



GOVERNMENT PENSIONS ADMINISTRATION AGENCY

ANNUAL PERFORMANCE PLAN

2022 / 2023



the gpaa

Department:
Government Pensions Administration Agency
REPUBLIC OF SOUTH AFRICA

| YOUR BENEFITS our responsibility |

YOUR BENEFITS OUR RESPONSIBILITY

“ *Dignified, cared for, empowered
and satisfied members,
pensioners and beneficiaries.* ”



FOREWORD BY THE EXECUTIVE AUTHORITY



“ *The unfortunate outbreak of the COVID-19 pandemic in South Africa has dealt a crippling blow to our country's economy and left many South African families in financial despair.* ”

I hereby endorse the 2022/23 Annual Performance Plan (APP) of the Government Pensions Administration Agency (GPAA). As the custodian of government employees' pension benefits, the GPAA is a critical player in ensuring the financial well-being of about 1.9 million members, pensioners and beneficiaries.

The unfortunate outbreak of the COVID-19 pandemic in South Africa has dealt a crippling blow to our country's economy and left many South African families in financial despair.

I am however pleased to report that the GPAA has continued to pay pensions throughout the period of the pandemic. This has ensured that those households who depend on the pension annuities remain protected. I am certain that this has helped alleviate financial pressure during this very trying time.

I would like to assure all our members, pensioners, and beneficiaries that our number one priority is to ensure that these much-needed benefits are well taken care of, both in the investments we undertake and the administration of the benefits. I would also like to implore our government departments to continue playing their role to ensure that members' contributions and personal information are up to date. Government

departments influence our ability to pay benefits accurately and on time to avoid financial disruptions in the lives of our clients.

Finally, as provisions are made to ensure that public service information is kept safe from cyber-attacks, our members and pensioners should be assured that all is done to implement and make provisions for the Protection of Personal Information Act No: 4 of 2013 (POPIA). POPIA ensures that the permission for the use and distribution of personal data is approved by the client.

My gratitude goes out to employer departments for their continued commitment to collaborate with the GPAA to improve our processes.

I will continue to support the GPAA management and staff in their commitment to provide effective, transparent, accountable and coherent governance of the pension funds it administers on behalf of the GEPPF and National Treasury (NT).



Enoch Godongwana
MINISTER OF FINANCE

STATEMENT BY THE ACCOUNTING OFFICER



It is my pleasure to present the Annual Performance Plan (APP) of the Government Pensions Administration Agency (GPAA) for the financial year 2022/23. Despite the challenging environment in which we operate, the GPAA remains committed to deliver on its mandate of providing administration services to the Government Employees Pension Fund (GEPF) and National Treasury (NT) for its Programme 7 funds and schemes, in terms of the agreed Service Level Agreements (SLAs).

This APP is developed at a time when South Africa and the world try to achieve a delicate/balance between protecting citizens against the COVID-19 virus, saving livelihoods and maintaining service delivery. The GPAA has proven its resilience by continuing to administer government pensions during the COVID-19 lockdown period, in line with its status as an entity providing essential services. We have seen a marked increase in our ability to adopt new ways of doing our work as well as our ability to recover from disruptions and stoppages caused by the COVID-19 pandemic. While adopting new ways of performing our duties has been a learning curve, the GPAA employees are excited by the new-found business solutions and remain committed to implement the 2020/25 Strategic Plan.

As Acting Chief Executive Officer (ACEO) of the GPAA I have led a team of executives through the 2021/22 financial year, where the concentration was on building trust with the Executive Committee (EXCO), GEPF and NT. I have worked on filling vacancies that have existed for several years; strived towards a Clean Audit; and encouraged staff to ensure credible service delivery

through good performance management. We, together with the GEPF and NT, have revised the SLA of each and raised the bar on our service delivery to over 1.9 million clients (Members, Pensioners and Beneficiaries).

The GPAA's values of Transparency, Respect, Integrity, Courtesy, Service Excellence and Passion remain embedded in its service offerings, with a renewed dedication to the completion of our ICT Modernisation Programme. There is a commitment to excellence and positive change in each ambit of the GPAA, and this will remain prevalent.

As the GPAA responds to the needs of its customers and clients, management continues to realign budgets to ensure value for money, through business case evaluation and structured supply chain principles, process, and adjudication. In order to deliver on the seven outcomes by 2025, the GPAA needs to remain focused on key areas by infusing the already introduced performance culture throughout the organisation.

In preparation for the Fourth Industrial Revolution, the digital approach will continue so that our administration processes and services, supported by automation, will respond to the needs of the clients and employer departments. This approach will include our two customers, together with their respective clients, by opening and utilising digital channels for communication and processing. Our Pension Case Management (PCM) and Benefit Payment Automation (BPA) systems will be enhanced to move from a paper-based structure to utilise digital images.

The combination of enhanced technologies and smarter processing is the foundation of the strategy and performance plan for 2022/23. Collectively, we are optimistic that as the changes take place, the products, and services we offer clients and customers shall ensure that we are truly representative of the members we serve.

I am grateful to the Minister and Deputy Minister of Finance for their leadership and guidance to me and my colleagues. We will continue to do our best to serve the needs of the GEPF and NT clients.

To the GEPF Board, it is my privilege to work with you and I will always rely on your inputs to ensure that we achieve our Service Level Agreement targets. I believe that the expectations deliberated on the reviewed Service Level Agreement will come to fruition.

