support

Strategic Support and the business units that fall within it is to plan, direct and support the organisation in order to ensure that employee benefits, pensions and retirement funds are administered according to the relevant legislation and Service Level Agreements (SLAs). This group of business units is responsible for ensuring that the GPAA is managed effectively in order to deliver services that meet or exceed business requirements of clients. Strategic Support is responsible for oversight of the GPAA

and its overall performance. It is also responsible for building relations with various stakeholders, including intergovernmental engagements which promote the achievement of government priorities and service delivery.

Sub-programme 1.5 - Governance

The Governance sub-programme consists of the Internal Audit, Legal and Advisory Services, Enterprise-wide Risk Management, as well as the Forensic and Fraud Prevention Management business units. It is aimed at ensuring that the required processes and advisory services are in place for decision making and implementation. Likewise, it ensures that the characteristics of accountability, transparency, compliance, following the rule of law, responsiveness, effectiveness and efficiency are built into the processes, procedures and policies governing the GPAA, its stakeholders and its decision making processes. The cluster of business units gives assurance that GPAA has the capability of withstanding threats that could bring the GPAA or its stakeholders into disrepute.

2.4.3 PROGRAMME 2: BENEFITS ADMINISTRATION

This programme consists of three Sub-programmes that administer a range of benefits and client relationship management.

Sub-programme 2.1 - Special, Military and Other Benefits (National Treasury)

Administered by the GPAA on behalf of National Treasury, this sub-programme provides for the payment of non-contributory pensions that are funded by National Treasury to the beneficiaries of various public sector bodies in terms of different statutes, collective bargaining agreements and other commitments. Military Pensions, Post-Retirement Medical Subsidy, Special Pensions and Injury on

Duty (IOD) payments are benefits administered under this Sub-programme. Military Pensions and IOD payments provide for the payment of military pension benefits and medical claims arising from treatment for disability, medical assistance devices and other related expenses, in terms of statutory commitments.

The Associated Institutions Pension Fund (AIPF) and Temporary Employees Pension Fund (TEPF) administered by GPAA for NT Programme 7, are to be amalgamated into the GEPF. Work is underway to progress with the amalgamation of the TEPF with the GEPF as provided for in the current legislation. A similar process for the amalgamation of the AIPF with the GEPF is also envisaged but requires amendment to current legislation in order to proceed. Once the required legislation has been amended the amalgamation of the AIPF with the GEPF will be advanced.

Sub-programme 2.2 - Employees Benefits (GEPF)

The GEPF is a contributory defined benefit pension fund that is administered by the GPAA on its behalf in line with the provision of the Government Employees Pension (GEP) Law. The GPAA provides the full spectrum of benefit administration services, inclusive of member admissions, contribution collection, member / pensioner / beneficiary maintenance and benefit processing services. Benefit processing starts with a benefit application and ends with the finalisation of the benefit payment from the Fund. These processes are aimed at the accurate and timely payment of benefits to GEPF's members and beneficiaries.

Sub-programme 2.3 – Client Relationship Management

Client Relationship Management (CRM) manages the relationships with all stakeholders including clients, third parties and employers, by providing high quality, responsive client services based on the Principles of Batho Pele. The service channel operations, namely: Call Centre, 11 Mobile Offices, 3 Co-locations and 16 Walk-in Centres, ensure effective support of the interface between the GPAA and its client base through accepting, resolving and monitoring all service requests or queries made by clients. CRM also provides employer education and training through its regional and employer liaison units; Outreach programme such as Roadshows, National Departments Roadshows, Retiring Member Campaigns and Human Resources forums. CRM also oversees the document management process to support the GPAA's core functions and business processes. This includes the conversion of paper documents into electronic format, indexing, tracking and storage of these documents.

2.5 PERFORMANCE INFORMATION

Programme 1 – Support Services and Programme 2 – Benefits Administration will render the GPAA's core business within eight distinct areas outlined below:

1. Government Employees Pension Fund (GEPF)
2. Temporary Employees Pension Fund (TEPF)
3. Associated Institutions Pension Fund (AIPF)
4. Special Pensions
5. Post-Retirement Medical Subsidy
6. Military Pensions
7. Injury on Duty (IOD)
8. Other Benefits – Parliament, Judges and Presidents etc.



2.6 STAKEHOLDER ANALYSIS

The GPAA is committed to build and strengthen relationships with all of its stakeholders. The organisation's stakeholders, its core services and the interactions associated with each person / group, are as indicated in Table 2- GPAA Stakeholder:

Stakeholder	Core services provided / interaction points
External Stakeholders	
Minister of Finance/ Deputy Minister of finance	Provide information (in the form of briefing notes, submissions or presentations) and support in relation to the governance and finance. Regular meetings to discuss workflow, dashboard matters, and risk and fraud management.
Cabinet	Addresses cabinet memoranda and legislation.
National Treasury	Feedback on core services and administration of Programme 7 on the administration agreement, funding budgets and SLA. Submissions of ENE, budgets, reports, strategic plans and annual performance plans. Quarterly feedback to the National Treasury and DG. Ad-Hoc meetings as and when required,
GEPP	Quarterly feedback to the board of Trustees, subcommittees, Principal Executive Officer managing the administration agreement, funding budgets and SLA. Ad-Hoc meetings as and when required
Parliamentary Committees	Feedback, clarifications and meetings on request.
Auditor-General	Provides performance information. Respond to audit findings.
Government departments and Parliament	Provide administrative support for the department in terms of responding to Parliamentary questions, Cabinet memoranda and requests from government departments
Internal Stakeholders	
EXCO	Delivers on the GPAA mandate through its strategy, annual performance plans and operational plans. Its members are accountable to the CEO for organisational performance. Conducts regular meetings to discuss risk, governance and financial matters, administration and sub-programme performance, work flow, dashboard matters, and fraud prevention.
Audit Committee	Provide internal audit reports and assurance on the management controls and governance process of the GPAA.
Risk Committee	Provide risk management oversight and assurance on the risk management controls, mitigation progress and fraud prevention.
GPAA employees	Live and demonstrate the value system of GPAA, in a conducive environment with an employer of choice. Management systems allowing for an open door approach to problem solving and health care.

Table 2- GPAA Stakeholders

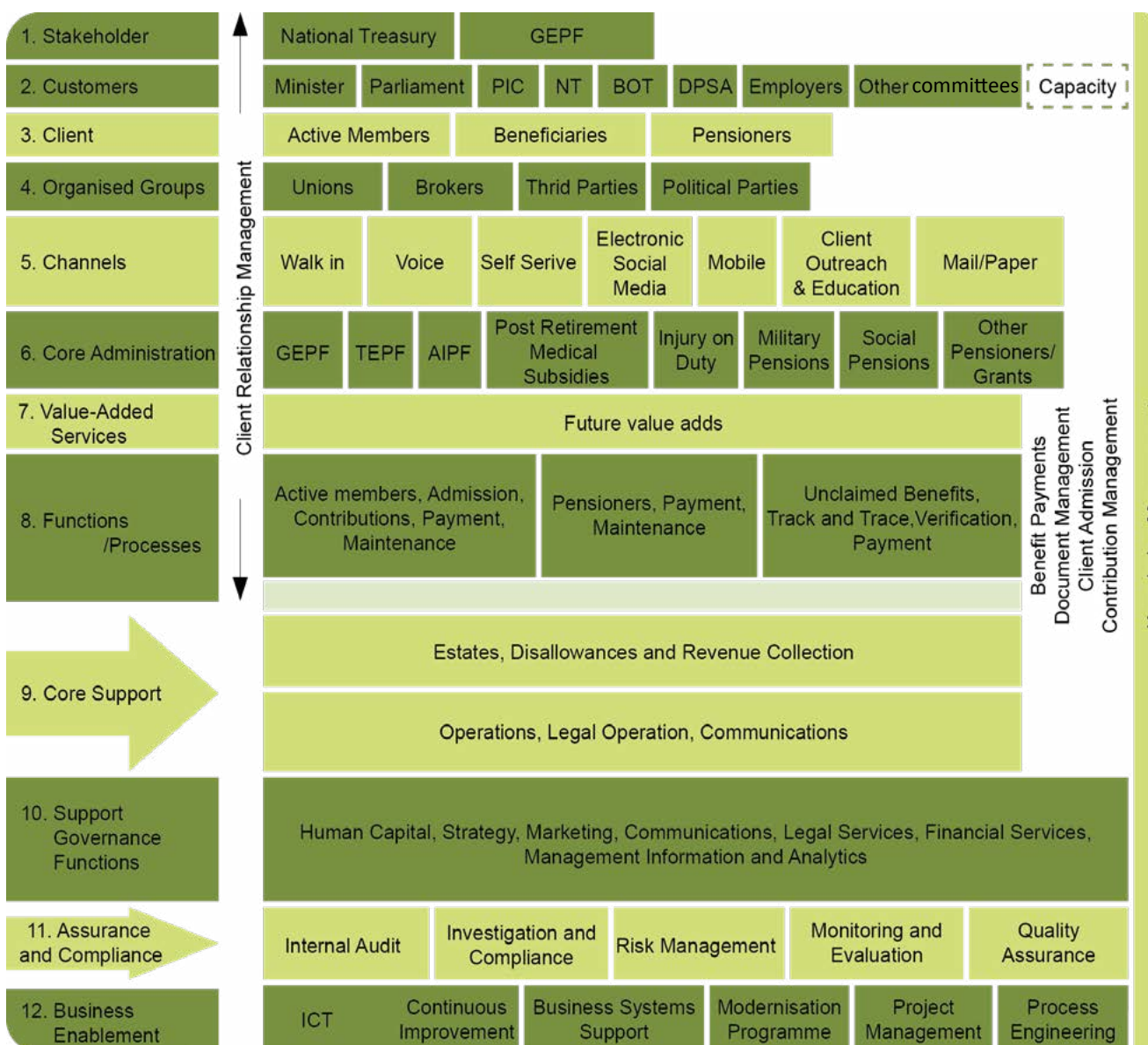
2.7 THE GPAA'S CAPABILITY MODEL

The capability model was first published at the GPAA in 2014 on the basis of scientific evidence and benchmarking with other pensions administrators. It was adopted as the working model so that the Modernisation Programme and other business structures would align to the capabilities required to deliver services to GPAA's two customers.

