Annual

Performance Plan

2020 - 2021

the gpaa

Department:
Government Pensions Administration Agency
REPUBLIC OF SOUTH AFRICA

THE GPAA 10 Years Anniversary

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THE GPAA 10 Years Anniversary

2010 - 2020

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FOREWORD BY **THE EXECUTIVE AUTHORITY**

Minister of Finance
The Honourable, TT Mboweni, MP

The GPAA's primary objective is to deliver quality services to its members, many of whom have devoted years of their lives to serving our country. As the Minister of Finance, it is important to me that all public servants, including those who are now on retirement, should be assured that their hard-earned benefits are safely administered.

In its ninth year of existence, the GPAA will continue to ensure consistent improvement on its administration services, which will translate to enhanced quality of service to its clients. This has resulted in the optimisation of the value chain and has increased organisational focus on client centricity by improving the experience of the client throughout the benefit claiming process. With the full implementation of the Modernisation Programme, the GPAA will enhance its relations with key stakeholders and its members, as they strive to improve the wellbeing of members after retirement. It is our quest to see each member in control of their benefits through self-service functionality.

I am confident that the GPAA's innovations will benefit stakeholders, members, pensioners and their beneficiaries in the medium to long term period. I once again implore our partners, employer departments, to work with us to improve our collective service to our members.

The success of the GPAA will make it a government service provider of note. This depends on its ability to continually improve its processes, technology and people competence, whilst building mutually beneficial relationships with employer departments. I support the GPAA in its ongoing initiatives to increase its capabilities and positively change the experience of the members and beneficiaries.

Mr TT Mboweni
EXECUTIVE AUTHORITY
National Treasury

Mr Krishen Sukdev
CHIEF EXECUTIVE OFFICER
Government Pensions Administration Agency (GPAA)

STATEMENT BY THE **ACCOUNTING OFFICER**

As a service delivery obligation to our two customers, the Government Employees Pension Fund (GEPF) and National Treasury, I have the pleasure of submitting the GPAA's 2020/21 Annual Performance Plan (APP).

This APP identifies the performance indicators and targets that the GPAA aims to achieve in the coming budget year and the next two years of the Medium Term Expenditure Framework (MTEF) (2020/21–2022/23) in pursuit of the strategic outcomes set out in its Strategic Plan 2020/21–2024/25. The APP details nine strategic thrusts that will guide actions towards the attainment of the GPAA's strategic outcomes for the next five years.

While there are gaps identified in our relations with employer departments which ultimately impact on the broader pension process between the GPAA and the employers, the GPAA aims to continue to efficiently pay benefits.

The GPAA is mandated to deliver on the Service Level Agreements (SLAs) with its two customers, GEPF and National Treasury Programme 7 funds and schemes. In order to deliver on our mandate, the following thrusts have been identified for acceleration:

1. Reduction of internal turnaround time;
2. Reduction of employer departments 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); and
9. Legacy System Retirement.

The aforementioned strategic thrusts guide the action plans towards the realisation of the following outcomes:

1. Optimal core support,
2. Capable and reliable administration system,
3. Digitised processes,
4. Efficient case management,
5. Efficient admission management,
6. Efficient contribution management, and
7. Payment turnaround time of less than 60 days.

The identified strategic thrusts will drive its mission "to provide administration services to the GEPF and National Treasury's Programme 7" through core business functions, which include the admission of new members, efficient management of contributions and provision of benefits, communication to members and the maintenance of member and beneficiary data

The GPAA will build on the solid foundations it has laid in becoming a modernised pension fund and benefits administrator through the implementation of change management which will enable it to improve its service delivery as envisaged.

Change management ensures that the GPAA obtains value for the money spent on the Modernisation Programme by counteracting resistance. Ultimately, the GPAA wants to offer a respectable retirement for government employees and other beneficiaries of its administrative services. With a constant reminder of the stakeholders we serve, we believe that our continued diligence will achieve this.

Mr Krishen Sukdev
CHIEF EXECUTIVE OFFICER
Government Pensions Administration Agency (GPAA

PART A: STRATEGIC OVERVIEW

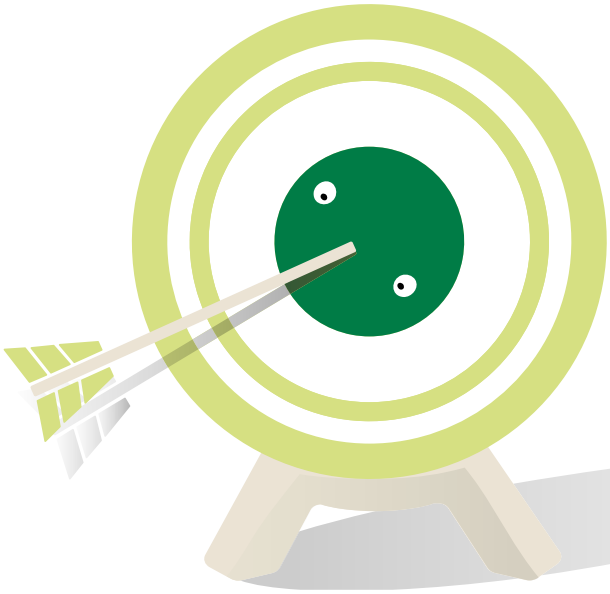
1. STRATEGIC FRAMEWORK

The GPAA's strategic frameworks, including its vision, mission, values, and outcomes were reviewed at the May 2019 Lekgotla. They are as follows:

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 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

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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
		2. Capable and reliable administration system
		3. Digitised processes
Programme 2: Benefits Administration.		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

2. SITUATIONAL ANALYSIS

Introduction

The enactment of various pension fund legislations since 1911 has played a significant role in the development of pension systems in South Africa. The 1994 Public Investment Corporation Act (Hendricks, 2008) followed the most notable reform, this happened when the Pension Funds Act (PFA) was promulgated. Both Acts established strong institutions and regulatory bodies that have for more than five decades supported the development of the pension system and the capital markets.

Until 1994, South Africa's pension system was managed according to race, with both non-contributory schemes and private schemes affected (van den Heever, 2007). Despite the exclusion of the majority of the population, South Africa had developed capital markets that have post-democracy integrated substantially with global capital markets.

The South African pension fund sector was highly segregated and different systems were in place due to the legacy of apartheid. This meant that the South African government differentiated pension schemes between independent states or homelands and the Republic of South Africa. Each had their own separate pension schemes divided on racial grounds (Hendricks, 2008).

The following section will detail macro and micro factors focusing on Political, Economic, Social, Technological, Environmental and Legal factors – Competitors (PESTEL-C), affecting the pension administration.

External Environmental Analysis

Through the use of PESTEL-C, the GPAA has responded to different developments within the pension landscape.

Political and Economic perspective

The current government has resolved to advance the values of the Constitution of the Republic of South Africa, Act 108 of 1996, and to place at the centre of the national agenda the needs of the poor, unemployed, marginalised and disposed.

The current problems in pension administrations or systems vary by country and depend not only on systems design but also importantly, on the structure and functioning of underlying markets. Good governance is increasingly recognized as an important aspect of an efficient pension administration that enhances investment performance and benefits security. However, despite regulatory and industry initiatives, governance weakness persists across Organisation for Economic Cooperation and Development (OECD) and non-OECD countries (Stewart and Yermo, 2008).

According to Economist, Mike Schussler, the South African pension assets are large, ranking 8th highest in the world (Roodt, 2019). A large proportion of South Africans, almost third of adults, invest in a pension.

Schussler has shown, moreover, that it will not be difficult for the government to force pension funds and other asset managers to invest in certain sectors, and that no legislative amendment will be required to grant this. It should be clear however, that any attempt to tamper with pensions, taking into account the dependents and beneficiaries of pensioners and members, would directly affect half of all South Africans, while any move that damages the value of pensions will have a broader damaging knock-on effect on the South African economy, making everyone poorer.

Social perspective

South Africa needs an economy that creates sustainable jobs, and that reduce the high unemployment rate which is currently at 27,4%. The country needs an economy that will be inclusive and more dynamic, in which the fruits of growth are shared more equitably (NDP, 2011). President Cyril Ramaphosa announced the job summit during his State of the Nation Address in February 2019, and this is intended to yield practical solutions for South Africa's ailing economy.

Despite the job summit initiated by the President, the results of the Quarterly Labour Force Survey (QLFS) for the first quarter of 2019 released by Statistics South Africa (2019), indicates that the official unemployment rate has increased by 0,5 to 27,6% compared to the fourth quarter of 2018. The increase in the unemployment rate is a result of a decline by 237 000 in the number of people in employment and an increase of 62 000 in the number of people who were unemployed between the fourth quarter of 2018 and the first quarter of 2019.

There is no denying that South Africa is confronted with economic and social challenges that continue to affect the well-being of many households and derail efforts towards the achievement of an inclusive economic growth. To ensure that the GPAA does not perpetuate SA's high unemployment rate, a five year strategic review looking at its current state compared to envisioned state was conducted. Results of which indicated that a mandate review was due. The reviewed mandate will enhance the GPAA's ability to:

- Offer competitive products,
- Attract other government business,
- Bring about fiscal relief,
- Increase volume of administration.
- Retain, retrain and mobilise staff, and
- Have ICT and systems agility.

Currently the GPAA is faced with a challenge where employer departments take long to submit valid claim documents or submit data that is incorrect and thus unusable, which results in delayed benefit payments. To address this challenge,the GPAA conducted an employer process assessment to identify bottlenecks in the process at employer departments as well as areas of improvements which will be implemented.

Employer data management interventions

A study of the internal processes through an independent assessment found out that whilst the GPAA is improving its turn-around time internally, the employer departments' submission time of pension documents to the GPAA averages about 152 days. Employer departments' late submission of pension documents increases the GPAA's overall turnaround time for processing and payments of claims, point to note that GEP law requires the claims to be paid within 60 days. Amongst other factors that delays the GPAA in payment of pensions are claims with unusable service period and incorrect salary data that GPAA draws from transversal systems (garbage in garbage out analogy). To address the matter of delays (turnaround times) by employer departments, GPAA will submit a memorandum through the Minister of Finance to Minister of Public Service and Administration (DPSA) to be tabled in Parliament for intervention. It is hoped that this action will ensure that exit management is prioritised in government and also that transversal data gets audited prior to claims being submitted to the GPAA. In addition to the aforementioned, the GPAA will appoint an active member contributions maintenance team together with designated data stewards, with oversight from the Data Governance Committee.