To the Director General of NT, and his management, I believe that the 2022/23 financial year will prove to be a successful partnership of service for the NT Programme 7 Funds.

Finally, to the GPAA EXCO team, I would like to express my heartfelt gratitude for time spent in implementing strategies, mitigating risks, developing solutions to problems, and most of all, for ensuring good governance. Let us together allow for the performance of 2022/23 to outshine that of the previous decade.



Shahid Khan

Acting Chief Executive Officer

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PART A STRATEGIC OVERVIEW





1 STRATEGIC FRAMEWORK

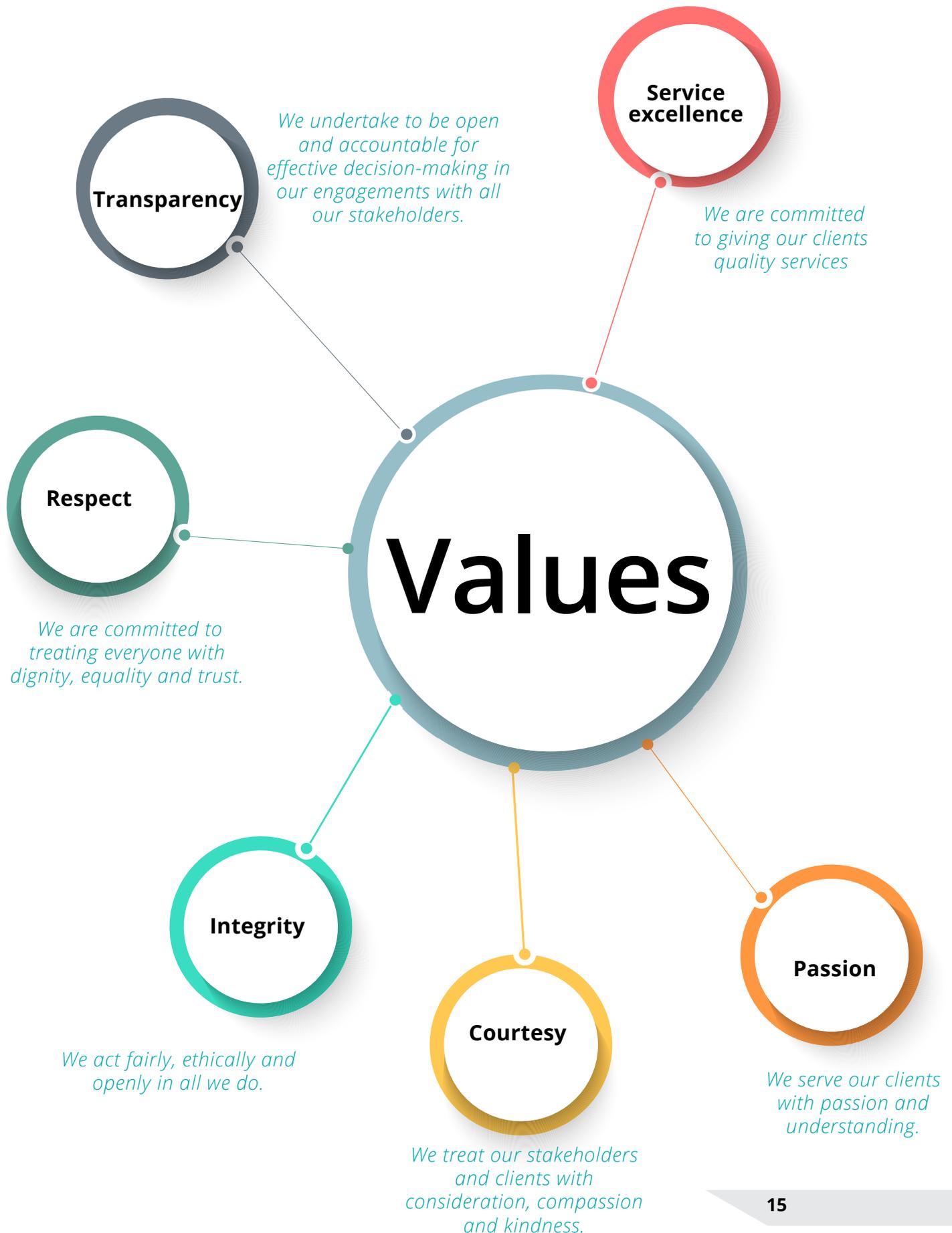
Mission Vision & Values

The GPAA's strategic framework which includes its vision, mission, values, and outcomes follows:

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



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



Legislative mandates

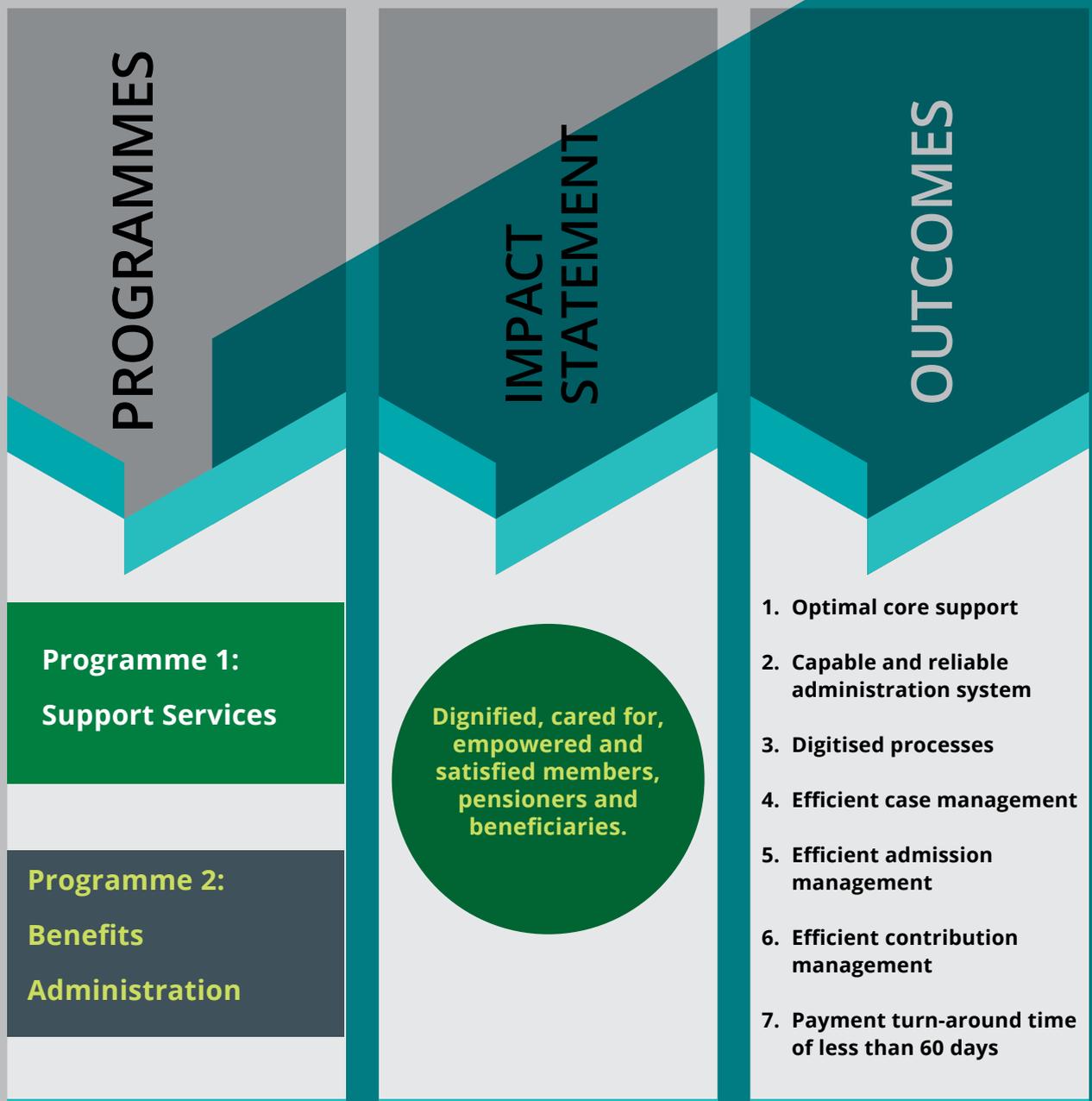
The Government Pensions Administration Agency (GPAA) was established as a government component as gazetted in March 2010 in terms of Section 7A (4) of the Public Service Act of 1994 (Proclamation No. 103 of 1994). In accordance with the proclamation, the GPAA's mandate is to provide administration services to its two customers, the Government Employees Pension Fund (GEPF) and National Treasury Programme 7.

On behalf of GEPF and its Board of Trustees, the GPAA administers government employees' pensions and funeral benefits in terms of the Government Employees Pension (GEP) Law of 1996. The provision of these services is regulated through Service Level Agreements (SLAs) between the GPAA and its customers. The GPAA's financial affairs are governed by the Public Finance Management Act (PFMA), while its human resource falls under the ambit of the Public Service Act (PSA). The GPAA reports to the Minister of Finance as its Executive Authority and its mandate is to administer pensions on behalf of GEPF and National Treasury in respect of Post-Retirement Medical Subsidies, Military Pensions, Special Pensions, Injury on Duty payments and other Programme 7 functions.



Strategic oriented outcomes

The GPAA strategic outcomes are summarised in Figure 1 - Impact Statement and Strategic Outcomes.



GPAA Strategic Map 2020-2025

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



2020/2021

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



2021/2022

GPAA 5 YEAR STRATEGIC THRUSTS

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

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



2022/2023

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



2023/2024

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



2024/2025

2 UPDATED SITUATIONAL ANALYSIS

2.1 Introduction

The GPAA's mission is to administer benefits effectively and efficiently on behalf of its customers, clients and stakeholders. The GPAA ensures effective, transparent, accountable and coherent governance of the pension funds it administers on behalf of the Government Employees Pension Fund (GEPF) and the National Treasury (NT).

In its 12 years of existence, the GPAA administered more than 1.9 million clients and there is growing pressure to ensure that it improves its processes to ensure efficient payment of benefits.

The GPAA is in its third year of the 2020/2025 strategy implementation which was presented in Parliament by the Minister of Finance in March 2020. Annually, the GPAA's management committee revises the situational analysis with the objective to realise the delivery on the seven outcomes by the year 2025. This assessment aids in reviewing measures and targets in the Annual Performance Plan (APP).