The model responds to the twelve focussed performance areas of Pensions administration, namely: Stakeholders, Customers, Clients, Organised Groups, Channels, Core Administration, Value-added Products, Core Support, Support and Governance Functions, Assurance and Compliance and Business enablement.

These twelve areas are complimented with the specific capabilities with an expected capacity of knowledge management. The 360 degree client relations experience strategy of CRM, cuts across six main areas namely Stakeholders, Customers, Clients, Organised Groups, Channels, Core Administration, Value-added Products.

The model realises the capacity of the GPAA to ensure accurate and timeous benefit payments, document management, client management and contribution management. The model aligns and compliments the GPAA's structure, processes and capabilities as depicted in *Figure 2 - GPAA Capability model*



2.8 THE GPAA'S VALUE CHAIN

The GPAA's core processes, specifically benefits administration that includes client administration, admission of members, contribution collection, member maintenance, pensioner maintenance and benefits processing, rest on the pillars of support services. This comprises Corporate Services, Financial Services, Business Enablement (ICT), Strategic Support and Governance. Currently core processes and support services are improved and enhanced to achieve the GPAA's strategic outcomes. The GPAA's value chain is depicted in Figure 3 - GPAA Value Chain:

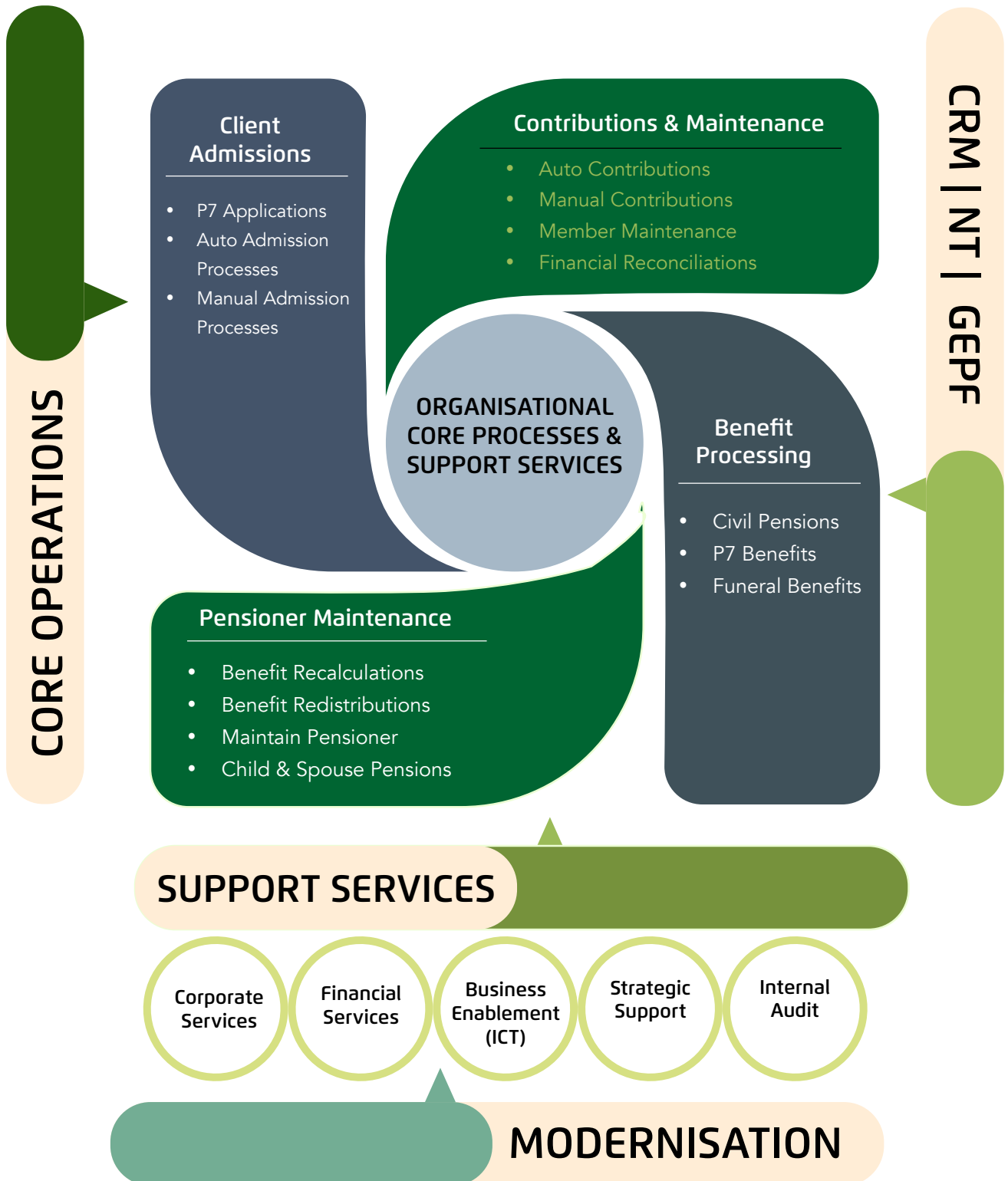


Figure 3 - GPAA Value Chain

2.9 DEMOGRAPHICS OF THE GPAA'S CLIENT BASE

The GPAA has a total client base of approximately 1.905 million of which the largest populace is in the GEPF amounting to about 91.8% of the GPAA's administration payload. The National Treasury funds have approximately 159 997 (8.2%) clients in more than five different funds. The demographics of the client base are tabled in Table 3 - Member count as at 31 March 2020.

Funds	Member type	Member count	Total Mar 2020
GEPF	GEPF members	1 269 161	1 749 776
	GEPF pensioners	313 173	
	GEPF spouses	163 603	
	GEPF orphans	3 839	
National Treasury's Programme 7	Post-Retirement Medical Subsidies	126 614	148 482
	Military Pensions	4 822	
	IOD	9 720	
	Other	887	
	Special Pensions	6 439	
AIPF	AIPF Pensioners	4 435	7 188
	AIPF Spouses	2 753	
TEPF	TEPF Pensioners	185	307
	TEPF Spouses	122	
GPAA total members administered			1 905 753

Table 3 - Member count as at 31 March 2020

2.9.1 The Race Demographics

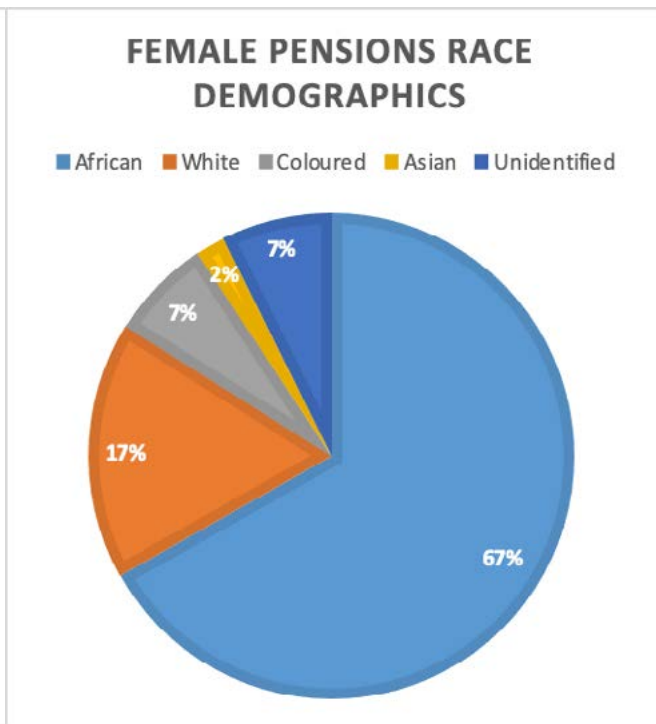
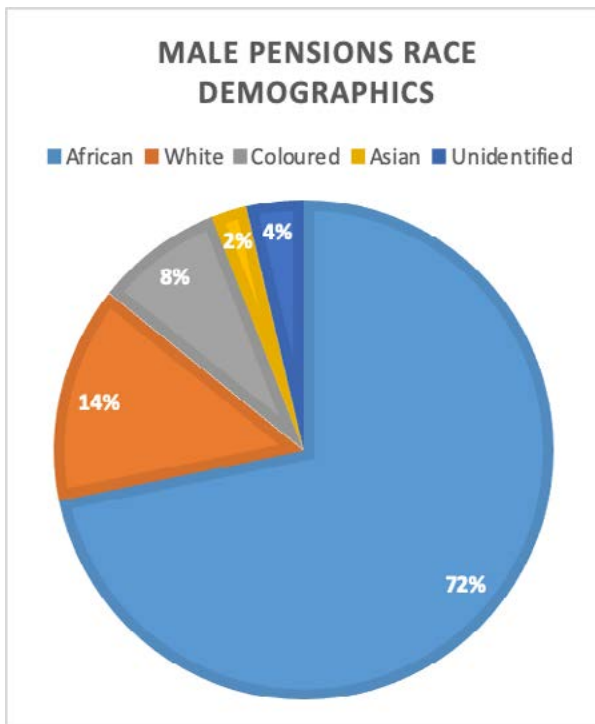


Figure 5 - Female race demographics

Figure 4 - Male race demographics

Of the total GPAA clients as at 30 June 2020, 62% are female, about 38% are male.

A comparison between cases administered by the GPAA in the past two financial years implies that there seems to have been a decline in resignations as the cases paid reduced, the number of retirement cases increased by a small margin, transferred cases declined slightly together with a substantial decline in death cases from the 2018/19 to the 2019/2020 period. This is tabulated in Table 4 - Cases administered.

Cases administered and finalized at the GPAA	Total cases paid 2018 /2019	Total cases paid 2019/ 2020
Number of beneficiaries paid due to resignation from GEPF	26,690	23,362
Number of beneficiaries paid due to retirement from GEPF	35,571	35,931
Number of beneficiaries paid due to transfer from GEPF	3,345	3,186
Number of beneficiaries paid due to death	7,760	5,922

Table 4 - Cases administered

A summary of the cases administered in 2019/2020 is tabulated in Table 5 - Cases administered and paid at GPAA.