The GPAA continues to identify and target members who are close to retirement age through the Retiring Member Campaign (RMC). This initiative has increased the proportion of timeous and accurate submissions of retirement exits. The "too early to pay" reporting category was introduced to accommodate retirement forms that are sent prior to the member's exit date. As at 18 December 2019, the GPAA had 5 431 (34%) such cases and it keeps increasing.

Also in contributing towards better social welfare, the GEPF has made amendments to Orphans Pensions and plans to introduce the Additional Voluntary Scheme (AVS). The two are discussed in brief in section under legislative perspective below.

The GPAA understands the importance of continued provision of income post retirement and death/ timeous payment of benefits as it results in poverty alleviation. Poverty in South Africa remains strongly influenced by pre-1994 patterns of spatial development and provision of education and health-care services.

Poverty has various manifestations, including lack of income and productive resources sufficient to ensure sustainable livelihood; hunger and malnutrition, ill health; limited or lack of access to education and other basic services, increase morbidity and mortality from illness, homelessness and inadequate housing; unsafe environments, social discriminations and exclusion (Edoh T, 2003). Black South Africans remain the most vulnerable to poverty.

The GPAA is thus committed to SDG1: End poverty in all its forms everywhere, by ensuring timeous payment of benefits. This move is therefore a contribution to alleviate poverty.

Technological perspective

Technology is rapidly transforming the way that the pension administration and financial sector operates. An innovative application of technology within pension administration is already being used to improve communication with customers. Financial technology (FinTech) has developed innovative ways that have potential to help pension administrators make their internal processes more efficient to improve their risk management (OECD, 2017).

The possibilities that new technologies offer drive changes in different organisations in terms of their day-to-day operations, business models and the way in which financial products are delivered to customers. FinTech can also improve the way in which pension administrators interact with individual members and this further enhances communication techniques and encourage greater engagement.

Using technology to enhance interactions with pension members

The South African government has made huge investments in the transformation, modernisation and expansion of the IT infrastructure to cater for the growing population and meet the needs of the new economy and society in the digital age or fourth industrial revolution. However, there is still much that needs to be done to improve communication and interaction with pension members using technology.

With a growing need for immediate information exchange to about 1.8 million GEPF and NT clients, the GPAA advocates for the availability of information through Self-Service and other Digital Communication channels.

With regard to Digital Communication, EXCO has identified the following tactics that will ensure success of the initiative:

- Management will: i) enhance communication strategy; ii) roll out Self-Service; and iii) use client visits/call as data collection platforms.
- GPAA will introduce a Biometric system.
- Identify and Access Management System.
- Members will be educated through digital communications awareness campaign and employer departments visits.

The GPAA has invested in a number of technologies such as the Pension Case Management system, Benefit Payment Automation, Digital Signatures, the Queue Management system and other programs as part of the reengineering process. However, whilst the technology is in place, the administration processes need to be re-engineered to accomodate the new technological landscape.

The GPAA will also implement data strategies by setting up the Data Quality Committee (DGC), reporting to the Data Governance Committee (DQC), re-enrolling existing members and enrolling new members. For the success of this project, additional capacity will be required i.e. data stewards and REQ committees.

i) **Impact of technology on internal processes**

ICT does not exist in isolation; it exists as part of a larger context. Organisations face challenges in understanding computer systems. They also face challenges in understanding the business, legislative and political processes that provide the foundation of the day-to-day operations of different government institutions (Mbasane, 2018).

A notable success story is the implementation of National Treasury Funds' data cleansing project which has guaranteed about 80% clean data through the use of the Enterprise Data Management System. For these funds this was the only successful project to date, however the following should be considered:

- Medical processes have changed – members are no longer allowed to add new spouse after death of main member and this may affect future Fund growth.
- Special Pension (SP) legislative amendment – The National Treasury (NT) and GPAA made amendments to the legislation and now await feedback. If this is not finalised on time, it will have a negative impact on the Fund membership.
- The increase of the Funeral Benefit on Civil Pension will affect client satisfaction on the SP side, since the SP Funeral Benefit remains R7 500 whilst Civil Pension was increased to R15000.
- Military Pensions legislative amendment - the latest amendment to the Act is the recognition of same sex partners, which the Act did not recognise before.

ii) **Risks associated with the greater use of technology**

According to Hibbard (2019), at least one South African retirement fund is likely to loose all its investment to cyber crime within the next five to ten years if the industry does not address the high risks linked to cyber security. Sanlam's retirement fund administration executive echoed the same sentiments that cybercrime is the single biggest

threat to the retirement fund industry.

David Gluckman, Employee Benefits & Head of Special Projects at Sanlam predicts that at least one high profile breach of data within a South African retirement fund is likely to occur over the next decade due to low cyber resilience, and that such a breach will compromise members' investments.

A year ago, Liberty's e-mail repository was hacked and the hackers demanded ransom. Since that incident, senior executives from Liberty have continually invested significant resources to ensure that the organisation protects its customers and their data. It is important to note that methods used by highly sophisticated cyber criminals are evolving at the same pace as those used to protect data. It is no wonder Alexander Forbes echoes the same sentiments that cybersecurity risks are definitely increasing. The GPAA is therefore not immune to these threats and risks.

Due to the risks associated with the increased use of technology, the GPAA has identified the following mitigating controls:

- Day to day operational activities to manage cyber security (Firewall, anti-virus).
- Assurance (Quality Assurance, Internal Audit, vulnerability assessments etc.).
- Training and awareness on information security (General announcements, flyers etc.).
- Information security policies and SOP.

Challenges in implementing successful programmes to support the development of technology

According to (Mbasane, 2018) barriers to successful implementation of IS projects include:

- Infrastructure – poor infrastructure affects the performance of ICT systems, leading to frustration of the users;
- Finance – inadequate budget and budget overruns affect the successful delivery of the IS projects;
- Poor systems, integration and lack of compatibility – without adequate governance, it becomes difficult to have proper oversight on IS projects thus creating unnecessary complexity and inadequate integration;
- Skilled personnel – the dire non-availability of skills in supporting ICT projects is a major problem in South Africa. Therefore, most of ICT projects fail because there are no adequate skills to implement the necessary technologies;
- Leadership styles, culture and bureaucracy – this is crucial, especially for projects that will result in major changes in how the business operates. Visionary leadership plays a positive role, especially with regard to change management;
- Attitudes – poor attitude affects the morale of project team members and thus could derail the project;
- Technology acceptance – some stakeholders may reject the new technology because they feel threatened by it as some technologies have the potential to render some employees redundant due to automation of the processes.

Environmental perspective

South Africa has signed the United Nations Frameworks relating to climate change. This includes frameworks in the "Montreal protocol, the Convention on Biodiversity on Wetlands of International importance and the Convention to Combat Desertification and Kyoto Protocol, to mention a few (du Plessis, Irurah &Scholas, 2003). The signing of the above-mentioned frameworks by South Africa shows a great commitment on aligning the objectives of sustainable development whilst also advocating green economy agenda.

The green economy is at the heart of discussions worldwide, the climate is changing at a fast pace and it needs more than quick fixes from governments around the world. In essence it needs governments to develop economies that are greener than they are in the countries already at the forefront of this initiative (Death, 2014). The National Development Plan (2011) further emphasises carbon emissions and greenhouse emissions as the main culprits causing rising temperatures and erratic rainfall.

It is within this mandate as highlighted in the National Development Plan that the GPAA has developed systems such as the Equitrac system in order to track the organisation's printing and paper usage. The building also uses sensor lights as part of the initiative to go green and consume less energy. The GPAA is currently testing the idea of being a paperless environment, as that will reduce paper consumption by 2023.

Legislative perspective

The GPAA legislative mandate emanates from Proclamation No. 10 of 26 March 2010, wherein GPAA was established as a government component. Other legislative frameworks that govern the GPAA are the Pension Funds Act (PFA) 24 of 1956 and Protection of Personal Information Act (POPIA) of 2013. The Financial Sector Conduct Authority (FSCA) includes legislation that covers the regulation of finances in the country, which in turn, impacts the GPAA as a financial institution that administers the payment of pensions and other benefits to its members and beneficiaries. The Financial Institutions Act 28 of 2001 and the Financial Services Board Act 97 of 1990 are legislations within the FSCA. These Acts provide for and consolidate laws relating to investment, safe custody and administration of funds, and address the establishment of a board to supervise compliance and regulation of financial institutions.

Changes in pension administrations

Child's Pension

The Child's Pension was introduced with effect from 1 June 2018. Child's Pension has replaced what was known as the Orphan's Pension. This positive development is aimed at bridging the gaps that were identified in the implementation and processing of the old Orphan's Pension.

The concern about Orphan's Pension application was that both parents had to be deceased for a child to qualify for the pension.

This was considered to be unfair, particularly in the situation of single parents where the other parent could not be traced or confirmed either dead or alive.

With the new Child's Pension, the requirement is that if a member or a pensioner dies, the child/children can apply for the pension. In other words, if one parent dies and the other is still alive, traceable or not, the child or children can apply for Child's Pension. This is unlike in the past where proof of both parents' deaths was required in order for the child or children to apply for the pension. With Child's Pension, benefits are calculated on a sliding scale depending on the amount of eligible children, and are recalculated as other children grow and no longer eligible. The GPAA administers approximately 2000 child pensioners to date.

The Clean Break Principle

Following the gazetting of the Government Employees Pension Law Amendment Bill on 23 May 2019, the Government Employees Pension Fund (GEPF) will no longer subject members to a debt model in executing divorce settlements. Instead, the new amendment provides for the reduction of pensionable service of GEPF members that is equal to the value of the divorce settlement amount paid.