2.2 External Environmental Analysis

The situational analysis was compiled based on the Department of Planning, Monitoring and Evaluation's (DPME) Framework for Strategic and Annual Performance Plans, utilising the Political, Economic, Social, Technology, Environment and Legal (PESTEL) principles which indicate factors that affect the pension fund and administration industry. The methodology identifies and evaluates the factors that affect or play a role in shaping pension fund and administration agencies.

Political

There have been no specific changes in the political environment to affect the operating environment of the GPAA as an administration wing of the GEPPF and to contribute to Priority 1 of the Medium Term Strategic Framework (MTSF) – A capable, Ethical and Developmental State.

There was however a proposal recommending changes to the Pensions Act to allow citizens to have limited access to their pension savings (1), which resulted in a bill. The government is consulting stakeholders with the intention to amend the Pensions Act of 1956, to enable pension fund members' access to a percentage of their pension fund before retirement². GEPPF is not affected by the proposed changes, however, as a result of the proposal the GPAA has seen an increase in the enquiries from clients who require clarity on the proposed amendment. The agency has been doing its best to provide clarity on this matter.

The GPAA has identified two of the seven government priorities as in the Medium Term Strategic Framework (MTSF) (2) that it shall contribute and align its activities to. These are: Priority 1: A capable, ethical, and developmental state and Priority 6: Social cohesion and safe communities. The intention of the GPAA is to assist the government to achieve its plans as articulated in the National Development Plan 2030.

The GPAA aligns to government priorities of 2021 which highlighted the following priorities for 2021: i) Defeating the coronavirus pandemic, ii) Accelerating economic recovery, iii) Implementing economic reforms to create sustainable jobs and drive inclusive growth and iv) Fighting corruption and strengthening the State.

Medium Term Strategic Framework

The GPAA as an organ of the state adheres to government's over-arching service delivery goals which include the Batho-Pele principles of consultation, service standards, access, courtesy, information, openness and transparency, redress, and value for money. In line with these principles, we aim to improve our processes to empower our clients through information and accessibility to services.

As the South African Economic Reconstruction and Recovery Plan (ERRP) (4) of 2021 seeks to recover, address and reshape the economic landscape of South Africa, the GPAA will focus on ensuring its timeous payments of Pensions and other benefits. The administration of the funds by the GPAA aim to ensure the livelihood of about 1 908 911 Members, Pensioners and Beneficiaries. According to Statistics South Africa (StatsSA), the average household size is about 3.3 per household, (5), meaning that the GPAA positively contribute to the wellbeing of about 6.3 million South Africans.

¹ The Reference Table is available on page 81

²

Social

The South African profile comprises of majority of young people (35.1%) between the ages of 18 to 34 years. This was highlighted in the statistics report released by Statistics South Africa (6). The report further highlighted the high unemployment rate of the same demographic group. Sadly, the COVID-19 pandemic has further added to the number of job losses and traumatic events South African citizens face.

Unemployment is at a record high of 32.6% and is even higher (46.3%) amongst young people (6). The growing unemployment rate in South Africa, particularly amongst the youth, is a serious threat to the economy and the overall integrity of the pensions system. There is no doubt that unemployment has become a serious constraint in many households, necessitating a dependency on government grants and ultimately leading to fiscal burden.

The recent events of looting and unrest in Gauteng and KwaZulu-Natal had an effect on an already ailing economy (7). Therefore, the GPAA is an important role player in poverty alleviation and is committed to reducing its turnaround time (internally/externally) to ensure that it pays benefit claims within the timeframe stipulated by law. This will in turn help alleviate the financial pressures faced by many households.

Economic

The unfortunate outbreak of the COVID-19 pandemic in the Republic severely impacted the already crippled South African economy. It resulted in a loss of employment and income and has led to many South Africans becoming financially destitute (8). This had a further adverse effect on government fiscus (5).

The GPAA as an entity mandated to pay pension claims, will endeavour to reduce its payment turnaround time because timeous payment of benefits has an impact on the lives and livelihood of clients, pensioners, and beneficiaries. In this regard, the GPAA is seen as part of the solution towards ensuring that households do not bear the brunt of interrupted or lack of income.

The GPAA has embarked on a process of reviewing its systems and processes which includes identifying key challenges and devising action plans to ensure better efficiency of its operations. It is purported that these strategies will result in reduced payment turnaround times for the clients, pensioners, and beneficiaries.

Technological

Like any other organisation in the 21st century, the GPAA faces challenges brought about by globalisation and advancing new technologies, together with an acceleration of the 4th Industrial Revolution (4IR) (9).

The rapid changes fuelled by the advancement of the 4IR, will mean an increasing urgency for the GPAA to work pro-actively (10). Its staff should be equipped for a future of new jobs augmented by technology, including intelligent digital automation. This will require both up-skilling and re-skilling to ensure that people are able to be productively employed.

The GPAA is aware of the cyber security risks faced by both the private and public sector. In South Africa, critical infrastructure has been targeted in the past with major and minor impact. To guard against attacks, the GPAA intends to implement a Cyber-attack Incident Management plan, which will include a Cyber-Attack Recovery plan.

During the COVID-19 pandemic, the GPAA worked hard to ensure that it operates at full production capacity. It has, in the last 18 months, successfully acquired computer equipment to enable the staff to work remotely with little or no interruptions. However, the monitoring of remote working and the intended outputs of employees need to be automated so that the working capacity can be monitored and managed properly.