CASES ADMINISTERED AND FINALISED AT THE GPAA	CASES PAID 2017 / 2018	CASES PAID 2018 / 2019	CASES PAID 2019/2020
Resignation from GEPPF	26 690	23 362	22 678
Retirement from GEPPF	35 571	35 931	34 134
Transfer from GEPPF	3 345	3 186	3 150
Beneficiaries paid due to death of members	7 760	5 922	6 683
Total	73 366	68 401	66 645

RECIPIENTS OF MONTHLY PAYMENTS FROM THE FUND	MONTHLY PAYMENTS 2017 / 2018	MONTHLY PAYMENTS 2018 / 2019	MONTHLY PAYMENTS 2019 / 2020
Injury on Duty (IOD) payments	9 720	9 833	9 720
Post-retirement Medical Benefits	109 979	117 407	125 464
Military Pensions	5 025	4 980	4 822
Special Pensions	6 939	6 672	6 439
Other benefits	926	891	887
Pension benefits (GEPPF)	292 437	302 916	313 173
Spouses benefits (GEPPF)	156 681	159 621	163 603
Orphans benefits (GEPPF)	1 204	1 601	3 839
Pension benefits (AIPF)	4 997	4 702	4 435
Spouses benefits (AIPF)	2 826	2 797	2 753
Pension benefits (TEPF)	207	196	185
Spouses benefits (TEPF)	128	130	122
Total benefits paid per month (averaged)	591 069	611 633	635 442

Table 5 - Cases administered and paid at GPAA

2.10 MODERNISATION

The GPAA embarked on a Modernisation Programme with the aim to improve its processes and service delivery, as well as to reduce the time spent and paper produced and moved, during the processing of all benefit payments. In the technology roadmap the GPAA is at a stage where the technology projects move to closure and focus on the delivery of the process improvement projects and related business benefits. This includes the finalisation of the upgrading of the existing legacy administration systems. Henceforth, focus will shift to automation and streamlining of administration and benefit payment processes. However, in this phase, processes will be subject to a continuous improvement through expansion of workflow solutions and movement towards a paperless environment.

The GEPF has given GPAA the approval to enhance the current legacy systems and focus on the elimination of system vulnerabilities and ensuring that the GPAA's technology infrastructure is stable and resilient. This improvement of infrastructure will allow for better integration of the different platforms within the GPAA, thus push modernisation towards its end allowing GPAA to continue with its continuous improvement programme in two to three years.

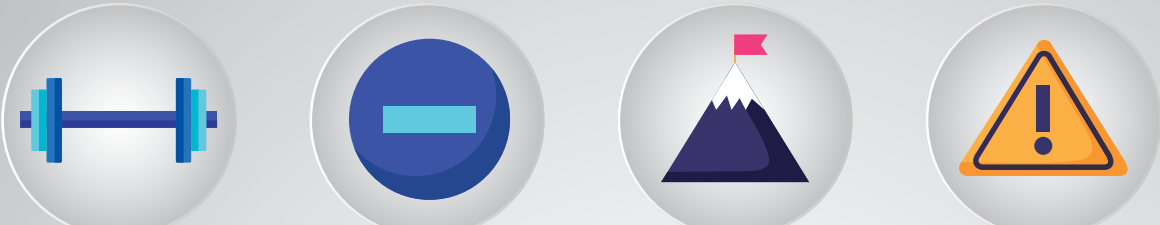
The implementation of a Client Relationship Management (CRM) solution for the GPAA will permit the GPAA to improve response to service requests and to allow for better client interaction across all service delivery channels. The implementation of a Financial Management Solution, currently hosted on the legacy system will form part of the Modernisation implementation. The implementation will improve the financial management capability within the GPAA.

The enhancement and use of digital channels, as implemented within the Digital Communication project, will allow for expanded access to clients across the spectrum of available functionality to members and pensioners. These available digital channels will improve the submission time and experience of clients when submitting documents or information. The improved tracking of service requests and benefit claim processing, will reduce cost of transport for the client and case turnaround time.

2.11 SWOT ANALYSIS

The GPAA EXCO conducted an analysis of the organisation' strengths, weaknesses, opportunities and threats (SWOT). The SWOT analysis is intended to guide and direct the organisation in its strategic approach and identifies the strategic opportunities and through gap analysis, the areas that require strategic intervention. Details are represented in Table 6 – SWOT

2.11.1 Revised Strengths, Weaknesses, Opportunities and Threats (SWOT)



STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> · Diversity Management · Capable and competent employees · Strong governance · Supportive customers (NT & GEPP) · Institutional knowledge · Fund size value and advantage · Business Continuity 	<ul style="list-style-type: none"> · Organisational structure and form · Silo approaches and disintegrated processes · Quality of data · Modernisation challenges · Performance management · Consequence management · Inadequate Capacity and Capability 	<ul style="list-style-type: none"> · Re-engineered processes (Internal and External) · Realign institutional form · Position GPAA as Public-Sector administrator of choice · Digitisation and digitalisation · Service new products for our customers · Employer of choice · Skills Audit 	<ul style="list-style-type: none"> · Private fund administration · Business continuity · Data breaches · Legislative uncertainty · Fraud and corruption · Pandemics and Force majour

Table 6 – SWOT

SWOT

2.12 REVISION TO LEGISLATIVE AND OTHER MANDATES

The legislation relevant to the administration of benefits by the GPAA had not changed at the time of preparing the 2021/2022 Annual Performance Plan (APP).

The various benefits provided by the GPAA are governed by a number of acts, each of which has an effect on the manner in which the benefits are administered and the related services provided. The funds and schemes that are currently administered by the GPAA and the relevant legislations that govern these schemes are listed in Table 7 - Legislations that govern schemes and funds administered by the GPAA :

Funds and Schemes:	Applicable legislation:	Administered on behalf of:
Government Employees Pension Fund (GEPF)	Government Employees Pension Law of 1996	GEPF's Board of Trustees
Temporary Employees Pension Fund (TEPF)	Temporary Employees Pension Fund Act 75 of 1979	National Treasury's Programme 7
Associated Institutions Pension Fund (AIPF)	Associated Institutions Pension Fund Act 41 of 1963	National Treasury's Programme 7
Military Pensions	Military Pensions Act 84 of 1976	National Treasury's Programme 7
Injury on Duty payments	Compensation for Occupational Injuries and Diseases Act 130 of 1993	National Treasury's Programme 7
Special Pensions	Special Pensions Act 69 of 1996	National Treasury's Programme 7
Post-Retirement Medical Subsidies	Public Service Co-Ordinating Bargaining Council (PSCBC) resolutions; as provided for and regulated	National Treasury's Programme 7

Table 7 - Legislations that govern schemes and funds administered by the GPAA

2.13 COURT CASES

The GPAA has two pending cases and are listed in Table 8 - GPAA's court cases

Number	Case	Description
1	GPAA vs Casper Combrink Electronics CC t/a Security Integrated Systems.	The GPAA has issued summons against the service provider for the non-delivery of equipment as per the awarded tender.
2	GPAA / POPCRU (SASSAWU) obo 2 others	Review application pending in the Labour Court to review and set aside an Arbitration Award with an order that the dismissal of the employees were fair.

Table 8 - GPAA's court cases

**PART B:
RESOURCE
CONSIDERATION**



CONTROL-

PLAYBACK

3 GPAA Resources

The GPAA receives 93 percent of its funding from the Government Employees Pension Fund and 7 percent from National Treasury. Revenue over the MTEF period is expected to be R1 074.9 million for 2021/22, R1 088.3 million 2022/23 and R1 125.3 million in 2023/24, providing a total of R3.3 billion over the MTEF period.

3.1 Programme 1 - Support Services

The 2021/2022 budget is R690.8 million and will increase to R724.4 million in 2023/24. This programme is comprised of five sub-programmes namely: 1.1 Corporate Services; 1.2 Finance; 1.3 Business Enablement; 1.4 Strategic Support; and 1.5 Governance.

3.2 Programme 2 - Benefit Administration

Sub-programme 2.1, Civil and Military Pensions provides for the payment of non-contributory pensions to beneficiaries of various public sector bodies in terms of different statutes, collective bargaining agreements and other commitments and is funded by the National Treasury. Military pensions, post-retirement medical subsidies and Injury on Duty payments are benefits administered under this Programme. The 2021/22 Benefit administration budget is R79.5 million and will increase to R85.4 million in 2023/24.

Sub-programme 2.2, Employee Benefits, involves activities such as member admissions, contribution collection, member, pensioner or beneficiary maintenance and benefit processing. The 2021/22 budget is R91.6 million and will increase to R91.7 million in 2023/24.

Sub-programme 2.3, Client Relations Management, is aimed at managing the relationships with all stakeholders, including clients, third parties and employers by providing high quality services and being responsive to clients' needs and complying with the principles of Batho Pele. The 2021/22 budget is R213 million and will increase to R223.8 million in 2023/24.

The GPAA was established as a National Government Component in terms of the Public Service Act and listed as such in Schedule 3 of the Public Service Act. In terms of the Public Finance Management Act (PFMA) of 1999, the GPAA is similar to any government department. A department is defined in the PFMA as a national or provincial department or a national or provincial government component.

The GPAA has an approved structure of 1 025 positions. As at June 2020 1086 positions were filled of which 933 are permanent and 153 are contract. The GPAA has budgeted for 1 178 positions over the 2020/21 MTEF.

The next milestone is to seek approval of the proposed structure (make the required changes for formal adoption) based on the current organisational strategy and that of HCM unit.

3.3 Expenditure estimates

In 2020/21 the Modernisation Programme has been allocated R15 million. Through the Modernisation Programme, the GPAA aims to replace outdated and obsolete systems and applications to enhance staff productivity, speed up the processing of claims, and effectively manage pension queries. The 2021/22 allocation will mainly be for continuing the rollout of the Self-Service system to more GEPF members, as well as the implementation of the in-flight projects.