This amendment to the law removes the pension debt that accrued to the GEPF member when a portion of their pension was paid out by the GEPF as a divorce settlement. This pension debt calculation led to the unfortunate consequence where members would find themselves owing money to the GEPF when they retired.

The new amendment ensures that rather than creating a debt, there will be an adjustment to the member's pensionable service following the payment of a divorce settlement by the GEPF. This means that the benefit that will be paid to the member upon retirement will now be decreased by reducing the members' years of pensionable service to take into account the pension amount that was given to the spouse upon divorce. It is important to note that members will still receive their full benefit after the reduced pensionable service has been effected. Members who have more than ten years of pensionable service will still be entitled to a lump sum and a monthly pension upon existing the fund, however they will receive this at a reduced value.

Following this law change, the GEPF has developed and gazetted the rules governing the implementation. The process was finalised in July 2019 and the implementation of the new rules came into effect on 01 August 2019.

DPSA Early Retirement without penalisation

Government has raised concerns over the high wage bill of South Africa's public servants. It is said that the government employees wage bill takes up 14% of South Africa's GDP.

This is the second highest proportion in a recent World Bank survey just behind the United Kingdom. The public sector wage bill has further ballooned in the past years. The government in 2018 introduced DPSA Early

Retirement without penalisation as a mechanism to reduce public sector wage bill. This was echoed by the Minister of Finance in his budget speech when he announced that government is extending voluntary severance package to government employees between the ages of 55 and 59 without incurring penalties.

Employees who are between the ages 60 and 65, by law have reached normal retirement age, and therefore, no penalties are levied to their pensions. The GPAA will therefore be required to perform the benefit projections for all employers, update member records as required, perform exit calculation for affected members, and allocate debt. Potentially, 230 000 members will be affected. The new early retirement framework was implemented from 1 April to 30 September 2019 after which government will conduct an assessment to determine whether there are sufficient resources to continue with the offer during the remainder of the two year Medium Term Expenditure Framework.

The move will see improvement in the economy where government will invest its savings back to the fiscal which can be channelled towards capital projects. These in turn may entice the investors to invest in the country and create employment.

Other products the GPAA should administer which are brought about the legislative changes.

These products directly impact on the GPAA's operations, affects the human resources and displays a need for the GPAA to review its current organisational structure.

Enhanced Spouse Reversion – since November 2019, the GPAA is required to perform a reduction on retirement benefits for members choosing Enhanced Spouse Benefits. The calculation is based on actuarial reduction factors. Both fixed and actuarial reduction are applicable based on exit date – separate exit routines, processes, calculations developed and maintained.

In April 2012, Minimum Benefit, was introduced. However the benefit has not increased the administration effort to GPAA.

Once-off revision to increase Spouse's Pension

This requirement was introduced in 2012 and about 30 000 death exits per year are processed. The change requires that the GPAA performs the following: process and update benefit calculation changes, system changes, form changes. CRM to conduct roadshows and provide general administration

Although Funeral benefit changes do not have an administrative bearing to the GPAA, it was implemented in October 2017. Discharge benefit anomaly came into effect in October 2017 and legislation required that GPAA corrects the exit formulas to enable resignation benefits to exceed discharge benefits in certain circumstances. The GPAA had to perform system changes to accommodate the calculation and update benefits statement. About 80 000 exits are affected and processed annually

Although Funeral benefit changes do not have an administrative bearing to GPAA, it does have to be performed, this was effective October 2017.

Discharge benefit anomaly come into effect in October 2017 and the legislation required that GPAA correct the exit formulas to enable resignation benefits to exceed discharge benefits in certain circumstances. The GPAA had to perform system changes to accommodate the calculation and update benefits statement. About 80 000 exits are affected and processed annually.

To accommodate some of the changes alluded to earlier, the GPAA embarked on some initiatives to address the issues raised. Figure 1 below depicts the initiatives the GPAA has embarked on:

Figure 1

Internal Environmental Analysis

The GPAA structure and its configuration are essential for the delivery of its mandate:

Organisational overview

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

Figure 2: Structure for managing the GPAA Strategic Plan

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

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. In this regard, the sub-programme 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. The sub-programme 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. These initiatives are based on leading-edge technology solutions and established best practice frameworks, models and standards that promote and preserve the security and integrity of the organisation's information and the systems that process and maintain them.

The Modernisation Programme spans the entire organisation and seeks 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 become 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.

Sub-programme 1.4 - Strategic Support

The purpose of the Office of the CEO 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. Finally, the Office of the CEO 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 is aimed at ensuring that the required processes and advisory services are in place for decision making and implementation. The sub-programme 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 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.

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) as previously administered by NT P7 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 advance.

Sub-programme 2.2 - Employees Benefits (GEPF)

The Government Employees Pension Fund (GEPF) is a contributory defined benefit pension fund that is administered by the GPAA on behalf of GEPF in line with the provision 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 and 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. In addition, CRM 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

Performance environment

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

GEPF - Government Employees Pension Fund
TEPF – Temporary Employees Pension Fund
AIPF – Associated Institutions Pension Fund
SP – Special Pensions
PRMS – Post retirement Medical Subsidy
MP – Military Pensions
IOD – Government Injury on Duty
Other – Parliament, Judges, Presidents, etc.

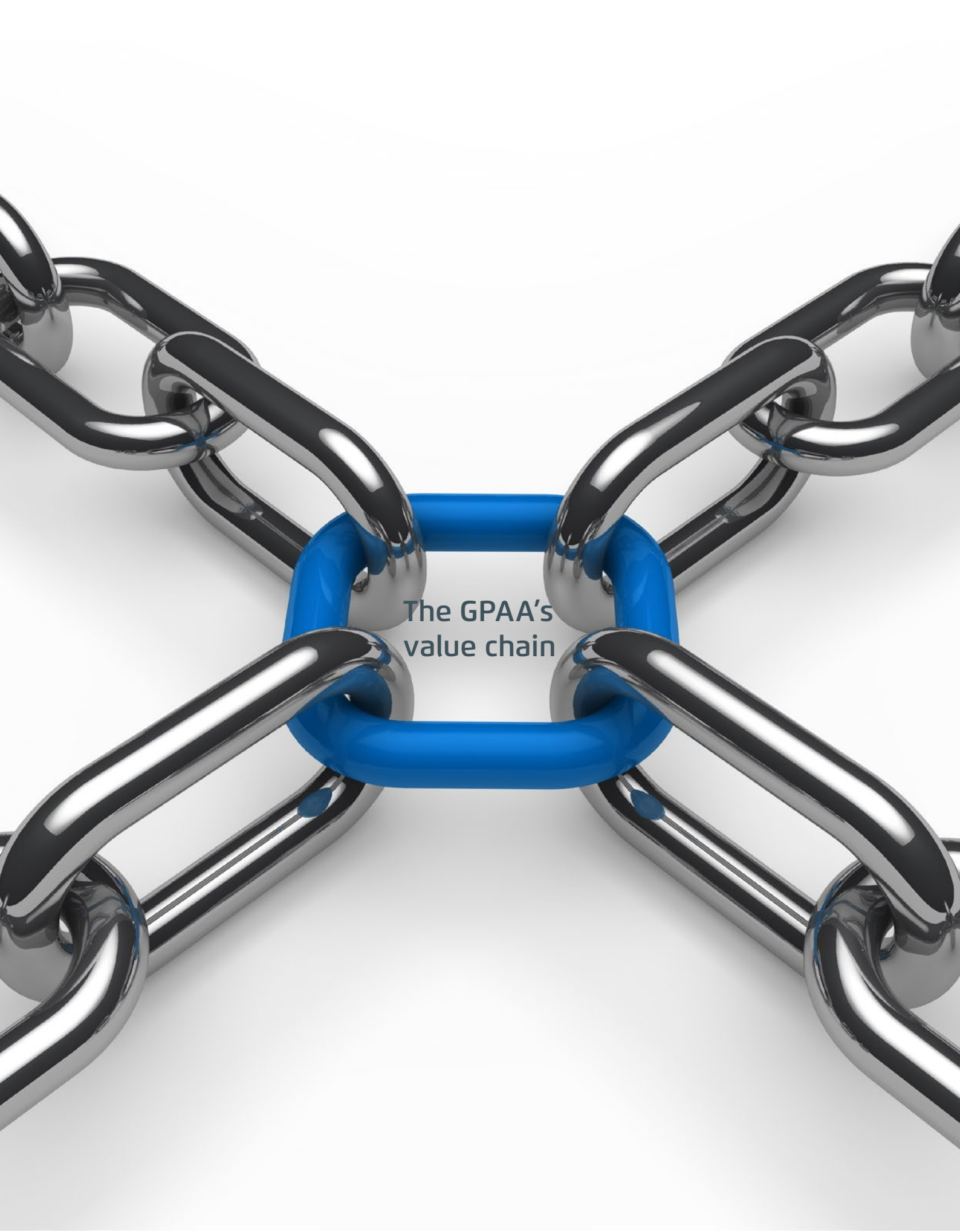
Figure 3: Members and Beneficiaries

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 on table 2 below:

Stakeholder	Core services provided / interaction points
Internal Stakeholders	
Audit and Risk Management Committees	Provide internal audit reports and assurance on the risk management controls and governance process of the GPAA
EXCO	Conducts regular meetings to discuss work flow, dashboard matters, and risk and fraud management
MANCO	Proposes operational changes and improvements to EXCO
GPAA middle management and officials	Conduct planning, policy development and performance reporting; and Provide comprehensive human resources services
External Stakeholders	
Auditor-General	Provides performance information. Respond to audit findings
Cabinet	Addresses cabinet memoranda and legislation
Government departments and Parliament	Provide administrative support for the department in terms of responding to Parliamentary questions, Cabinet memoranda and requests from government departments
National Treasury and GEPF	Facilitate the process for the approval of the Annual Performance Plans, the Strategic Plan; Provides assistance on PFMA compliance issues; Engages on budget options, funding of policy priorities and quarterly meetings of chief audit executives
Offices of the Minister and Deputy Minister of Finance and Director-General of National Treasury	Provide information (in the form of briefing notes, submissions or presentations) and support in relation to the governance and finance. Holds regular meetings to discuss work flow, dashboard matters, and risk and fraud management.
Parliamentary Engagement	PEOW should be notified well in advance prior to engagement
Portfolio Committees	Brief on the Corporate Strategy, Annual Report and policy priorities