Constantly, the GPAA, with the assistance of the Business Continuity Committee (BCM), conducts regular tests on GPAA systems to establish resilience while identifying the challenges that might affect the delivery of the GPAA mandate and outcomes.

Although the GPAA has demonstrated its improved resilience throughout the COVID-19 pandemic, the BCM and sub-structures continue to develop, implement and test plans to mitigate risks and threats. Thus, the business continuity lifecycle at the GPAA is operable, together with its Business Continuity and Disaster Recovery systems.

The efficacy of the GPAA operations is outlined by the turnaround time of exit cases, together with the client experience. Technology has improved in the last ten years, yet the adoption of a paperless environment has been slower than expected even though most of the relevant technologies are in place.

Technological measures put in place

- The Pension Case Management has been developed and is working effectively. Most cases are electronically processed.
- System Automation - some of the manual processes have been automated and employees can now access their password protected payslips from their computers and workstations.

Technological

- The GPAA executed a re-validation of the administration capabilities and processes.
- The Benefit Payment Automation system is operational however, it still requires development for all other types of exits.
- The GEPF Self-Service APP which allows clients to access their benefits and personal information.
- Digital Communication Technology and Channels.
- Remote working meeting capabilities and management decision to capacitate all operational staff with portable devices.

Action items to be executed:

- Pension Case Management System Gatekeeping.
- The development of the Benefit Payment Automation system to include other benefits not catered for in the first roll-out.
- The replacement of the legacy systems is set to follow; it awaits the finalisation of the procurement process. This will address issues around the risk in payment benefit and data management.
- The improvement and enhancement of Self-Service channels.
- More Digital Communication channels.
- Basic Business Workflow.

The GPAA will continue to enhance and build on the already deployed services and solutions by continuously assessing the need for additional functionality and the requirements of its clients.

Lastly, the adopted 360-degree, client centric strategy will allow for the expansion and integration of services to the GPAA clients. These improvements will be done as part of the Digital Communication drive, which endeavours to improve the client experience.

Environmental

The GPAA is a responsible corporate and plays a leading role in ensuring that it is and remains an environmentally friendly organisation. With the Modernisation programme in its final stages, the GPAA is busy with the development and implementation of business workflow, which intends to automate as many processes as possible and move towards the usage of digital imagery of scanned documentation.

Through these efforts, the GPAA has drastically reduced the amount of paper it prints. This has not only resulted in cost savings for printing cost but more importantly, the GPAA is becoming a paper-less environment with the required efficiencies (Refer to the Digital Commutations Business Case adopted by EXCO).

South Africa, like all countries in the world is experiencing the drastic effects of climate change. As a member state of the United Nations Development Programme, it contributes to the Sustainable Development Goals (SDGs), which includes the sustainable development goal of climate change. Therefore, the GPAA as an organ of the state, remains obliged and will continue contributing towards this goal.

With constant awareness of the importance of a paper-less environment, the GPAA also has available shredding and sorting facilities to ensure that it can effectively contribute towards recycling programmes and initiatives.

Notwithstanding recycling, the GPAA is advocating for green energy at its premises, including the Regional Offices, and this will be done in a phased approach for more resilient and better ergonomic designs that ensure business continuity and risk reduction.

Legal

The GPAA operates in a highly regulated environment and the implementation of Government Policies and Acts are ongoing.

The Protection of Personal Information Act no: 4 of 2013 (POPIA)

The GPAA has more than six (6) million client data files and other relevant records for deceased and current pensioners, members, and beneficiaries. Therefore, the amount of data at its disposal needs to be protected at all costs in line with the entire Pension Fund industry. The agency has put measures and controls in place to promote the protection of personal information and records.

The health and safety of employees and clients

COVID-19 brought about new compliance measures to ensure safety in the workplace. The GPAA values the health of its people and the safety of its clients. The GPAA continues to ensure that the organisation complies with the gazetted changes in regulation with regard to Occupational Health and Safety Measures in the Workplace. These are monitored by the GPAA's Compliance Officer, the Health and Wellness unit and its legal practitioners.

Finally, the GPAA is regulated by the direction given by the Department of Labour and Employment (DoLE), the Department of Public Service and Administration (DPSA) and the Department of Cooperative Governance and Traditional Affairs (COGTA).

The following measures are practiced in line with the requirements:

- a) Regular conducting and updating of the risk assessment for work-related exposure to COVID-19 at its Head Office as well as its Regional and Satellite offices.
- b) Minimising of the number of employees and the contact between employees and clients at its client-facing premises.
- c) Reduced travel between provinces.
- d) Implemented health and safety measures, such as screening of all the clients visiting its offices; sanitizing and disinfecting of the buildings regularly; only allowing clients with masks on access to the building; ensuring ventilation at its buildings; and lastly, providing personal protective equipment to its staff.
- e) The agency has employed the services of hygienists to inspect and make recommendations with respect to Health and Safety improvements.

Legal

Government Employee Pension Ombud (GEPO)

The Government Employees Pension Ombud (GEPO) was established by the Board of Trustees of the GEPF as a non-statutory ombud in order to provide for a voluntary complaint handling mechanism.