The in-flight projects include the continued enhancements of the digital communication channels and the deployment of a GEPF website and smartphone application to GEPF members and pensioners. As a number of projects in the Modernisation Programme are being finalised and closing, the expenditure for the Modernisation Programme will eventually decrease although it reflects increase in the MTEF period. The CIVPEN Replacement project will continue when the GEPF approval is received for the scope of the programme and the project will be implemented with a ring fenced budget.

Compensation of employees will increase in the next year by 1.3 percent from R575.7 million in 2021/22 to R583.7 million in 2023/24. Expenditure

for compensation of employees is expected to be as follows over the MTEF period: R575.7 million for 2021/22, R579.6 million in 2022/23 and R583.7 million in 2023/24. The expected increase in the main is mainly due to provision for early retirement dispensation penalty for employees over the age of 55.

The GPAA is aware of the dependency on service providers during the modernisation transition. In line with government's call to reduce spending on consultants, the agency has appointed consultants, project managers from IT firms and others on fixed term contracts for the duration of the Modernisation Programme. This assists in contributing to the public service and the retention of skills for the future, in that daily support offered to the GPAA has enabled the organisation to start building its own in-house capacity.

This has further assisted the organization to reduce costs, resulting in the expected decrease in the expenditure on goods and services such as computer services, computer maintenance, and ICT consultants from R449.3 million in 2020/21 to R408.0 million in 2021/22 and further to R407.6 million in 2022/23 this will start to increase from 2023/24 with an expected inflation of 3%.

3.4 GPAA Programmes expenditure

The expenditure estimates for Programme 1 and Programme 2 for 2023/24 is presented in Table 9 - Programme budgets over the 2019/20 period and the following three years:

Programme	Outcome	Audited Outcomes			Audited results	Approved budget	Medium-Term Expenditure Estimate	
		2017/18	2018/19	2019/2020	2020/21	2021/22	2022/23	2023/24
		R'000	R'000	R'000	R'000	R'000	R'000	R'000
Programme 1: Support Services excluding ICT	1. Optimal core support.	560 481	647 752	706 746	834 380	690 823	689 857	724 425
	2. Capable and reliable administration system							
Programme 2: Benefits Administration	4. Efficient case management	420 574	388 675	402 116	408 303	384 165	398 448	400 919
	5. Efficient admission management							
	6. Efficient contribution management							
	7. Payment turnaround time of less than 60 days							
TOTAL		981 543	1 020 116	1 108 862	1 242 681	1 074 988	1 125 344	1 125 344

Table 9 - Programme budgets

3.5 GPAA Economic classification expenditure analysis

The expenditure analysis per economic classification is presented in Table 10 - Economic classification expenditure GPAA Economic classification expenditure analysis:

Economic classification	Audited Outcomes			Unaudited results	Approved budget	Medium-Term Expenditure Estimate	
	'000 2017/18	'000 2018/19	'000 2019/20			'000 2020/21	'000 2021/22
Current payments							
Compensation of employees	481 008	526 671	563 187	592 164	575 716	579 620	583 737
Goods and services of which:	417 735	416 263	492 450	525 921	408 008	407 570	419 362
Communication	79 423	46 916	33 244	51 722	34 673	16 405	13 435
Computer services	62 360	58 190	158 261	132 211	70 890	69 636	72 010
Agency fees	-	-	-	-	9 080	12 429	12 887
Audit fees					3 600	3 816	4 044
Entertainment, Grocery And Catering	-	-	-	-	1 245	1 261	1 278
Consulting and professional services	96 281	71 106	89 404	136 199	111 708	107 761	109 181
Printing & Stationery	28 088	32 189	16 820	17 678	12 736	13 337	13 706
Lease payments	49 358	54 041	11 897	11 465	71 334	76 499	80 678
Repairs and maintenance	12 288	13 463	18 025	16 381	20 915	20 890	22 091
Advertising and Promotion	20 495	25 045	25 080	23 103	14 100	4 403	4 485
Training and workshops	6 410	11 810	8 679	10 884	10 263	9 202	9 657
Travel and subsistence	19 029	22 421	27 995	25 334	15 190	37 168	39 623
Other	123 426	127 998	136 289	152 666	25 338	27 756	29 269
Losses from sale of assets	82 312	93 493	53 224	124 598	-	-	-
Total Expenditure	981 055	1 036 427	1 108 861	1 242 683	1 074 988	1 088 305	1 125 344

Table 10 - Economic classification expenditure

A hand in a dark blue suit and striped tie is shown in the foreground, reaching towards a wooden block in a chain of falling dominoes. In the background, a bar chart with several vertical wooden blocks of varying heights is visible on a reflective surface. The scene is set against a dark blue background with a large white circle overlaid on the right side.

PART C:
STRATEGIC RISK
MANAGEMENT

2. Strategic Risk management

The Risk Management unit supports the GPAA to ensure that correct risks are identified and mitigated in order for the organisation to stand a better chance of achieving its strategic outcomes.

The profile of the GPAA's key strategic risks was developed through formalised risk assessment workshops with the GPAA's Executive Committee (EXCO) in conjunction with each business unit's management team.

Table 11 - GPAA's Strategic Risk Management: depicts the GPAA risks and mitigations:

Outcomes	Risk Category	Risk Title	Risk Action Plan Title
Efficient admission management	INFORMATION MANAGEMENT	Quality of Data	Dedicated focused approach to data cleansing.
Efficient case management			Document and implement the process to proactively cleanse data around the salaries inconsistencies
Payment turnaround times within 60 days			Gate keeping strategies through the enhancement of PCM (external)
			Improve processes and system validations (internal)
			Improvement on PCM and BPA systems
			Review and revalidation of business processes by ICT
Optimal core support			INFORMATION TECHNOLOGY
Digitised processes	Business direction on the ICT services required and the time lines for delivery.		
	Delivery model for ICT services on a work package- and delivery based basis or any other allowable delivery model.		
	Capacitate ICT based on business service delivery requirements.		
Capable and reliable administration system	INFORMATION TECHNOLOGY	Business Resilience.	Conduct BIA and develop resilience strategies(revised)
			Bi annual Business Continuity testing
			Review and acceptance of business process model
			Review the current network architecture to determine the improvements that will be required to provide a resilient network
			Request the necessary budget from the GEPF and procure services (infrastructure and professional services) for co-replication

Outcomes	Risk Category	Risk Title	Risk Action Plan Title
Capable and reliable administration system	TECHNOLOGICAL ENVIRONMENT	Cyber Security breaches	Upgrade the Antivirus system. Implement the standby firewall at the Disaster Recovery Site
Digitised processes			Exploit the full capabilities of the recently implemented vulnerability management solution (Rapid 7)
			Upgrade the Antivirus system
			Implement an interactive user awareness management solution
			Review the IS policies, standards and procedures.
			Implement the Cyber-attack incident management which will include the Cyber-attack recovery plan
Efficient contribution management	SERVICE DELIVERY	Inability to pay benefits timeously and accurately	Active member maintenance
Efficient case management and payment turnaround times within 60 days			Improve system for electronic submission of exit documents for employer departments
			Review and re-evaluating the current SOP's and system controls
			Revision of the processes
			Sourcing of transversal systems service records and BAS payments setup data
			System enhancements(PCM, BPA)
Optimal core support	FRAUD AND CORRUPTION	Inability to detect or prevent fraud, maladministration, theft and corruption in a timeous manner.	Automation / strengthening security and access controls to prevent fraud resulting from manual processes (paper based)
			Intensify Ethics and Integrity awareness
			Benchmark and enhance fraud prevention measures and data analytics tool to detect anomalies within GPAA payment systems
			Procurement and implementation of an online verification tool (Biometrics)
			Publication of outcomes of disciplinary hearings
Optimal core support	HUMAN RESOURCES	Capacity to deliver on GPAA Mandate	Filling of critical vacancies
			Implementation of a credible performance Management system
			Implementation of the talent and succession management strategy (talent acquisition etc)
Optimal core support	COMPLIANCE\ REGULATORY	Non-compliance to legislation and applicable rules	Training on all GPAA governance structures for all appointees
			Compliance awareness on legislative framework applicable to GPAA processes.

Table 11 - GPAA's Strategic Risk Management

2 STRATEGIC PLANNING PROCESS

To embrace government's outcomes-based approach, the GPAA's mandate has been depicted through a strategy map.

4.1.1 Overview

This approach provides for an evaluation of the internal, external and locative efficiency of each output as well as of the budget programme. This organisational framework provides for various types of evaluations that link inputs to activities, outputs, outcomes and impacts.

Over the medium term, the GPAA will initiate various projects, the format of which can be evaluated through all phases - from diagnosis to implementation and impact. The National Evaluation Plan intervention as advocated by the Department of Planning, Monitoring and Evaluation (DPME) is geared to profile evaluation plans for projects that are of national importance and solicit opportunities for resource sharing, given the fact that delivery on the GPAA's mandate requires a cross-sectorial approach. It is on this basis that the results-based approach has been embedded in the GPAA's planning instruments as depicted in Figure 6 - GPAA's strategic planning methodology.