Table 2: Stakeholder analysis



The GPAA's value chain

The GPAA's value chain

The GPAA's core processes, specifically benefits administration which includes client administration, contributions and 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 4 below:

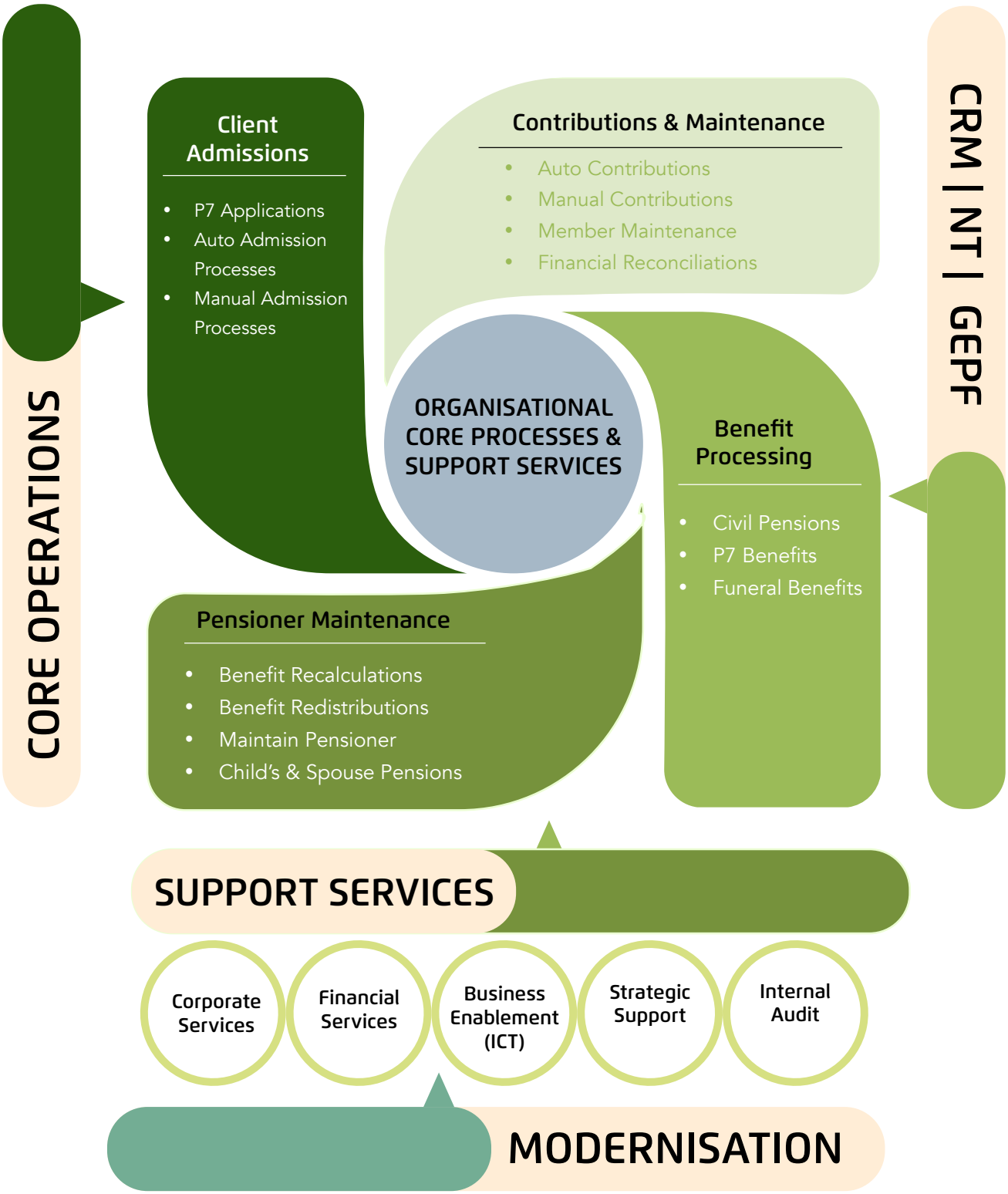


Figure 4 – The GPAA's value chain

The GPAA's Capability model

The GPAA's Capability Model responds to the twelve (12) performance areas within which the core processes, stakeholders and functional areas resides. The model compliments the GPAA's structure, processes and capabilities as depicted in the figure below:

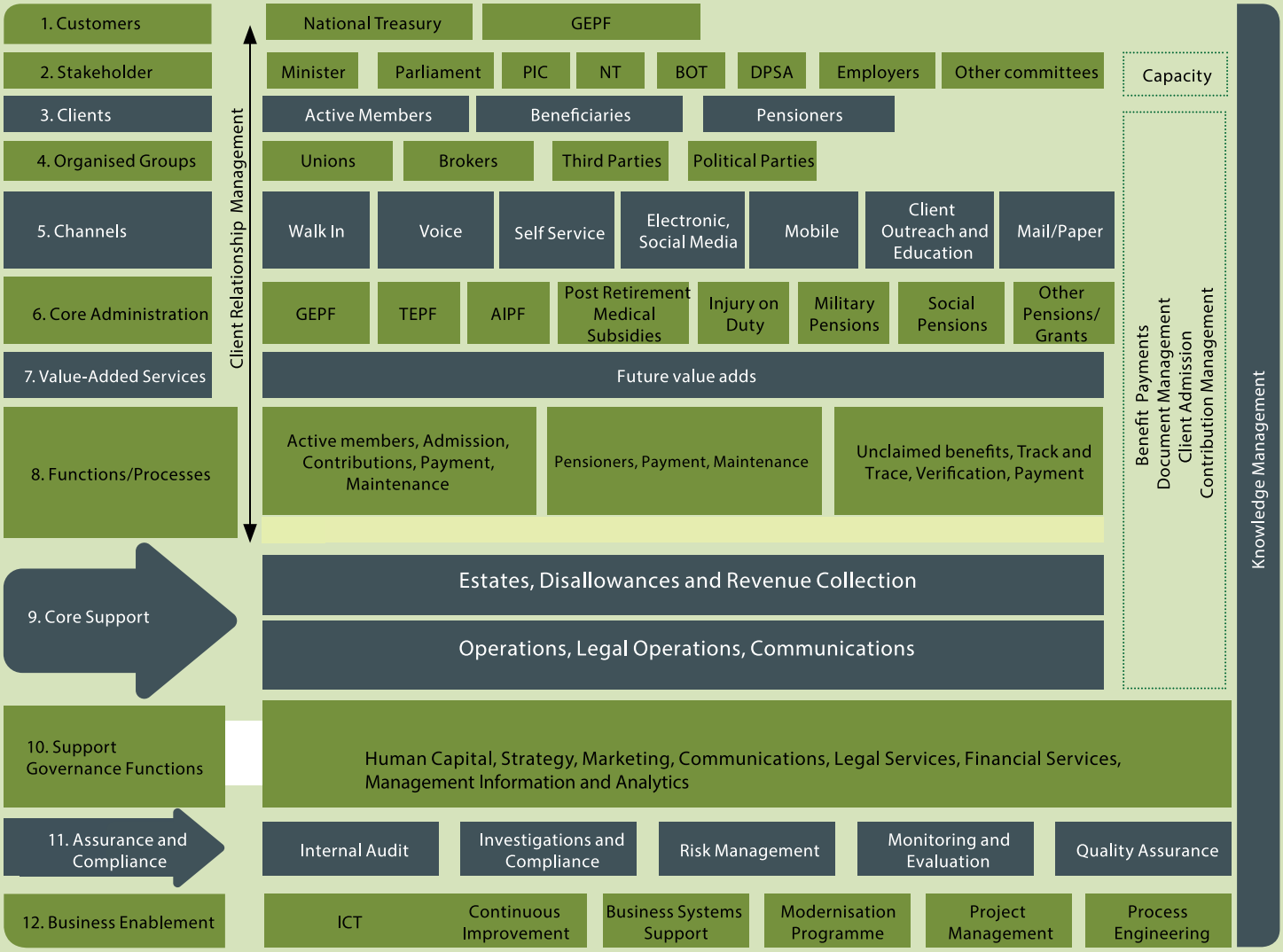


Figure 5 – The GPAA's Capability model

Demographics of the GPAA's client base

As of March 2019, National Treasury Programme 7 funds and the GEPF combined clients were estimated at 1 877 million. This includes active members, pensioners, spouses and orphans. The table below indicates the total benefits administered by the GPAA:

Funds	Member type	Member count	Total Mar 2019
GEPF	GEPF members	1 265 421	1 729 559
	GEPF pensioners	302 916	
	GEPF spouses	159 621	
	GEPF orphans	1 601	
National Treasury's	Medical	117 407	139 670
Programme 7	Military	4 980	
	IOD	9 720	
	Other	891	
	Special Pensions	6 672	
AIPF	AIPF Pensioners	4 702	7 825
	AIPF Spouses	2 797	
TEPF	TEPF Pensioners	196	
	TEPF Spouses	130	
GPAA total members administered			1 877 495

Cases administered and finalized at the GPAA	Total cases paid 2017 / 2018	Total cases paid 2018/ 2019
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
Number of recipients receiving monthly payments from funds	Average monthly payments 2017 / 2018	Average monthly payments 2018 / 2019
Number of beneficiaries receiving Injury on Duty (IOD) payments	9 720	9833
Number of beneficiaries receiving Post-retirement Medical Benefits - per month	109 979	117 407
Number of beneficiaries receiving Military Pensions – per month	5 025	4 980
Number of beneficiaries receiving Special Pensions – per month	6 939	6672
Number of beneficiaries receiving other benefits – per month	926	891
Number of beneficiaries receiving pension benefits (GEPF) – per month	292 437	302 916
Number of beneficiaries receiving spouse's benefits (GEPF) – per month	156 681	159 621
Number of beneficiaries receiving orphan's benefits (GEPF) – per month	1 204	1 601
Number of beneficiaries receiving pension benefits (AIPF) – per month	4 997	4 702
Number of beneficiaries receiving spouse's benefits (AIPF) – per month	2 826	2 797
Number of beneficiaries receiving pension benefits (TEPF) – per month	207	196
Number of beneficiaries receiving spouse's benefits (TEPF) – per month	128	130