It is a mechanism for members of the GEPF and their beneficiaries to lodge complaints against the Fund where internal complaint mechanism processes were unsuccessful. The role of the GEPO is to provide a dispute resolution process by offering assistance to investigate, consider, determine and resolve complaints.

Public Finance Management Act of 1998 and Public Service Act 103 of 1994

The government emphasizes the importance of good governance and effective leadership and has an Act in place to regulate the financial management of all public entities. The GPAA, as a public entity, is required to achieve clean audits in its deliverables and is committed to complying with the Public Finance Management Act of 1998 (PFMA), together with the Public Service Act 103 of 1994.

Broad-based Black Economic Empowerment (B-BBEE) Act 53 of 2003

The GPAA and its supply chain framework, policy and standard ensure the implementation of the Act. The specific measures for Black empowerment is and has been realised throughout the supply value chain of the GPAA.

The GPAA will continue to monitor ongoing developments in its external environment in order to respond timely and appropriately to any significant shifts or changes.

2.3 Internal Environmental Analysis

In terms of its mandate, the GPAA utilises its human resources (which includes contractors) to deliver the services on behalf of its customers, the GEPF and National Treasury. The annual staff turnover for the year 2021/22 was 4.5% of which 33% was due to retirement. The total expenditure on staff salaries for 2021/22 was R 518million, versus a budget of R620 million for the 2022/23 financial year.

Since its inception in 2010, the GPAA has not exceeded its planned budgets. In 2020/21 the GPAA's actual operating expenditure was R 897 million versus an approved budget of R1 156 million. The approved budget for 2022/23 is R1 218million, which is inclusive of the GEPF and NT funding.

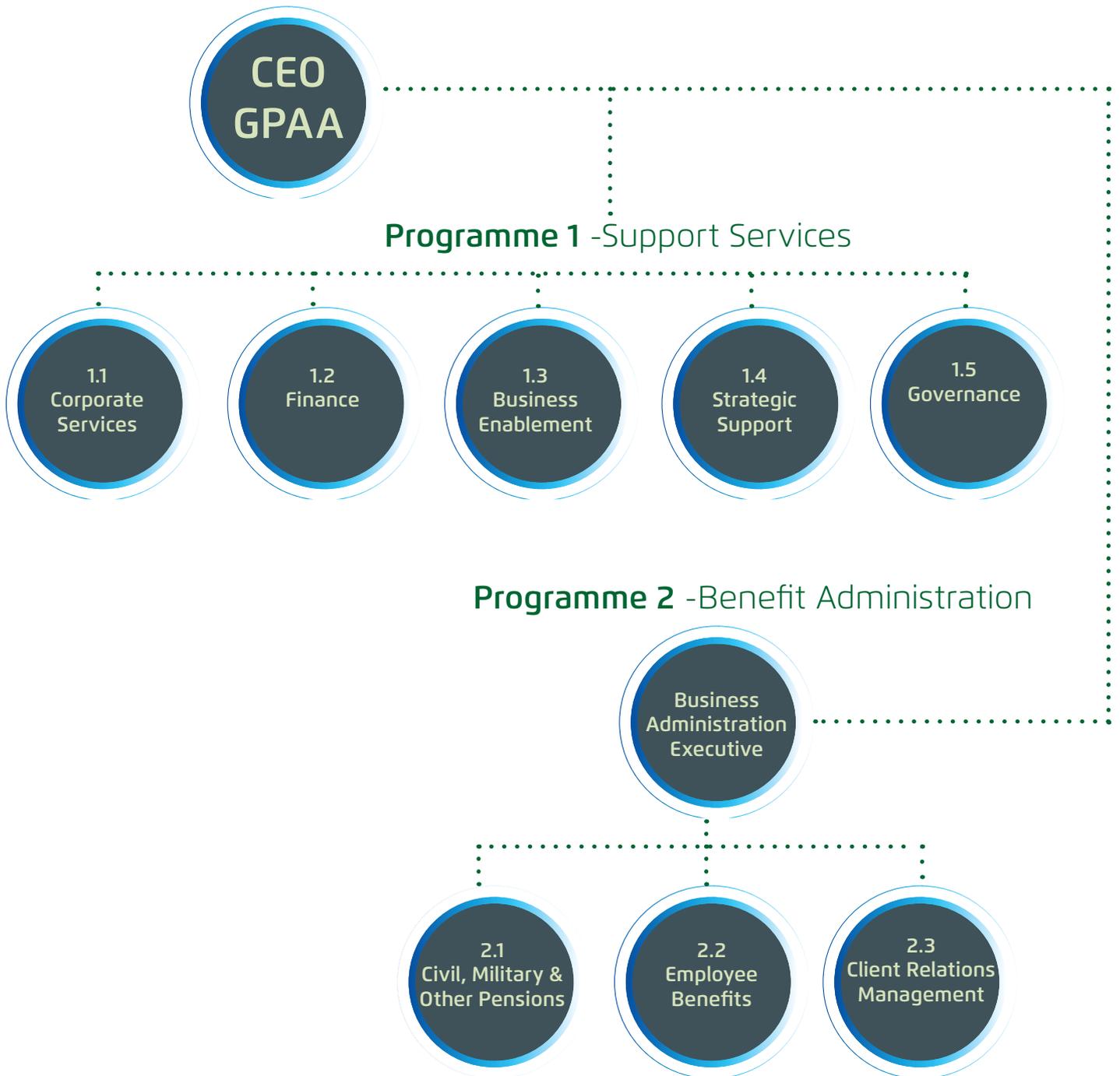
In its quest for compliance with the Broad-Based Black Economic Empowerment (B-BBEE) Act 53 and its amendment, Act 46 of 2013, the GPAA has in place a Supply Chain Management policy, framework and standards that ensure the implementation of National Treasury procurement regulations.