4.1.2 GPAA's strategic planning methodology

The GPAA's planning methodology is depicted in Figure 6 - GPAA's strategic planning methodology:

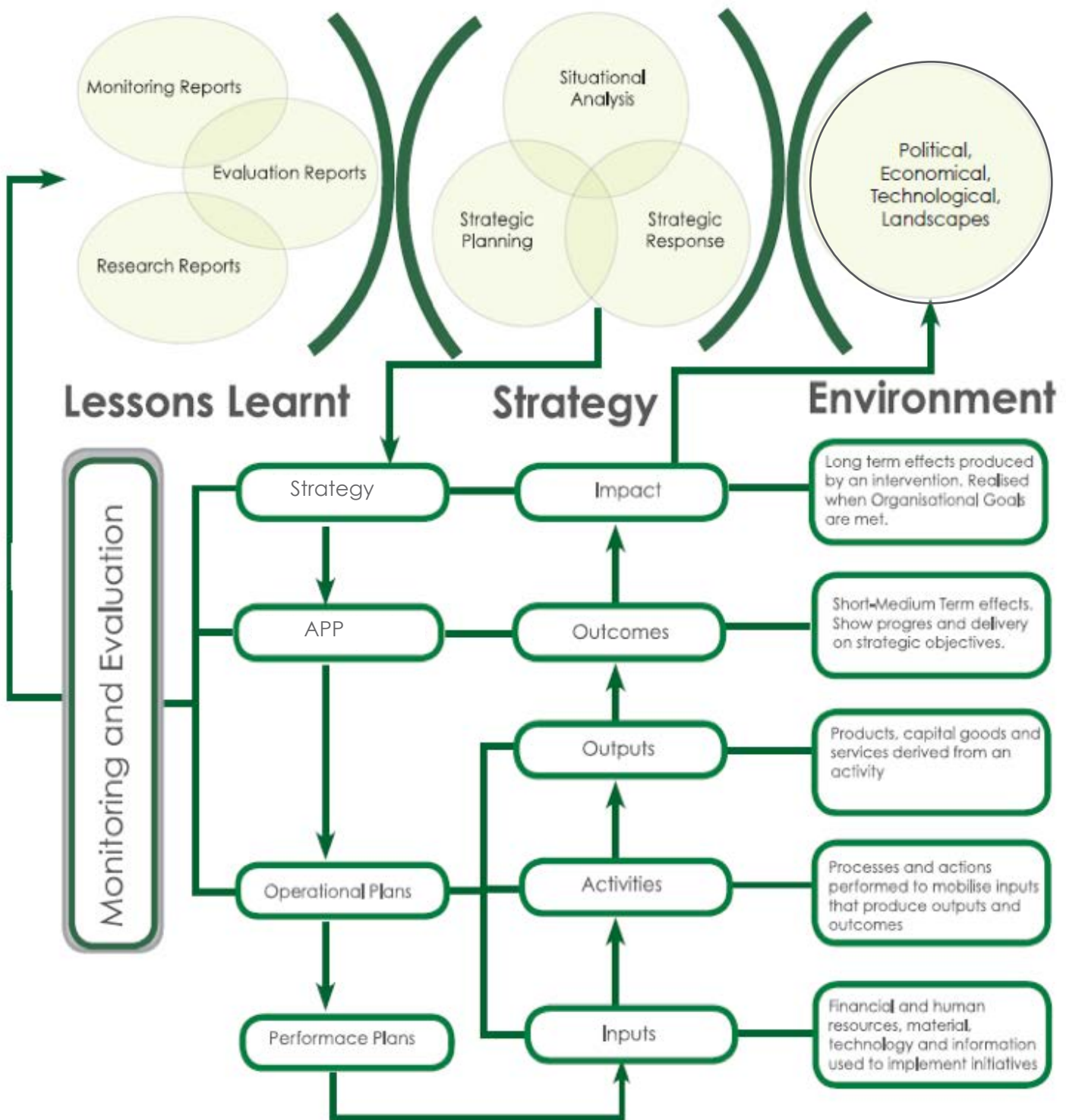



Figure 6: The GPAA's strategic planning methodology



PART D:
PROGRAMME AND
SUB-PROGRAMME
PLANS



PART D: PROGRAMME AND SUB-PROGRAMME PLANS

PROGRAMME 1 – SUPPORT SERVICES TARGETS

Programme 1 administers the business and governance affairs of the GPAA and gives rise to strategic outcomes in support of the core business of Programme 2 Benefits Administration. Table 12 - Programme 1: Support Services indicators is a representation of Programme 1 Support Services targets from 2017/18 to 2024/25.

Purpose: To provide support to core business to deliver quality service to GPAA customers and clients

Links	Outcome	Item	Output	Output Indicators		
Priority 6: A capable, ethical and developmental state. Priority for people with disabilities	Optimal core support	1.	Disabled employees	% of disabled employees		
SDG 5: Achieve gender equality and empower all women and girls.		2.	Female employees at GPAA	% of female employees as a total employees		
Priority 6: A capable, ethical and developmental state.		3.	Black employees at GPAA	% of black employees as a total employees		
		4.	Clean audit	Clean audit		
		5.	Valid Invoices paid within 30 days	% of accurate payment of valid invoices paid within 30 working days		
		6.	Reduced unclaimed benefits	% of all amounts in unclaimed benefits paid (excluding interest)		
		Digitised internal processes	7.	Clients reached through digital communication channel	% clients reached through digital communication channel	
Priority 6: A capable, ethical and developmental state.		Optimal core support	8.	ICT systems up-time	% of time system is available during required times per quarter	

Table 12 - Programme 1: Support Services indicators

	Audited/ Actual Performance			Estimated Target	Planned targets	National Treasury Strategic Framework		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	New measure	5.19%	2%	2%	2%	2%	2%	2%
	New measure	63.42%	51%	51%	51%	51%	51%	51%
	New measure	82.67%	75%	75%	92%	92%	92%	92%
	New measure	Unqualified Audit	Clean audit	Clean audit	Clean audit	Clean audit	Clean audit	Clean audit
	New measure	New measure	100%	100%	100%	100%	100%	100%
	67% of the current year unclaimed benefits of the accumulated unclaimed benefits total	59.65%	25% reduction in unclaimed benefits accounts amount	28%	35%	50%	60%	70%
	New measure	New measure	New measure	35%	45%	55%	65%	70%
	New measure	New measure	New measure	97%	97%	97%	97%	97%

Programme 1: Support Services –

Annual Performance Indicators and quarterly targets for 2021/2022

Item	Output Indicators	2020/2021 Planned Target	
1.	% of disabled employees	2%	
2.	% of female employees as a total employees	51%	
3.	% of black employees as a total employees	75%	
4.	Clean audit	Clean audit	
5.	% of accurate payment of valid invoices paid within 30 working days	100%	
6.	% of all amounts in unclaimed benefits paid (excluding interest)	28%	
7.	% clients reached through digital communication channel	35%	
8.	% of time system is available during required times per quarter	97%	

Table 13 - Programme 1 Support Services quarterly targets

Reconciling performance targets with the Budget and MTEF: Programme 1 Support Services

	2020/2021 Budget	
	2020/21	Quarter 1
	R '000	R '000
Programme 1: Support Services	R834 380	R172 705

Table 14 - Reconciling performance target with the Budget and MTEF: Programme 1 Support Services

	2021/2022 Annual Target	2021/2022 Quarterly Targets			
		Q1	Q2	Q3	Q4
	2%	2%	2%	2%	2%
	51%	51%	51%	51%	51%
	92%	92%	92%	92%	92%
	Clean audit	-	-	Clean audit	-
	100%	100%	100%	100%	100%
	35%	10%	20%	30%	35%
	45%	15%	25%	35%	45%
	97%	97%	97%	97%	97%

2021/2022 Quarterly budget				
	Quarter 2	Quarter 3	Quarter 4	Total
	R '000	R '000	R '000	R '000
	R172 705	R172 705	R172 705	R690 823

PROGRAMME 2 – BENEFITS ADMINISTRATION

Programme 2 administers administer a range of benefits and client relationship management Table 15 - Programme 2 Benefits Administration Targe from 2017/18 to 2024/25.

Purpose: Programme 2 consists of three sub-programmes that administer a range of benefits and is also responsible for client relationship management.

Links	Outcome	Item	Output	Output Indicator	
A capable, ethical and developmental state.	Reduced payment turnaround time	9.	Satisfied Clients	% client satisfaction levels	
		10.	Answered calls	% calls answered versus calls offered	
	Accurate and timely case management	11.	NT members admitted within 14 days	% of NT members admitted within 14 days	
		12.	GEPF members admitted within 14 days	% of GEPF members admitted within 14 days	
	Accurate contribution management	13.	GEPF contributions received reconciled by the 22 nd of the month	% of GEPF contributions received reconciled by the 22 nd of the month	
	Accurate and timely case management	14.	NT clients records maintained within 21 days	% of NT clients records maintained within 21 days	
		15.	NT suspended pensioners (overseas) reinstated within 21 days after receipt of Life Certificates	% of NT suspended pensioners (overseas) reinstated within 21 days after receipt of Life Certificates	
		16.	NT membership certificates issued within 30 days of admission	% of NT membership certificates issued within 30 days of admission	
	Reduced payment turnaround time	17.	NT death benefits paid within 60 days after duly completed documents were received	% of NT death benefits paid within 60 days after duly completed documents were received	
		18.	GEPF benefits paid within 45 days excluding death benefits	% GEPF benefits paid within 45 days excluding death benefits after duly completed documents	
		19.	NT benefits paid within 20 days excluding death benefits	% of NT benefits paid within 20 days after receipt of duly completed documents excluding death benefits	
		20.	Visitors serviced	% of visitors serviced versus number of visitors	
	Accurate and timely case management	21.	GEPF death benefits paid within 60 days after duly completed documents were received	% of GEPF death benefits paid within 60 days after duly completed documents were received	
	Accurate contribution management	22	TEPF contributions received and reconciled by the 22 nd of the month.	% of TEPF contributions received and reconciled by the 22 nd of the month.	
		23	AIPF contributions received and reconciled by the 22 nd of the month	% of AIPF contributions received and reconciled by the 22 nd of the month.	
	Reduced payment turnaround time	24	AIPF benefits paid within a set period of receipt of duly completed documentation	% of AIPF benefits paid within a set period of receipt of duly completed documentation.	
		25	TEPF benefits paid within a set period (20 days) of receipt of duly completed documentation (excluding death).	% of TEPF benefits paid within a set period (20 days) of receipt of duly completed documentation (excluding death).	