Table 3 - Cases administered and finalised by The GPAA

MODERNISATION

The GPAA embarked on a Modernisation Programme with the aim to improve its processes. Multiple projects were delivered since 2011.The table below depicts the cost, current status and purpose of the different projects undertaken to date:

Project	Cost	Status	Purpose
Oracle super cluster	R 137 342 000	Complete	ICT Infrastructure required to deploy TAD components
Mainframe Transitioning	R 40 012 000	Complete	Mainframe moved from hosting site at external service provider to GPAA
Business Process Mapping	R 24 348 000	Complete	Processes mapped to Archive (ARIS)
E-Channel & workflow	R 22 307 000	Complete	Portal rebuild
Call Centre Optimisation	R19 842 000	Complete	Call Centre upgrade
Mobile outreach	R 19 445 000	Complete	11 Mobile Satellite Vans
Technical Architecture Design	R 13 083 000	Complete	Accenture - original design and programme methodology
Delivery Approach	R 10 131 000	Complete	Accenture – Modernisation TAD roadmap
Data Centre Revamp	R 8 787 000	Complete	Data Centre upgrade to accommodate technologies
Client Liaison Optimisation	R 2 622 000	Complete	CLO deployment to regions
Operations Management System	R 1 587 000	Complete	System to enhance operations management
CIVPEN mapping	R 1 087 000	Complete	Mapping of CIVPEN Processes
Retirement Member Campaign	R 960 000	Complete	Registering new pensioners prior to retirement
Furniture & equipment	R 3 957 000	Complete	Kingsley Centre
Queue Management Solution (QMS)	R 13 700 000	Complete	Complete - to manage queuing in the walk in centres and mobile offices
Pension Case Management (PCM)	R 40 681 000	Complete	Complete – Pension Case management from Employer
Integrated Document Management Solution (IDMS)	R 24 000 000	Complete	Back Scanning of files, folders and documents in production
Data Quality Improvement and management (DQIM)	R 16 800 000	Complete	Complete – Data quality improvement to continue in business areas
Digital Signatures	R 9 835 000	Integrate with processes	System Implemented, to be nitrated into business systems
Enterprise Data Management System (EDMS)	R 35 050 000	Complete	Data Management system to identify data errors and exceptions
Benefit Payment Automation (BPA)	R 30 240 000	Complete	Pension Case Management (PCM) for electronic submission of claim documents and Benefit Payment Automation (BPA) for paperless internal processing, enhancements ongoing as business-as-usual

Project	Cost	Status	Purpose
Enterprise Content Management (ECM)	R 8 331 000	Complete	Content management and migration of legacy system images
CRM Self Service	R 29 000 000	In progress	Client self- service system, enhancements and roll out in progress
Financial Management Module	R 0	Halted	Halted pending approval from GEPF
HCM and Field Management Services	R 0	Cancelled	Cancelled, IFMS will be used
Consultation Fees	R 35 050 000	Complete	Architecture-, Project Management-, Development- and Testing Services
Compensation of GPAA employees	R 27 500 000	Complete	GPAA Employees seconded to the Modernisation programme
ORACLE Identity- and Access Management	R 20 928 730	In progress	Acquisition of IAM for access management
Total	R 618 575 730		Modernisation spend from 2011 to 2019

Table 4 – Modernisation Projects

There are however three projects that are yet to be delivered which are i) CIVPEN replacement ii) Self Service and iii) Identity and Access Management (IAM.

The CIVPEN Replacement project was halted pending approval of the budget and timelines.

The CIVPEN Replacement project includes:

- The replacement of the legacy CIVPEN mainframe system or the continued use of the system on new technology.
- The implementation of a Client Relationship Management (CRM) solution for the GPAA.
- The implementation of a Financial Management solution to manage the General Ledger currently functioning in CIVPEN.

The GPAA plans to submit a proposal to the GEPF for consideration regarding the CIVPEN Replacement. This will be submitted in February 2020. Two options have been put forward and they are: continuing with CIVPEN on new technology and replacing CIVPEN with another solution.

The proposal will also include the consolidation of the current three environments namely Intel, ORACLE and Mainframe to only two environments. This will ensure cost reduction together with a necessary technology refresh.

With regard to Self Service, the following deliverables are outstanding:

- Additional functionality required by the GPAA and the GEPF.
- Roll out of solution to all active members and pensioners.

Identity and Access Management (IAM) is in the testing phase.

Modernisation spend from 2011 to 2019
R 618 575 730

APA and SWOT Analysis

During the May 2019 Lekgotla, the GPAA EXCO identified its APA which describes what we aim to achieve, preserve and avoid, and also conducted an analysis of the organisation' strengths, weaknesses, opportunities and threats (SWOT). The APA and SWOT analysis will result in improved service delivery and ultimately the attainment of the strategic outcomes identified above. Details are represented in Table 5 and 6 as follows:

APA

Achieve	Preserve	Avoid
Increased customer and client satisfaction	Skills and knowledge of employees	All talk, no action
Digitisation and digitalisation	Strong governance	Job insecurity
Professional and performance culture	Institutional knowledge	Silo approach
Improved data quality and integrity	Fund size ,value and growth	Unhealthy conflict
Streamlined processes		Indecisiveness and complacency
Efficiency and effectiveness		"Malicious" compliance
Prioritisation of projects		Fraud and corruption
Improved stakeholder management		
Effective change management		
Reduced backlog		

Table 5: Achieve; Preserve; Avoid (APA)

Strengths	Weaknesses	Opportunities	Threats
Capable and competent employees	Organisational structure and form	Re-engineered processes (Internal and External)	Private fund administration
Strong governance	Silo approaches and disintegrated processes	Realign institutional form	Business continuity
Supportive customers (NT & GEPF)	Quality of data	Position GPAA as Public-Sector administrator of choice	Data breaches
Institutional knowledge	Modernisation delayed / slow	Digitisation and digitalisation	Legislative uncertainty
Fund size value and advantage	Performance and consequence management	Retailisation, AVCs and partnerships with the Private-Sector	Fraud and corruption

Table 6: SWOT Analysis

3. 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 2020/2021 Annual Performance Plan (APP). The GPAA was established as a government component as gazetted in March 2010 in terms of Section 7A (4) of the Public Service Act of 1994 (Proclamation No. 103 of 1994). In accordance with its proclamation, the GPAA provides administration services to the Government Employees Pension Fund (GEPF) and National Treasury (for its Programme 7 funds and schemes), in terms of agreed Service Level Agreements.

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 as follows:

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: Legislation that govern scheme schemes and funds administered by the GPAA

4. COURT CASES

4.1 There are four litigious matters against the GPAA:

- Three applications in terms of the Promotion of Access to Information Act
- One action pertaining to the claiming of interest stemming from a pension benefit death payment..

PART B: RESOURCE CONSIDERATION

5. OVERVIEW OF BUDGET AND MTEF ESTIMATES

5.1 Budget Overview

The GPAA receives funding from the GEPF (93%) and National Treasury's Programme 7 (7%). Revenue increased from R1.1 billion in 2019/ 2020 to R1.3 billion in 2022/2023, which reflects an increase of 8%.

The GPAA has an approved structure of 1 026 positions. As at June 2019, 1 091 positions were filled of which 942 are permanent and 149 on contract. The GPAA has budgeted for 1 330 positions over the 2019/20 MTEF. The human capital cost is estimated at R 527 million for 2019/20 and was increased to R 557 million for the 2020/21 year equating to a 5.7% increase.

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

5.1.1 Programme 1 - Support Services

The 2019/20 budget is R706.7 million and will increase to R918.0 million in 2022/23. 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.

5.1.2 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 2019/20 Benefit administration budget is R72.7 million and will increase to R85.4 million in 2022/23.

Sub-programme 2.2, Employee Benefits, involves activities such as member admissions, contribution collection, member, pensioner or beneficiary maintenance and benefit processing. The 2019/20 budget is R89.0 million and will increase to R102.8 million in 2022/23.

Sub-programme 3.3, 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 2019/20 budget is R240.4 million and will increase to R262.1 million in 2022/23

5.1.3 Expenditure estimates

The expenditure estimates are aligned to the MTEF framework and are recorded as such in ***Table 8: Provisional expenditure per programme.***

GPAA Programmes expenditure

The expenditure estimates for Programme 1 and Programme 2 for 2020/2023 is presented in table 8 over the 2019/20 period and the following three years:

Mandate	Programme	Outcomes	Audited outcomes			Approved budget	Medium term expenditure estimates		
			2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/2020 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000
To provide administration services to the Government Employees Pension Fund (GEPF) and National Treasury Programme 7 funds and schemes	Programme 1: Support Services excluding ICT	1. Optimal core support. 2. Capable and reliable administration system	611 521	560 481	647 752	706 746	834 380	871 970	918 021
	Programme 2: Benefits Administration	4. Efficient case management 5. Efficient admission management 6. Efficient contribution management 7. Payment turnaround time of less than 60 days	330 150	420 574	388 675	402 116	408 303	429 107	450 277
	TOTAL		**908 295**	**981 543**	**1 020 116**	**1 108 862**	**1 242 681**	**1 301 076**	**1 368 298**

Table 8: programme budgets

GPAA Economic classification expenditure analysis

The expenditure analysis per economic classification is presented in ***Table 9 GPAA Economic classification expenditure analysis:***

	Audited Outcomes			Approved budget	Medium-Term Expenditure Estimate		
Economic classification	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Current payments							
Compensation of employees	458 618	481 008	526 671	563 187	592 164	622 ,109	652 467
Goods and services of which:	387 940	417 735	416 263	492 450	525 921	552 499	582 438
Communication	48 118	79 423	46 916	33 244	51 722	54 675	57 648
Computer services	45 263	62 360	58 190	158 261	132 211	138 000	146 494
Consultants*	102 785	96 281	71 106	89 404	136 199	143 803	151 472
Printing & Stationery	11 759	28 088	32 189	16 820	17 678	18 562	19 453
Lease payments	51 036	49 358	54 041	11 897	11 465	11 879	12 657
Repairs and maintenance	67 948	12 288	13 463	18 025	16 381	17 205	18 035
Advertising and Promotion	9 099	20 495	25 045	25 080	23 103	24 272	25 453
Training and staff development	7 875	6 410	11 810	8 679	10 884	11 453	12 026
Travel and subsistence	19 934	19 029	22 421	27 995	25 334	26 737	28 051
Other*	72 241	123 426	127 998	136 289	152 666	160 588	168 797
Losses from sale of assets	95 113	82 312	93 493	53 224	124 598	126 469	133 393
Total Expenditure	**941 671**	**981 055**	**1 036 427**	**1 108 861**	**1 242 683**	**1 301 077**	**1 368 298**

Table 9: GPAA Economic classification expenditure analysis

* These are the amounts put aside for professional services based on the need identified by the business units.

5.1.4 Relating expenditure trends to strategic outcome orientated outcomes

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.

Accordingly, the specific provisions applicable to the GPAA in respect of the PFMA are sections 36 to 45. The GPAA receives 93% of its budget from GEPF and 7% from National Treasury for administration of Programme 7. Thus, the GPAA does not receive any allocation from national Fiscus. In line with section 40 (4) (b) and (c) of the PFMA and Treasury Regulation 18.1.1, information should be submitted within 15 days of each subsequent month to Treasury and the Executive Authority responsible for the department.

PART C: STRATEGIC RISK MANAGEMENT

6. 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 10: Risk mitigation depicts the GPAA risks and mitigations::

Outcomes	Risk Category	Risk Title	Risk Mitigation
Efficient case management	INFORMATION MANAGEMENT	Quality of Data	• Conduct monthly contribution reconciliation to member level • Implement biometric readers for all overrides • Limit data stewards activities to focus on data cleansing only • PCM gate keeping at employer's site(Proactive data management of source) • Resuscitate the data governance committee
Optimal core support Digitised processes	INFORMATION TECHNOLOGY	Inability to deliver on ICT objectives	• Implement consequence management for non attendance of governance meetings • Process re-engineering with active participation by process owners (Inventory of business process documented) • Review and acceptance of business process model
Optimal core support	DISASTER RECOVERY/ BUSINESS CONTINUITY	Business Resilience	• Bi annual Business Continuity testing • In case of failures, water and toilets to be made available within 2 hours • Procurement of solar panels for Head Office and Travenna • Procurement of standby generators and Jojo tanks for regional offices • Purchase hardware for co-replication/ accept the risk • Sign of MOU's with National Treasury to develop hot sites for call and walk in centre recovery
Optimal core support	TECHNOLOGICAL ENVIRONMENT	Cyber-attacks	• Active participation from process owners in delivery • Capacitate business and ICT to enable timely delivery of project • Develop and implement basic work flow solution • Enhance project management reporting and acceptance of responsibilities by process owners(Engagement, consequence management) • Implement the Cyber-attack incident management which will include the Cyber-attack recovery plan
Payment turnaround time less of than 60 days Efficient contribution management Efficient case management	SERVICE DELIVERY	Inability to pay benefits timeously and accurately	• Active member maintenance • 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 Persal service records and BAS payments setup data • System enhancements(PCM, BPA) • Fill positions with requisite skills within the prescribed period

Outcomes	Risk Category	Risk Title	Risk Mitigation
Optimal core support	HUMAN RESOURCES	Inadequate management of human capital	• Fill positions with requisite skills within the prescribed period • Grow internal capacity (develop; coaching; mentoring) • Talent and succession policy development and approval
Optimal core support	COMPLIANCE\ REGULATORY	Non-compliance to legislation and applicable rules	• Alignment of the demand plan to the Business Plans (Realistic timelines, demands) • Cascading process from strategy to APP to Business Plans • Creating awareness with the updating of guidelines and procedures • Fully implement Compliance Universe and Plan. • Implement disciplinary process on non-compliance (consequence management) • Monitoring and integrated reporting on compliance
Optimal core support	FRAUD AND CORRUPTION	Inability to detect or prevent fraud, maladministration, theft and corruption in a timeous manner.	• Conducting of life style audit on reported employees • Enforcement of Public Service Regulation relating to consequence management • Procurement and implementation of an online verification tool(Biometrics) • Publication of outcomes of disciplinary hearings

Table 10: Risk mitigation

7. STRATEGIC PLANNING PROCESS

7.1 Overview

To embrace government's outcomes-based approach, the GPAA's mandate has been depicted through a strategy map. 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. It is also used in the Framework for Managing Programme Performance Information and the National Evaluation Policy Framework approved on 17 November 2011 by Cabinet and its tenets.

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 5: The GPAA's strategic planning methodology

7.2 **GPAA's strategic planning methodology**

The GPAA's planning methodology is depicted in the figure below:

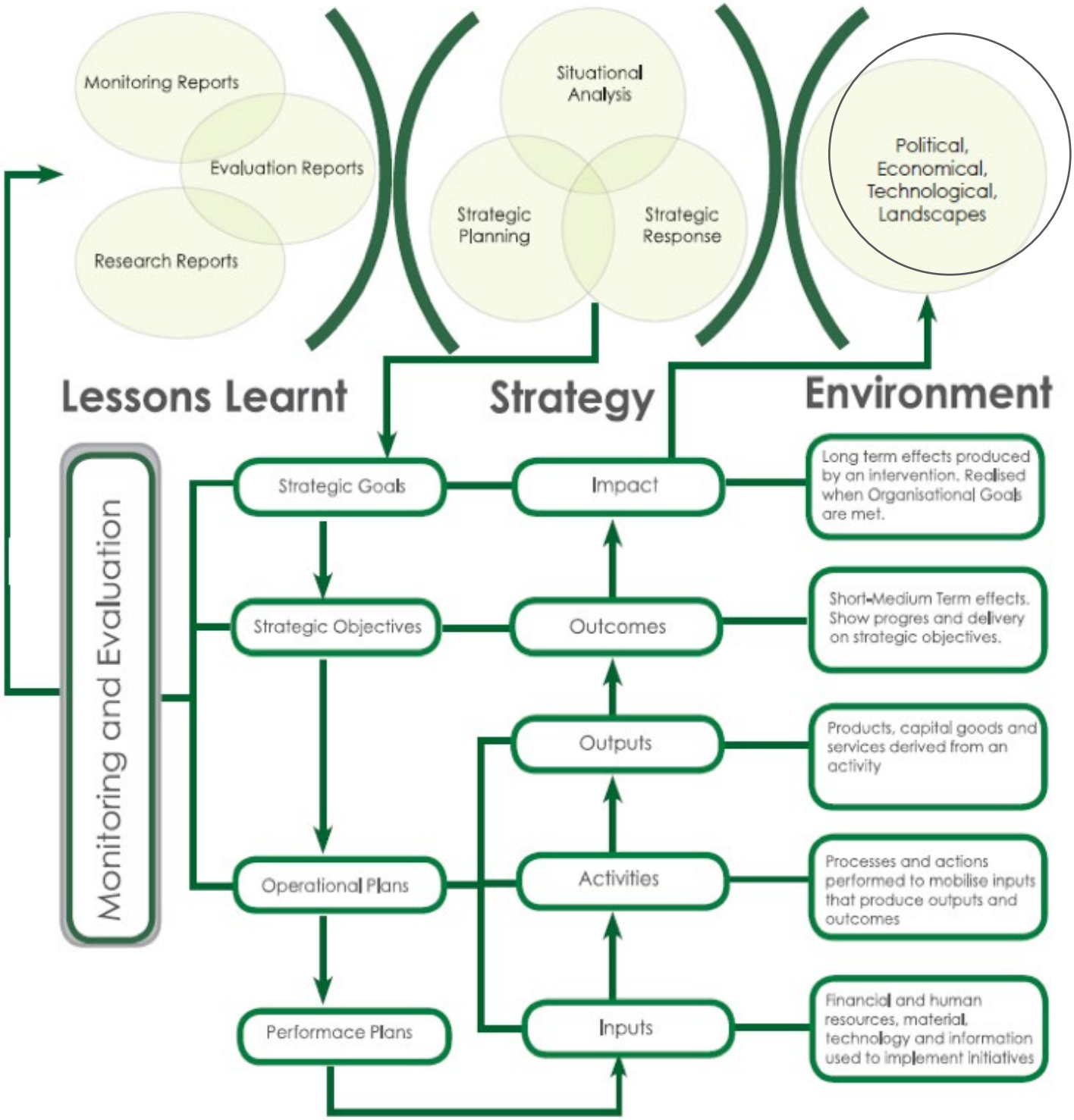


Figure 5: The GPAA's strategic planning methodology

The GPAA has aligned its government-wide priorities, strategic outcomes and risks to develop its results-based scorecards for Programme 1 – Support Services, and Programme 2 – Benefits Administration. The GPAA's vision, mission, strategic outcomes were updated during its Strategic Lekgotla held in May 2019 which resulted in the alignment of performance indicators which are reflected in the Programme Scorecards in the following section.

PART D: PROGRAMME AND SUB-PROGRAMME PLANS

PROGRAMME 1 and 2 Scorecards

8. Programme: Support Services

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

Programme 1 Support Services – Performance Indicators from 2016/2017 to 2024/25:

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 11: Programme 1- 9 years targets is a representation of Programme 1 Support Services targets from 2016/17 to 2024/25.