Table 15 - Programme 2 Benefits Administration Targets

	Audited/ Actual Performance			Estimated target	Planned Target	National Treasury Strategic Framework		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	94%	94%	96%	94%	90%	95%	97%	98%
	61%	62%	61%	65%	65%	73%	77%	80%
	99%	99,96%	100%	99,98%	97%	99,98%	99,98%	99,98%
	98% GEPF members admitted within 21 days	99,07% within 21 days	99%	97%	97%	98%	98%	98%
	98.19%	95%	99%	97%	97%	97%	97%	95% to member level
	99%	99,98%	100%	99,98%	99%	99,98%	99,98%	99,98%
	100%	100%	100%	99,98%	99%	99,98%	99,98%	99,98%
	99%	99,67%	100%	99,98%	99%	99,98%	99,98%	99,98%
	92%	90,85%	70%	80%	85%	90%	90%	90%
	71% GEPF benefits paid on time	85,69%	85%	85%	86%	86%	87%	87%
	99% NT benefits paid on time	99,99% NT benefits paid on time	86%	87%	88%	89%	90%	91%
	New measure	New measure	New measure	97%	90%	92%	94%	95%
	New measure	New measure	New measure	50%	55%	60%	65%	70%
	New measure	New measure	New measure	New measure	97%	97%	97%	97%
	New measure	New measure	New measure	New measure	97%	97%	97%	97%
	New measure	New measure	New measure	New measure	87%	87%	87%	87%
	New measure	New measure	New measure	New measure	87%	87%	87%	87%

**Programme 2 Benefits Administration –
Annual Performance Indicators and Quarterly targets for 2021/22**

Item	Performance Indicator	2020/2021 Planned Target	
9.	% client satisfaction levels	94%	
10.	% of calls answered versus calls offered	65%	
11.	% of NT members admitted within 14 days	99,98%	
12.	% of GEPF members admitted within 14 days	97%	
13.	% of GEPF contributions received reconciled by the 22 nd of the month	97%	
14.	% of NT clients records maintained within 21 days	99,98%	
15.	% of NT suspended pensioners (overseas) reinstated within 21 days after receipt of Life Certificates	99,98%	
16.	% of NT membership certificates issued within 30 days of admission	99,98%	
17.	% of NT death benefits paid within 60 days after duly completed documents were received	80%	
18.	% GEPF benefits paid within 45 days excluding death benefits after duly completed documents	85%	
19.	% of NT benefits paid within 20 days after receipt of duly completed documents excluding death benefits	87%	
20.	% of visitors serviced versus number of visitors	97%	
21.	% of GEPF death benefits paid within 60 days after duly completed documents were received	50%	
22.	% of TEPF contributions received and reconciled by the 22 nd of the month.	97%	
23.	% of AIPF contributions received and reconciled by the 22 nd of the month.	97%	
24.	% of AIPF benefits paid within a set period (20 days) of receipt of duly completed documentation.	87%	
25.	% of TEPF benefits paid within a set period (20 days) of receipt of duly completed documentation (excluding death).	87%	


Table 16- - Benefits Administration Annual Performance Indicators and Quarterly targets

	2021/2022	2020/2021 Quarterly Targets			
	Annual Target	Q1	Q2	Q3	Q4
	90%	90%	90%	90%	90%
	65%	65%	65%	65%	65%
	97%	97%	97%	97%	97%
	97%	97%	97%	97%	97%
	97%	97%	97%	97%	97%
	99%	99%	99%	99%	99%
	99%	99%	99%	99%	99%
	99%	99%	99%	99%	99%
	85%	85%	85%	85%	85%
	86%	86%	86%	86%	86%
	88%	88%	88%	88%	88%
	92%	92%	92%	92%	92%
	55%	55%	55%	55%	55%
	97%	97%	97%	97%	97%
	97%	97%	97%	97%	97%
	87%	87%	87%	87%	87%
	87%	87%	87%	87%	87%

Reconciling performance targets with the Budget and MTEF: Programme 2 Benefits Administration

Programme 2: Benefits Administration	2020/2021 budget	2021/2022 Quarterly budget				
	2020/21	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
	R408 303	R96 041	R96 041	R96 041	R96 041	R384 165


Table 17 - Reconciling performance targets with the Budget and MTEF: Programme 2 Benefits Administration



**PART E:
LINKS TO
OTHER PLANS
PLANS**

LINKS

GPAAs has no links to other plans



ANNEXURE A
TECHNICAL
INDICATORS

ANNEXURE A - TECHNICAL INDICATORS

The technical indicator descriptions for each performance indicator are depicted in the tables' indicator 1 to 22.

Indicator 1

Owner – Head Corporate Services

Indicator title	% of disabled employees
Definition	<p>The indicator measures the number of employees with disabilities as a percentage of all GPAA employees.</p> <p>A disability is any continuing condition that restricts everyday activities, which is attributable to an intellectual, psychiatric, cognitive, neurological, sensory or physical impairment or a combination of those impairments.</p>
Source/collection of data	Declaration forms, Employment equity report and PERSAL system
Method of calculation/assessment	<p>% of disabled employees = number of employees with disabilities as a percentage of the total number of GPAA employees</p> <p>% of disabled employees = Disabled employees / GPAA Total employees *100</p>
Means of verification	Number of employees with disabilities as a percentage of the total number of GPAA employees
Assumptions	That employees will disclose their disability and also that suitable candidates with disabilities will be available during the recruitment process
Disaggregation of beneficiaries (where applicable)	Target for people with disabilities
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increased employment of employees with disabilities

Indicator 2

Owner – Head Corporate Services

Indicator title	% of female employees as a total employees
Definition	The indicator measures the number of female employees as a percentage of all GPAA employees
Source/collection of data	Employment equity plan and the PERSAL system
Method of calculation/assessment	Total number of female employees as a percentage of the total number of GPAA employees $\% \text{ of female employees as a total employees} = \text{Female employees} / \text{GPAA Total employees} * 100$
Method of verification	Comparison of the total number of female employees against the total number of GPAA employees
Assumptions	We will get suitable female candidates during the recruitment process
Disaggregation of beneficiaries (where applicable)	Target for women
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increased employment of female employees

Indicator 3

Owner – Head Corporate Services

Indicator title	% of black employees as a total employees
Definition	The indicator measures the number of black employees as a percentage of all GPAA employees. Black employees refer to Africans, coloureds and Indians.
Purpose/importance	To ensure that suitably black employees have equal opportunities to employment and are equitably represented
Source/collection of data	Employment equity plan and the PERSAL system
Method of calculation	Total number of black employees as a percentage of the total number of GPAA employees $\% \text{ of black employees as a total employees} = \frac{\text{nBlack employees}}{\text{GPAA Total employees}} * 100$
Method of verification	Comparison of the total number of black employees against the total number of GPAA employees
Assumptions	That suitable candidate with race are available during the recruitment process
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increased employment of black employees

Indicator 4

Owner - Chief Financial Officer

Indicator title	Clean Audit Outcome (External audit outcome)
Definition	<p>The indicator measures the achievement of an unqualified audit by the Auditor-General of South Africa (AGSA)</p> <p>Clean audit relates to three aspects; the financial statements are free from material misstatements, there are no material findings on the annual performance report and lastly, there are no material findings on compliance with key legislation</p>
Source / collection of data	AGSA Management and audit report for the year under review
Method of calculation	View the final audit opinion by AGSA on the final Management and Audit Reports
Method of verification	View the final audit opinion by AGSA on the final Management Report
Assumptions	That there are no material findings on the financial statements, reporting on performance objectives or non-compliance with legislations
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Clean audit outcome for the GPAA

Indicator 5

Owner – Chief Financial Officer

Indicator title	% of accurate payment of valid invoices paid within 30 working days
Definition	<p>The indicator measures the turnaround time for payment of invoices.</p> <p>An invoice is a document given to the GPAA by a service provider to collect payment for services rendered.</p> <p>Accurate invoices refers to valid invoices which are supported by corresponding purchase order and delivery note/progress report.</p>
Source/collection of data	Accounts Payable Module
Method of calculation	<p>Total number of accurate invoices paid within 30 working days of receipt as a percentage of all invoices that were paid during the reporting period</p> <p>$\% \text{ of accurate invoices paid within 30 working days after the submission} = \frac{\text{total accurate invoices paid by the GPAA within 30 days of submission}}{\text{the amount of accurate invoices received for the period}} * 100$</p>
Method of verification	<p>Review the total number of accurate invoices paid within 30 working days against the total number</p> <p>of invoices that were paid during the reporting period</p>
Assumptions	That invoices are accurate and valid. Invoice is supported by corresponding Purchase Order and delivery note/progress report.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Accurate invoices paid within 30 working days

Indicator 6

Owner – General Manager Finance

Indicator title	% of all amounts in the unclaimed benefits paid (excluding interest)
Definition	<p>The indicator measures the decrease of the unclaimed benefits amount.</p> <p>Unclaimed Benefits are defined as:</p> <ul style="list-style-type: none"> □ Unclaimed benefits refer to those benefits where the mode of exit and the last day of service are known but the benefit is not paid within the 24 month of the last day of service for whatever reason except: <ul style="list-style-type: none"> o Benefits withheld pending the outcome of criminal or civil proceedings in terms section 37D of the Pension Funds Act until the date of a court judgment in respect thereof, or the date on which a written admission of liability by the member is received by the Fund; or o A pending benefit transfer to another retirement fund.
Source / collection of data	Ledger
Method of calculation	<p>Total unclaimed benefits amount paid in the current reporting period divide by (unclaimed benefits amounts at the beginning of the current reporting period plus new unclaimed benefits amounts transferred in the current reporting period) multiplied by 100</p> <p>$\% \text{ of all amounts in the unclaimed benefits paid (excluding interest)} = \frac{\text{Total unclaimed benefits amount paid in the current reporting}}{\text{(unclaimed benefits amounts at the beginning of the current reporting period + new unclaimed benefits amounts transferred in the current reporting period)}} * 100$</p>
Method of verification	Review the total unclaimed benefits amounts paid at the end of current reporting period against (the unclaimed benefits amounts at the beginning of the current reporting period plus new unclaimed benefits amounts transferred in the current reporting period)
Assumptions	That we have tracing capacity, no fraud attempts and internal controls limitations
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	HR capacity constraints.
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Decreased unclaimed benefits account