Links	Outcomes	Outputs	Item	Output Indicators	Audited/ Actual Performance	
					2016/17	
Priority 6: A capable, ethical and developmental state. Priority for people with disabilities	Optimal core support	% of disabled employees	1.	% of disabled employees	New measure	
SDG 5: Achieve gender equality and empower all women and girls. Priority 6: A capable, ethical and developmental state.	Optimal core support	% of female employees as a total employees	2.	% of female employees as a total employees	New measure	
		% of black employees as a total employees	3.	% of black employees as a total employees	New measure	
Priority 6: A capable, ethical and developmental state.		Clean audit	4.	Clean audit	New measure	
		% of accurate invoices paid within 30 working days	5.	% of accurate invoices paid within 30 working days	New measure	
		% of all amounts in the unclaimed benefits paid (excluding interest)	6.	% of all amounts in the unclaimed benefits paid (excluding interest)	80% of the total year unclaimed benefits amount relating to the current year (should be higher)	
	Digitised processes	% clients reached through digital communication channels	7.	% clients reached through digital communication channel	New measure	
Priority 6: A capable, ethical and developmental state.	Capable and reliable administration system	% progress of business workflow implementation	8.	% progress of business workflow implementation	New measure	
	Optimal core support	% Business continuity Recovery Time Objectives achieved tests	9.	% Business continuity Recovery Time Objectives achieved tests	New measure	
		% of time system is available during required times per quarter	10.	% of time system is available during required times per quarter	New measure	

Table 11: Programme 1- 9 year targets

			Estimated Target	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%	75%	75%	75%	75%
	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	10%	20%	50%	70%	90%
	New measure	New measure	New measure	80%	85%	90%	93%	98%
	New measure	New measure	New measure	97%	97%	97%	97%	97%

9. PROGRAMME 1 – SUPPORT SERVICES 2020/2021 SCORECARD

9.1 Programme 1: Support Services –Performance Indicators and quartely targets for 2020/2021

Item	Output Indicators	2019/2020 Planned Target	2020/2021 Annual Target	2020/2021 Quarterly Targets				
				Q1	Q2	Q3	Q4	2020/21 approved budget
1.	% of disabled employees	2%	2%	2%	2%	2%	2%	488 227.25
2.	% of female employees as a total employees	51%	51%	51%	51%	51%	51%	1 952 908.99
3.	% of black employees as a total employees	75%	75%	75%	75%	75%	75%	1 952 908.99
4.	Clean audit Outcome (external audit outcome)	Clean audit	Clean audit	Clean audit	-	-	Clean audit	21 538 658.46
5.	% of accurate invoices paid within 30 working days	100%	100%	100%	100%	100%	100%	14 052 642.92
6.	% of all amounts in the unclaimed benefits paid (excluding interest)	25% reduction in unclaimed benefits accounts amounts	28%	7%	14%	21%	28%	28 677 848.26
7.	% clients reached through digital communication channels	New measure	28%	10%	20%	25%	28%	7 841 445.09
8.	% progress of business workflow implementation	New measure	10%	1%	3%	5%	10%	65 084 894.90
9.	% Business Continuity Recovery Time Objectives achieved tests	New measure	80%	-	80%	-	80%	36 181 069.71
10.	% of time system is available during required times per quarter	New measure	97%	97%	97%	97%	97%	292 860 273.68

Table 12: Programme 1 Support Services 2020/21 quaterly targets

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

Programme 1: Support Services	2020/2021 Budget	2020/2021 Quarterly budget				
	2020/21	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
	R '000	R '000	R '000	R '000	R '000	R '000
	834 380	208 595	208 595	208 595	208 595	834 380

Table 13: Reconciling performance target with the Budget and MTEF: Programme 1 Support Services

10. PROGRAMME 2 – BENEFITS ADMINISTRATION TARGETS ON A 9 YEAR HORIZON

10.1 Programme 2 Benefits Administration–Performance Indicators from 2016/2017 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	Outcomes	Outputs	Item	Output Performance Indicator	Audited/ Actual Performance	
					2016/17	
A capable, ethical and developmental state.	Payment turnaround time of less than 60 days	% of satisfied clients	11.	% client satisfaction levels	97%	
		% of answered calls	12.	% of calls answered versus calls offered	79%	
	Efficient admission management	% of NT members admitted within 14 days	13.	% of NT members admitted within 14 days	New measure	
A capable, ethical and developmental state.	Efficient admission management	% GEPF members admitted within 14 days	14.	% of GEPF members admitted within 14 days	New measure	
	Efficient contribution management	% of GEPF contributions received and reconciled by the 22nd of the month	15.	% of GEPF contributions received and reconciled by the 22nd of the month	New measure	
	Efficient case management	% number of NT pensioner records maintained within 21 days	16.	% of NT pensioner records maintained within 21 days	New measure	
	Efficient admission management	% of NT suspended pensioners (overseas) reinstated within 21 days after receipt of Life Certificates	17.	% of NT suspended pensioners (foreign or manual) reinstated within 21 days after receipt of Life Certificates	New measure	
		% of NT membership certificates issued within 30 days of admission	18.	% of NT membership certificates issued within 30 days of admission	New measure	
	Payment turnaround time of less than 60 days	% of NT (Special Pensions) death benefits paid within 60 days after duly completed documents were received	19.	% of NT death benefits paid within 60 days after duly completed documents were received	New measure	

Table 14: Programme 2 Benefits Administration–Performance Indicators from 2016/2017 to 2024/25

			Estimate	Planned Target	National Treasury Strategic Framework			
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	94%	94%	94%	94%	95%	96%	97%	98%
	61%	62%	61%	65%	68%	73%	77%	80%
	99%	99.96%	100%	99.98%	99.98%	99.98%	99.98%	99.98%
	98% GEPF members admitted within 21 days	99.07% within 21 days	99%	97%	98%	98%	98%	98%
	98.19%	95%	99%	97%	97%	97%	97%	95% member contributions reconciled to a member on a monthly basis
	99%	99.98%	100%	99.98%	99.98%	99.98%	99.98%	99.98%
	100%	100%	100%	99.98%	99.98%	99.98%	99.98%	99.98%
	99%	99.67%	100%	99.98%	99.98%	99.98%	99.98%	99.98%
	92%	90.85%	70%	80%	85%	90%	90%	90%

10.1 Programme 2 Benefits Administration–Performance Indicators from 2016/2017 to 2024/25 Continuation:

Links	Outcomes	Outputs	Item	Output Performance Indicator	Audited/ Actual Performance	
					2016/17	
A capable, ethical and developmental state.	Payment turnaround time of less than 60 days	% of GEPF benefits paid within 45 days excluding death benefits	20.	% GEPF benefits paid within 45 days excluding death benefits	80% of benefits paid within 60 days	
		% of NT benefits paid within 20 days excluding death benefits	21.	% of NT benefits paid within 20 days excluding death benefits	98% of benefits paid within 60 days	
		% of serviced clients	22.	% of visitors serviced versus number of visitors	New measure	
		% of GEPF death benefits paid within 60 days after duly completed documents were received	23.	% of GEPF death benefits paid within 60 days after duly completed documents were received	New measure	

Table 14: Programme 2 Benefits Administration–Performance Indicators from 2016/2017 to 2024/25

			Estimate	Planned Target	National Treasury Strategic Framework			
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	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%	97%	97%	97%	97%
	New measure	New measure	New measure	50%	55%	60%	65%	70%

11. PROGRAMME 2 – BENEFITS ADMINISTRATION SCORECARD

11.1 Programme 2 Benefits Administration – Performance Indicators for 2020/21: Quartely targets

Item	Performance Indicator	2019/2020 Planned Target	2020/2021 Annual Target	2020/2021 Quarterly Targets				2020/21 Approved budget
				Q1	Q2	Q3	Q4	
11.	% client satisfaction levels	96%	94%	94%	94%	94%	94%	6 184 307.48
12.	% of calls answered versus calls offered	61%	65%	--	-	-	65%	117 501 842.12
13.	% of NT members admitted within 14 days	100%	99.98%	99.98%	99.98%	99.98%	99.98%	22 582 018.00
14.	% of GEPF members admitted within 14 days	100%	97%	97%	97%	97%	97%	17 737 239.80
15.	% of GEPF contributions received and reconciled by the 22nd of the month	95%	97%	97%	97%	97%	97%	30 549 397.45
16.	% of NT pensioner records maintained within 21 days	100%	99.98%	99.98%	99.98%	99.98%	99.98%	19 812 817.78
17.	% of NT suspended pensioners (foreign or manual) reinstated within 21 days after receipt of Life Certificates	100%	99.98%	99.98%	99.98%	99.98%	99.98%	6 155 381.26
18.	% of NT membership certificates issued within 30 days of admission	100%	99.98%	99.98%	99.98%	99.98%	99.98%	7 720 077.03
19.	% of NT death benefits paid within 60 days after duly completed documents were received	70%	80%	80%	80%	80%	80%	15 068 723.88
20.	% GEPF benefits paid within 45 days excluding death benefits	85%	85%	85%	85%	85%	85%	74 892 867.73
21.	% of NT benefits paid within 20 days excluding death benefits	86%	87%	87%	87%	87%	87%	5 371 982.04
22.	% of visitors serviced versus number of visitors	97%	97%	97%	97%	97%	97%	340 787 610.70
23	% of GEPF death benefits paid within 60 days after duly completed documents were received	New measure	50%	50%	50%	50%	50%	21 737 559.69

Table 15: Programme 2 Benefits Administration – Performance Indicators for 2020/21: Annual Targets

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

	2020/2021 Quarterly budget					
	2020/21	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Programme 2: Benefits Administration	R '000	R '000	R '000	R '000	R '000	R '000
	408 303	102 076	102 076	102 076	102 076	408 303

Table 16: Reconciling performance targets with the Budget and MTEF: Programme 2 Benefits Administration

PART E: LINKS TO OTHER PLANS

12. LINKS TO OTHER PLANS

LINKS TO THE LONG-TERM INFRASTRUCTURE AND CAPITAL GAINS PLANS

- The GPAA has no links to any long term infrastructure and capital gain plans.