Indicator 7

Owner – Senior Manager Communications

Indicator title	% clients reached through digital communication channels
Definition	Digital communication refers to interaction between the GPAA and clients by internet using different digital platforms of choice.
Source/collection of data	self-service analytics
Method of calculation	$\% \text{ clients reached through digital communication channel} = \frac{\text{total number of GPAA clients reached through any one of the available digital channels}}{\text{total number of GPAA Client Reach}} \times 100$ $\% = \frac{\text{Average nClients (nemail, nSMS, and self-service platform)}}{\text{Total nClients}} \times 100$
Method of verification	Channel Dashboard
Assumptions	That digital communication channel applications are developed and that we have contact Data.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Improved client experience

Indicator 8

Owner Chief Information Officer

Indicator title	% of time system is available during required times per quarter
Definition	<p>Ensure ICT systems' availability during working hours and improved network performance on all applications.</p> <p>An ICT system is a set-up consisting of hardware, software, data and the people who use them. It commonly includes communications technology, such as the Internet</p>
Source / collection of data	OMD Monitoring solution and ICT OLA/SLA Reports
Method of calculation	<p>Determine system availability within the specified business hours.</p> <p>Systematically calculated. The actual is determined by the monitoring solution based on the overall system availability monthly</p>
Method of verification	Review OMD reports used for system availability
Assumptions	Infrastructure is supported and BC in place to ensure minimal facility interruptions
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	<p>11 hours (97%)</p> <p>To ensure the availability of business systems</p>

Indicator 9

Owner – General Manager Sub-Programme 2.3

-Indicator title	% client satisfaction levels
Definition	<p>Percentage of CRM clients' satisfaction levels that have been achieved during the reporting period as per the following channels (Call Centre, E-mails, Mobile, Outreach, Walk-in centre).</p> <p>Client satisfaction level is a measure of whether GPAA services meet or surpass customer expectation.</p> <p>$n_{\text{Call Centre}} + n_{\text{Emails}} + n_{\text{Mobile}} + n_{\text{Outreach}} + n_{\text{Walkincetre}} = \text{variables}$</p>
Source / collection of data	<p>Client satisfaction survey reports</p> <p>For each channel of communication, the CSI = Weight (W)* survey results</p> <p>Weights:</p> <p>Email = 5% of satisfaction level for the channel</p>
Method of calculation	<p>Walk in Centre= 30% of satisfaction level for the channel</p> <p>Outreach (average of roadshows and retirement member campaign) = 25% of satisfaction level for the channel</p> <p>Call Centre = 15% of satisfaction level for the channel</p> <p>Mobile= 25% of satisfaction level for the channel</p> <p>Client Satisfaction level = Sum total of weighted channels (Call Centre + Emails + Mobile + Outreach + Walk-in centre) %.</p> <p>Review the results of the survey as per the following channels (Call Centre, E-mails, Mobile,</p>
Method of verification	<p>Outreach, Walk-in centre).</p> <p>Review survey reports.</p>
Assumptions	<p>That there would be high response rate and clients' willingness to participate in the survey.</p> <p>COVID-19 could influence services that could in turn impact client experience.</p>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Increased satisfaction of clients of the CRM programme

Indicator 10

Owner – General Manager Sub-Programme 2.3

Indicator title	% of calls answered versus calls offered
Definition	The indicator measures answered calls in the call centre.
Source / collection of data	System generated report (CSI)
Method of calculation	$\% \text{ of calls answered versus calls offered} = \frac{\text{total number of calls answered}}{\text{total number of calls offered}} * 100$
Method of verification	CIS system report (calls serviced versus calls abandoned)
Assumptions	100% System up-time
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Increased efficiency (call centre)

Indicator 11

Owner – General Manager Sub-Programme 2.1

Definition	The indicator measures the admission of members within a specified period of time
Source / collection of data	CIVPEN for manual admission, turnaround times spread-sheets Total members admitted within 14 calendar days after receipt of the information at GPAA against all admissions for the period (Calculate difference between date of receipt at GPAA and GPAA response date)
Method of calculation	$\% \text{ of NT members admitted within 14 days} = \frac{\text{Total number of NT members admitted within 14 calendar days after receipt of the information}}{\text{Total NT members admitted for the period}} * 100$
Method of verification	Date of receipt of information/forms compared to processing date of admissions. Turn-around time between received and admitted
Assumptions	Clean data
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Admit all members within 14 calendar days after receipt of information

Indicator 12

Owner – General Manager Sub-Programme 2.2

Indicator title	% of GEPF members admitted within 14 days
Definition	The indicator measures the admission of members within a specified period of time
Source / collection of data	CIVPEN for manual admission, turnaround times spread-sheets Total members admitted within 14 calendar days after receipt of the information at GPAA against all admissions for the period (Calculate difference between date of receipt at GPAA and GPAA response date)
Method of calculation	$\% \text{ of GEPF members admitted within 14 days} = \frac{\text{Total number of GEPF members admitted within 14 calendar days after receipt of the information}}{\text{Total GEPF members admitted for the period}} * 100$
Method of verification	Date of receipt of information/forms compared to processing date of admissions. Turn-around time between received and admitted
Assumptions	Clean data and No Impact of Covid-19 to the GPAA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Admit all members within 14 calendar days after receipt of information

Indicator 13

Owner – General Manager Sub-Programme 2.2

Indicator title	% of GEPF contributions received and reconciled by the 22nd of the month
Definition	The indicator measures reconciliation of contributions receivable
Source / collection of data	Signed off consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributors reconciled to the General Ledger
Method of calculation	Contributions received for participating employers reconciled by the 22nd of the following month $\% \text{ of GEPF contributions received and reconciled by the 22nd of the month} = \frac{\text{contribution reconciled by the 22}}{\text{contributions payable}} * 100$
Method of verification	Review the consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributors to be reconciled to the General Ledger
Assumptions	Employer Department compliance and No Impact of Covid-19 to the GPAA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Track collection of Fund contribution revenue to ensure Fund solvency. Minimum target 97% of reconciliations finalised by the 22nd of the following month Stretch target 99% of reconciliations finalised by the 22 nd of the following month.

Indicator 14

Owner – General Manager Sub-Programme 2.1

Indicator title	% of NT clients records maintained within 21 days
Definition	The indicator measures the maintenance (updating) of clients records for NT members, beneficiaries and pensioners
Source / collection of data	CIVPEN updated with records received from clients and maintained as such
Method of calculation	<p>NT clients records requiring maintenance (updating) maintained (updated) within 21 days against total number of all clients records requiring maintenance (updating)</p> <p>$\% \text{ of NT clients records maintained within 21 days} = \text{NT clients records requiring maintenance (updating) maintained (updated) within 21 days} / \text{NT pensioner records requiring maintenance (updating) received} * 100$</p>
Method of verification	Review of Total number of NT clients records maintained on the system and on evidence submitted
Assumptions	Clean data
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved maintenance of all NT clients records

Indicator 15

Owner – General Manager Sub-Programme 2.1

Indicator title	% of NT suspended pensioners (foreign or manual pensioners) reinstated within 21 days after receipt of Life Certificates
Definition	The indicator measures NT suspended pensioners (overseas) that were reinstated after receipt of Life Certificates
Source / collection of data	Spread-sheet with names of reinstated pensioner life certificates
Method of calculation	Total number of NT suspended pensioners (overseas) reinstated after receipt of Life Certificates against total number of Life certificates from suspended pensioners received $\% \text{ of NT suspended pensioners (foreign or manual pensioners) reinstated within 21 days after receipt of Life Certificates} = \frac{\text{NT suspended pensioners (foreign or manual pensioners) reinstated within 21 days after receipt of Life Certificates}}{\text{NT suspended pensioners' (foreign or manual pensioners) Life Certificates received}} * 100$
Method of verification	Review evidence submitted (Spread-sheet) or database on the system. Comparison between those reinstated within 21 days of receipt of Life Certificates and all those whose Life Certificates were received
Assumptions	100% System uptime and availability
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Timeous reinstatement of all overseas pensioners whose life certificates have been received

Indicator 16

Owner – General Manager Sub-Programme 2.1

Indicator title	% of NT membership certificates issued within 30 days of admission
Definition	The indicator measures the issuing of membership certificates or letters
Purpose / importance	To track whether NT membership certificates are issued on time (within 30 days) after admission
Source / collection of data	Letters from member's file or Spread-sheet of newly admitted members
Method of calculation	Total number of members issued with membership certificates within 30 days of admission against total number of members admitted $\% \text{ of NT membership certificates issued within 30 days of admission} = \frac{\text{NT membership certificates issued within 30 days of admission}}{\text{NT total number of members admitted}} * 100$
Method of verification	Assess the turnaround time taken to issue membership certificates or letters, variables to be taken into consideration is date when a member was admitted and the date when the membership certificate was issued.
Assumptions	100% system up-time and availability
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increase the number of membership certificates issued on time.