ANNEXURE A
TECHNICAL INDICATOR DESCRIPTIONS 2020/2021

13. ANNEXURE A – TECHNICAL INDICATOR DESCRIPTION

The technical indicator descriptions for each performance indicator are depicted in the tables below:

Indicator 1

Indicator title	% of disabled employees
Definition	The indicator measures the number of employees with disabilities as a percentage of all GPAA employees. 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.
Source/collection of data	Declaration forms, Employment equity report and PERSAL system
Method of calculation/ assessment	% of disabled employees = number of employees with disabilities as a percentage of the total number of GPAA employees % of disabled employees = nDisabled employees / GPAA Total employees *100
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	Cumulative
Reporting cycle	Quarterly
Desired performance	Increased employment of employees with disabilities

Indicator 2

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 % of female employees as a total employees = nFemale employees / 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	Cumulative
Reporting cycle	Quarterly
Desired performance	Increased employment of female employees

Indicator 3

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, coloured 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 % of black employees as a total employees = nBlack employees / 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

Indicator title	**Clean Audit Outcome (External audit outcome)**
Definition	The indicator measures the achievement of an unqualified audit by the Auditor-General of South Africa (AGSA) 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 non-compliance with key legislation
Source / collection of data	Management Report by AGSA
Method of calculation	View the final audit opinion by AGSA on the final Management Report
Method of verification	View the final audit opinion by AGSA on the final Management Report
Assumptions	That there are no material findings on 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 outcome for the GPAA

Indicator 5

Indicator title	% of accurate invoices paid within 30 working days
Definition	The indicator measures the turnaround time for payment of invoices. An invoice is a document given to the GPAA by a service provider to collect payment for services rendered. Accurate invoices refers to valid invoices which are supported by corresponding purchase order and delivery note/progress report.
Source/collection of data	Accounts Payable Module
Method of calculation	Total number of accurate invoices paid within 30 working days as a percentage of all invoices that were paid during the reporting period % of accurate invoices paid within 30 working days = total accurate invoices received by the GPAA versus date accurate invoices/s were paid * 100
Method of verification	Review the total number of accurate invoices paid within 30 working days against the total number of invoices that were paid during the reporting period
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 (NB: Annual achievement is average of all quarters)
Reporting cycle	Quarterly
Desired performance	Accurate invoices paid within 30 working days

Indicator 6

Indicator title	% of all amounts in the unclaimed benefits paid (excluding interest)
Definition	The indicator measures the decrease of the unclaimed benefits amount. Unclaimed Benefits are defined as: • 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: 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	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 % of all amounts in the unclaimed benefits paid (excluding interest) = Total unclaimed benefits amount paid in the current reporting / (unclaimed benefits amounts at the beginning of the current reporting period + new unclaimed benefits amounts transferred in the current reporting period) * 100
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
New indicator	Yes
Desired performance	Increased payments in the unclaimed benefits account

Indicator 7

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	% clients reached through digital communication channel = total number of GPAA clients reached through any one of the available digital channels as a percentage of the total number of GPAA clients reached
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

Indicator title	% progress of business workflow implementation
Short definition	Progress in implementing the business workflow (specific workflows to be identified for each financial year)
Purpose / importance	To measure progress made in enhancing and automating business processes
Source / collection of data	Business workflow dashboard; project schedules for implementation of each business workflow
Method of calculation	Determine baselines from the baseline project plan. Add the percentage project implementation progress per business workflow project plan (from Microsoft project) and divide by number of business workflows (identified for the financial year), to determine average. Determine variance between this average and the baseline. Variance over baseline, i.e. variance / baseline = % progress
Method of verification	View the baseline project plan; view the project schedules for implementation of each business workflow and obtain project progress figures for calculating and confirming the figures used in method of calculation
Data limitations	Budget availability
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increased enhancement and automation of business processes
Indicator owner	Mr Meiring Coeztzee

Indicator 9

Indicator title	% Business continuity recovery time objectives tests achieved
Definition	The Recovery Time Objective (RTO) is the targeted duration of time and a service level within which a business process must be restored after a disaster (or disruption) to ensure continued service to GPAA clients
Source/collection of data	RTO Test reports
Method of calculation	% Business continuity RTO achieved tests = Number of systems tested or affected by a disruption divided by number of systems RTO achieved multiplied by 100
Method of verification	User Application RTO Table – BC Strategy page 32 versus Test reports two per annum
Assumptions	The tests shall be conducted twice per annum with RTO reports generated by ICT
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
Desired performance	Recovery or continuation of vital technology infrastructure and systems following a natural or human induced disaster

Indicator 10

Indicator title	% of time system is available during required times per quarter
Definition	Ensure ICT systems' availability during working hours and improved network performance on all applications. 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
Source / collection of data	OMD Monitoring solution and ICT OLA/SLA Reports
Method of calculation	Determine system availability within the specified business hours. Systematically calculated. The actual is determined by the monitoring solution based on the overall system availability monthly
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	11 hours (97%) To ensure the availability of business systems

Indicator 11

Indicator title	% client satisfaction levels
Definition	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). Client satisfaction level is a measure of whether GPAA services meet or surpass customer expectation. nCall Centre + nEmails + nMobile + nOutreach + nWalkincetre) = variables
Source / collection of data	Client satisfaction survey reports
Method of calculation	For each channel of communication, the CSI = Weight (W)* survey results Weights: Email = 5% Walk in Centre= 25% Outreach (average of roadshows and retirement member campaign) = 35% Call Centre = 15% Mobile= 20% Total variables population = %Weight (Call Centre + Emails + Mobile + Outreach + Walk-in centre).
Method of verification	Review the results of the survey as per the following channels (Call Centre, E-mails, Mobile, Outreach, Walk-in centre). Review survey reports.
Assumptions	That there would be high response rate and clients' willingness to participate in the survey
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 12

Indicator title	% of calls answered versus calls offered
Definition	The indicator measurers answered calls in the call centre.
Source / collection of data	System generated report (CSI)
Method of calculation	% of calls answered versus calls offered=total calls answered /total 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	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increased efficiency (call centre)

Indicator 13

Indicator title	% of NT 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
Method of calculation	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) % of NT members admitted within 14 days = Total number of NT members admitted within 14 calendar days after receipt of the information / 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 14

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
Method of calculation	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) % of GEPF members admitted within 14 days = Total number of GEPF members admitted within 14 calendar days after receipt of the information / 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
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 15

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 % of GEPF contributions received and reconciled by the 22nd of the month = contribution reconciled by the 22 / contributions received * 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
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative per Quarter and per annum.
Reporting cycle	Quarterly
New indicator	No
Desired performance	Track collection of Fund contribution revenue to ensure Fund solvency Minimum target 95% of reconciliations finalised by the 22nd of the following month. Stretch target 99% of reconciliations finalised by the 22nd of the following month.

Indicator 16

Indicator title	% of NT pensioner records maintained within 21 days
Definition	The indicator measures the maintenance of Pensioner records for NT members, beneficiaries and pensioners
Source / collection of data	CIVPEN updated with records received from pensioner and maintained as such
Method of calculation	Total members of NT pensioner records maintained against total number of all pensioner records % of NT pensioner records maintained within 21 days = NT pensioner records maintained within 21 days / NT pensioner records received * 100
Method of verification	Review of Total member of NT pensioner 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	Yes (new on the APP)
Desired performance	Improved maintenance of all NT pensioner records

Indicator 17

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 % of NT suspended pensioners (foreign or manual pensioners) reinstated within 21 days after receipt of Life Certificates = NT suspended pensioners (foreign or manual pensioners) reinstated within 21 days after receipt of Life Certificates / NT suspended pensioners (foreign or manual pensioners) received * 100
Method of verification	Review evidence submitted (Spread-sheet) or database on the system. Comparison between those suspended and those who were reinstated after receipt of Life Certificates
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	Reinstatement of all suspended life certificate suspended

Indicator 18

Indicator title	% of NT membership certificates issued within 30 days of admission
Definition	The indicator measures the issuing of membership certificates
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 % of NT membership certificates issued within 30 days of admission = NT membership certificates issued within 30 days of admission / 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 in the number of membership certificates issued

Indicator 19

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)
Source / collection of data	CIVPEN, MIS, turnaround times spread-sheets
Method of calculation	Total deaths benefits paid within 60 days of receipt of correctly completed documents as a percentage of claims paid during reporting period % of NT death benefits paid within 60 days after duly completed documents were received = Total deaths benefits paid within 60 days of receipt of correctly completed documents / Total death benefits received * 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 in the percentage of death benefits that were paid on time

Indicator 20

Indicator title	% of GEPF benefits paid within 45 days (excluding death benefits)
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 paid within 45 days of receipt of correctly completed documents as a percentage of claims paid during reporting period. % of GEPF benefits paid within 45 days (excluding death benefits) = Total GEPF benefits paid (excluding death benefits) within 45 days of receipt of correctly completed documents / Total GEPF benefits received (excluding death benefits) * 100 {Annual Achievement: Q1+Q2+Q3+Q4 divide by 4}
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
Assumptions	100% system up-time and availability
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 21

Indicator title	% of NT benefits paid within 20 days (excluding death benefits)
Definition	The benefits paid to beneficiaries have been paid within the legislated timeframes (within 30 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 25 days of receipt of correctly completed documents as a percentage of claims paid during reporting period. % of NT benefits paid within 25 days (excluding death benefits) = Total NT benefits paid within 25 days of receipt of correctly completed documents / Total NT benefits received * 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 in the percentage of benefits that were paid on time

Indicator 22

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	% of visitors serviced versus number of visitors= total number of visitors serviced / 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	Cumulative
Reporting cycle	Quarterly
Desired performance	Increased efficiency (walk in centre)

Indicator 23

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 correctly completed documents as a percentage of claims paid during reporting period % of GEPF death benefits paid within 60 days after duly completed documents were received = Total deaths benefits paid within 60 days of receipt of correctly completed documents / Total death benefits received * 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 in the percentage of death benefits that were paid on time

GLOSSARY OF TERMS AND ABBREVIATIONS

Term	Definition
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	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.
Employers	Any government entity employing persons into government services.
External audit	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.
GEP LAW	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
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.

Table 18– Glossary of terms and abbreviations

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Table 18– Glossary of terms and abbreviations

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The editorial team would like to extend their gratitude to our Chief Executive Officer, Mr Krishen Sukdev, for his guidance, leadership and for inspiring the GPAA team during the development of the Annual Performance Plan.

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