Indicator 17

Owner – General Manager Sub-Programme 2.1

Indicator title	% of NT death benefits paid within 60 days after duly completed documents were received
Definition	The indicator measures NT death benefits paid within the legislated timeframes (within 60 days) (Special Pensions)
Source / collection of data	CIVPEN, MIS, turnaround times spread-sheets
Method of calculation	Total death benefits paid within 60 days of receipt of correctly completed documents as a percentage of claims paid during reporting period (Special Pensions) $\% \text{ of NT death benefits paid within 60 days after duly completed documents were received} = \frac{\text{Total deaths benefits paid within 60 days of receipt of correctly completed documents (Special Pensions)}}{\text{Total death benefits (Special Pensions) paid}} * 100$
Method of verification	Assess the turnaround time taken to process received death cases, variables to be taken into consideration is date when death case is received and date when death case is paid.
Assumptions	100% system up-time and availability
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increase the number of death benefits that were paid on time

Indicator 18

Owner – General Manager Sub-Programme 2.2

Indicator title	% of GEPF benefits paid within 45 days (excluding death benefits) after duly completed documents
Definition	The indicator measures the benefits that have been paid within the specified timeframes during the reporting period (excluding death benefits)
Purpose / importance	To track whether benefits are paid within the specified timeframes
Source / collection of data	OBIEE, CIVPEN
Method of calculation	Total benefits paid (excluding death benefits) within 45 days of receipt of duly completed documents as a percentage of claims paid during reporting period. % of GEPF benefits paid within 45 days (excluding death benefits) after duly completed documents = Total GEPF benefits paid (excluding death benefits) within 45 days of receipt of duly correctly completed documents / Total GEPF benefits paid (excluding death benefits) * 100
Method of verification	Comparison of OBIEE MIS report Review a total list of members paid against total number of those paid within 45 days from the MIS summary report received (excluding death benefits)
Assumptions	100% system up-time and availability and No impact of Covid-19 to the GPAA.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative (NB: Annual achievement is average of all quarters)
Reporting cycle	Quarterly
Desired performance	Increase in the percentage of benefits that were paid on time

Indicator 19

Owner – General Manager Sub-Programme 2.1

Indicator title	% of NT benefits paid within 20 days after duly completed documents excluding death benefits
Definition	The benefits paid to beneficiaries have been paid within the legislated timeframes (within 20 days)
Purpose / importance	To track whether benefits are paid within the specified timeframes during the reporting period
Source / collection of data	CIVPEN, MIS, turnaround times spread-sheets
Method of calculation	Total paid within 20 days of receipt of correctly completed documents as a percentage of claims paid during reporting period. $\% \text{ of NT benefits paid within 20 days (excluding death benefits)} = \frac{\text{Total NT benefits paid within 20 days of receipt of correctly completed documents}}{\text{Total NT benefits paid}} * 100$
Method of verification	Assess the turnaround time taken to process newly received cases, variables to be taken into consideration is date when case is received and date when case is paid.
Assumptions	100% system up-time and availability
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increase the number of benefits that were paid on time

Indicator 20

Owner – General Manager Sub-Programme 2.1

Indicator title	% of visitors serviced versus number of visitors
Definition	The indicator measures the number of serviced visitors in the walk in centre
Source / collection of data	System generated report (QMSI)
Method of calculation	$\% \text{ of visitors serviced versus number of visitors} = \frac{\text{total number of visitors serviced}}{\text{total number of visitors}} * 100$
Method of verification	QMS system report (tickets issued versus tickets serviced)
Assumptions	100% system up-time and availability
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increased efficiency (walk in centre)

Indicator 21

Owner – General Manager Sub-Programme 2.2

Indicator title	% of GEPF death benefits paid within 60 days after duly completed documents were received
Definition	The indicator measures GEPF death benefits paid within the legislated timeframes (within 60 days)
Source / collection of data	CIVPEN, MIS, turnaround times spread-sheets
Method of calculation	Total deaths benefits paid within 60 days of receipt of duly correctly completed documents as a percentage of claims paid during reporting period $\% \text{ of GEPF death benefits paid within 60 days after duly completed documents were received} = \frac{\text{Total deaths benefits paid within 60 days of receipt of duly correctly completed documents}}{\text{Total death benefits paid}} * 100$
Method of verification	Assess the turnaround time taken to process received death cases, variables to be taken into consideration is date when death case is received and date when death case is paid.
Assumptions	100% system up-time and availability and No Impact of Covid-19 to the GPAA.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increase the number of death benefits that were paid on time

Indicator 22

Owner – General Manager Sub-Programme 2.2

Indicator title	% of TEPF contributions received and reconciled by the 22nd of the month
Definition	The indicator measures reconciliation of contributions receivable
Source / collection of data	Signed off consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributors reconciled to the General Ledger
Method of calculation	Contributions received for participating employers reconciled by the 22nd of the following month $\% \text{ of TEPF contributions received and reconciled by the 22nd of the month} = \frac{\text{contribution reconciled by the 22}}{\text{contributions payable}} * 100$
Method of verification	Review the consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributors to be reconciled to the General Ledger
Assumptions	Employer Department compliance and No Impact of Covid-19 to the GPAA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Track collection of Fund contribution revenue to ensure Fund solvency.

Indicator 23

Owner – General Manager Sub-Programme 2.2

Indicator title	% of AIPF contributions received and reconciled by the 22nd of the month
Definition	The indicator measures reconciliation of contributions receivable
Source / collection of data	Signed off consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributors reconciled to the General Ledger
Method of calculation	Contributions received for participating employers reconciled by the 22nd of the following month $\% \text{ of AIPF contributions received and reconciled by the 22nd of the month} = \frac{\text{contribution reconciled by the 22}}{\text{contributions payable}} * 100$
Method of verification	Review the consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributors to be reconciled to the General Ledger
Assumptions	Employer Department compliance and No Impact of Covid-19 to the GPAA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Track collection of Fund contribution revenue to ensure Fund solvency.

Indicator 24

Owner – General Manager Sub-Programme 2.2

Indicator title	% of AIPF benefits paid within a set period (20 days) of receipt of duly completed documentation.
Definition	The indicator measures the benefits that have been paid within the specified timeframes during the reporting period
Purpose / importance	To track whether benefits are paid within the specified timeframes
Source / collection of data	OBIEE, CIVPEN
Method of calculation	Total benefits paid within 20 days of receipt of duly completed documents as a percentage of claims paid during reporting period. $\% \text{ of AIPF benefits paid within 20 days after duly completed documents} = \frac{\text{Total AIPF benefits paid (excluding death benefits) within 20 days of receipt of duly correctly completed documents}}{\text{Total AIPF benefits paid}} * 100$
Method of verification	Comparison of OBIEE MIS report Review a total list of members paid against total number of those paid within 20 days from the MIS summary report received
Assumptions	100% system up-time and availability and No impact of Covid-19 to the GPAA.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative (NB: Annual achievement is average of all quarters)
Reporting cycle	Quarterly
Desired performance	Increase in the percentage of benefits that were paid on time 63

Indicator 25

Owner – General Manager Sub-Programme 2.2

Indicator title	% of TEPF benefits paid within a set period (20 days) of receipt of duly completed documentation (excluding death).
Definition	The indicator measures the benefits that have been paid within the specified timeframes during the reporting period (excluding death benefits)
Purpose / importance	To track whether benefits are paid within the specified timeframes
Source / collection of data	OBIEE, CIVPEN
Method of calculation	Total benefits paid (excluding death benefits) within 20 days of receipt of duly completed documents as a percentage of claims paid during reporting period. % of TEPF benefits paid within 20 days (excluding death benefits) after duly completed documents = Total TEPF benefits paid (excluding death benefits) within 45 days of receipt of duly correctly completed documents / Total TEPF benefits paid (excluding death benefits) * 100
Method of verification	Comparison of OBIEE MIS report Review a total list of members paid against total number of those paid within 20 days from the MIS summary report received (excluding death benefits)
Assumptions	100% system up-time and availability and No impact of Covid-19 to the GPAA.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative (NB: Annual achievement is average of all quarters)
Reporting cycle	Quarterly
Desired performance	Increase in the percentage of benefits that were paid on time

GLOSSARY OF TERMS AND ABBREVIATIONS

Term	Abbreviation
Accountable	Being held liable for actions, decisions or being answerable to the Executive Authority
AIPF	The Associated Institutions Pension Fund, as per the AIPF Act 41 of 1963, administered by the GPAA on behalf of National Treasury.
BoT	The Government Employees Pension Fund's Board of Trustees. (GEPF is governed by a Board of Trustees in terms of the GEP Law).
Client	A customer of a professional service provider, or the principal of an agent or contractor.
Core Services	Benefits Administration is the core service of the GPAA according to its mandate and includes Sub-programmes 2.1 National Treasury Schemes and funds. 2.2 GEPF Employee Benefits and 2.3 Client Relations Management
Customer Employers	An entity that receives or consumes products (goods or services) and has the ability to choose between different products and suppliers or an entity directly served by an organisation. Any government entity employing persons into government services.
External audit GEP LAW	Periodic or specific purpose (ad hoc) audit conducted by external (independent) qualified accountant(s). Its objective is to determine, among other things, whether: (1) the accounting records are accurate and complete, (2) prepared in accordance with the provisions of Generally Accepted Accounting Principles (GAAP), and (3) the statements prepared from the accounts present fairly the organisation's financial position and the results of its financial operations. Government Employees Pension Law of 1996, as amended.
GEPF	The Government Employees Pension Fund. A pension fund governed by the Government Employees Pension (GEP) Law of 1996, as amended, administered by the GPAA on behalf of GEPF's Board of Trustees.
Government	The government of the Republic of South Africa
GPAA	Government Pensions Administration Agency

Term	Abbreviation
Human capital	Human capital refers to the collective value of the organisation's intellectual capital (competencies, knowledge, and skills).
ICT	Information and Communication Technology
Internal audit	A frequent or on-going audit conducted by an organisation's own (as opposed to independent) accountants to: (1) monitor operating results, (2) verify financial records, (3) evaluate internal controls, (4) assist with increasing efficiency and effectiveness of operations and, (5) to detect fraud. Internal audit can identify control problems and aims at correcting lapses before they are discovered during an external audit. Although the internal auditors are the organisation's employees, they normally do not audit themselves or their own departments, but usually entrust this function to independent/external auditors.
Outcome(s)	Short- and medium-term effects of an intervention's output.
Output(s)	Products, capital goods and services which result from an intervention.
Performance Area(s) (PAs)	Areas that, if the business focuses on and does well, will determine its competitive edge/ differentiation or competitive advantage.
Performance Indicator(s) (PIs) (indices)	Performance Indicators (PIs) are quantifiable measurements agreed on beforehand that reflect the critical success factors of an organisation.
PFMA	Public Finance Management Act (No.1 of 1999 as amended by Act 29 of 1999)
SLA	Service Level Agreement
Stakeholder	A person, group or organisation that has a direct or indirect stake in an organisation because it can affect or be affected by the organisation's actions, objectives and/or policies. Key stakeholders in an organisation include creditors, clients, directors, employees, government (and its agencies), owners (shareholders), suppliers, unions and the community from which the business draws its resources.
TEPF	The Temporary Employees Pension Fund, as per the TEPF Act 75 of 1979, administered by GPAA on behalf of National Treasury.

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email : enquiries@gpaa.gov.za
website : www.gpaa.gov.za
Physical address : 34 Hamilton Street, Arcadia, Pretoria
Postal address : Private Bag X 63, Pretoria, 0001