Planned Performance:

The GPAA has, from its Strategic Plan and its Impact Statement, derived seven outcomes relating to 25 output indicators for the 2022/23 financial year. The performance is planned using the Specific, Measurable, Attainable, Realistic and Timebound (SMART) methodology. Each Technical Indicator Descriptor (TID) is formulated to ensure that the focus is on the corrected measurement and calculation of such.

Organisational overview

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



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

PROGRAMME 1 - SUPPORT SERVICES

Programme 1 administers the business and governance affairs of the GPAA and gives rise to the 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. The primary aim of the sub-programme is to support the GPAA in realising its strategic outcomes through the management, co-ordination and oversight of all management support, human and physical resources, and various services within the organisation.

Sub-programme 1.2 - Financial Services

This sub-programme manages the financial resources available to administer pensions and other benefits using best practice principles. This includes the unclaimed benefits that are tracked, traced and paid from this sub-programme. In this regard, financial services ensures that financial policies are adhered to; that 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). The agency has a national footprint with a whole range of end-user devices including desktops, laptops, tablets, printers, and scanners. Business Enablement provides the GPAA with the enabling capabilities and technologies it needs to deliver on its mandate. In its current initiatives, through the Modernisation Programme, the GPAA is in the process of automating its core business processes and expanding its electronic outreach with the aim to provide its clients and customers with secure access to its services.

The Modernisation Programme spans the entire organisation and 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 been a critical vehicle that the organisation uses to transform and modernise its business processes and practices to achieve comparative levels of productivity and 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 Strategic Support and the business units that fall within it is to plan, direct and support the organisation in order to ensure that employee benefits, pensions and retirement funds are administered according to the relevant legislation and Service Level Agreements (SLAs). This group of business units are responsible for ensuring that the GPAA is managed effectively in order to deliver services that meet or exceed business requirements of clients. Strategic Support is responsible for the, planning and 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.

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

Sub-programme 1.5 - Governance

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

PROGRAMME 2: BENEFITS ADMINISTRATION

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

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

Administered by the GPAA on behalf of National Treasury, this sub-programme provides for the payment of non-contributory pensions that are funded by National Treasury to the beneficiaries of various public sector bodies in terms of different statutes, collective bargaining

agreements and other commitments. Military Pensions, Post-Retirement Medical Subsidy, Special Pensions and Injury on Duty (IOD) payments are benefits administered under this sub-programme. Military Pensions and IOD payments provide for the payment of military pension benefits and medical claims arising from treatment for disability, medical assistance devices and other related expenses, in terms of statutory commitments.

The Associated Institutions Pension Fund (AIPF) and Temporary Employees Pension Fund (TEPF) administered by GPAA for NT Programme 7, are to be amalgamated into the GEPF. Work is underway to progress with the amalgamation of the TEPF and 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 may advance.

Sub-programme 2.2 - Employees Benefits (GEPF)

The GEPF is a contributory defined benefit pension fund that is administered by the GPAA in line with the provision of the Government Employees Pension (GEP) Law. The GPAA provides the full spectrum of benefit administration services, inclusive of member admissions, contribution collection, member / pensioner / beneficiary maintenance and benefit processing services. Benefit processing starts with a benefit application and ends with the finalisation of the benefit payment from the Fund. These processes are aimed at 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 and responsive client services based on the principles of Batho Pele. The service channel operations, namely: Call Centre, 11 Mobile Offices, three (3) co-locations and 16 Walk-in Centres, ensure effective support of the interface between the GPAA and its client base through accepting, resolving and monitoring all service requests

or queries made by clients. CRM also provides employer education and training through its regional and employer liaison units and through Outreach programmes such as Roadshows, National Departments Roadshows, Retiring Member Campaigns and Human Resources forums. CRM also oversees the document management process to support the GPAA's core functions and business processes. This includes the conversion of paper documents into electronic format, indexing, tracking and storage of these documents.

2.4 PERFORMANCE INFORMATION

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

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

2.5 STAKEHOLDER ANALYSIS

The GPAA is committed to building and strengthening relationships with all of its stakeholders. The organisation's stakeholders, its core services and the interactions associated with each person / group, are as indicated in Table 1- GPAA Stakeholders:

STAKEHOLDER	CORE SERVICES PROVIDED / INTERACTION POINTS
External Stakeholders	
Minister of Finance / Deputy Minister of finance	Provides information (in the form of briefing notes, submissions or presentations) and support in relation to governance and finance. Regular meetings to discuss workflow, dashboard matters as well as risk and fraud management.
Cabinet	Addresses cabinet memoranda and legislation.
National Treasury (NT)	Feedback on core services and the administration of Programme 7 on administration agreements, funding budgets and SLAs. Submissions of ENE, budgets, reports, Strategic Plans and annual performance plans. Quarterly feedback to the National Treasury and DG. Ad-Hoc meetings as and when required,
Government Employees Pension Fund (GEPF)	Quarterly feedback to the Board of Trustees, subcommittees and the Principal Executive Officer. Managing the administration agreements, funding budgets and SLAs. Ad-Hoc meetings as and when required
Parliamentary Committees	Feedback, clarifications and meetings on request
Auditor-General of SA (AGSA)	Provides performance information. Responses to audit findings
Government departments and Parliament	The GPAA provides administrative support to the departments in terms of responding to Parliamentary questions, Cabinet memoranda and other departmental requests.
Government Employees Pensions Ombud (GEPO)	The Government Employees Pension Ombud (GEPO) was established by the Board of Trustees of the GEPF as a non-statutory ombud in order to provide for a voluntary complaint handling mechanism
Internal Stakeholders	
Executive Committee (EXCO)	Delivers on the GPAA mandate through its strategy, annual performance plans and operational plans. Its members are accountable to the CEO for organisational performance. Conducts regular meetings to discuss risk, governance and financial matters; administration and sub-programme performance; workflow; dashboard matters; and fraud prevention.
Audit Committee (AC)	Provides internal audit reports and assurance on the management controls and governance process of the GPAA
Risk Committee	Provides risk management oversight and assurance on the risk management controls, mitigation progress and fraud prevention.
GPAA employees	Live and demonstrate the value system of GPAA in a conducive environment with their employer of choice. Manage systems, allowing for an open door approach to problem solving and health care.

Table 1- GPAA Stakeholders

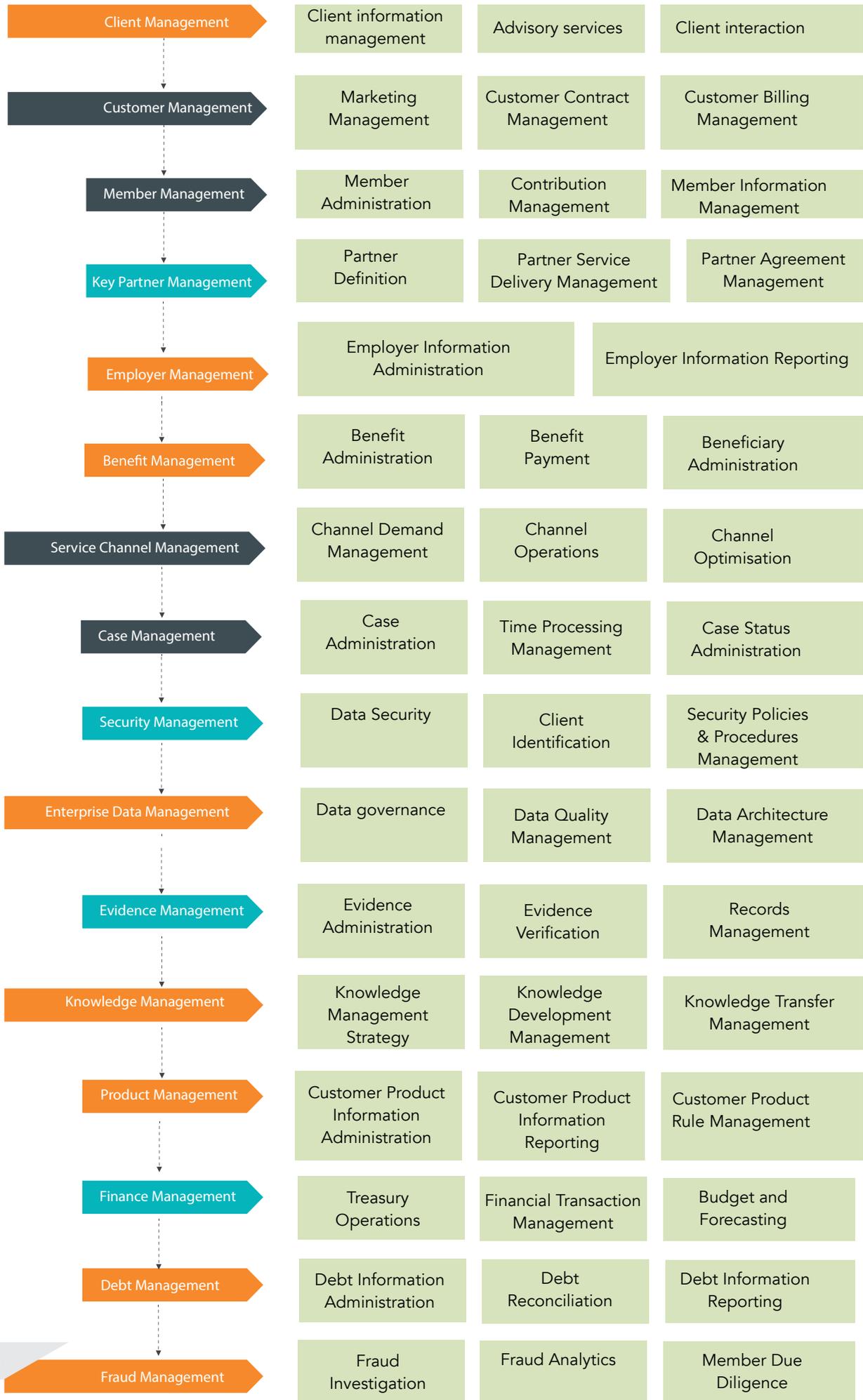
2.6 THE GPAA's CAPABILITY MODEL

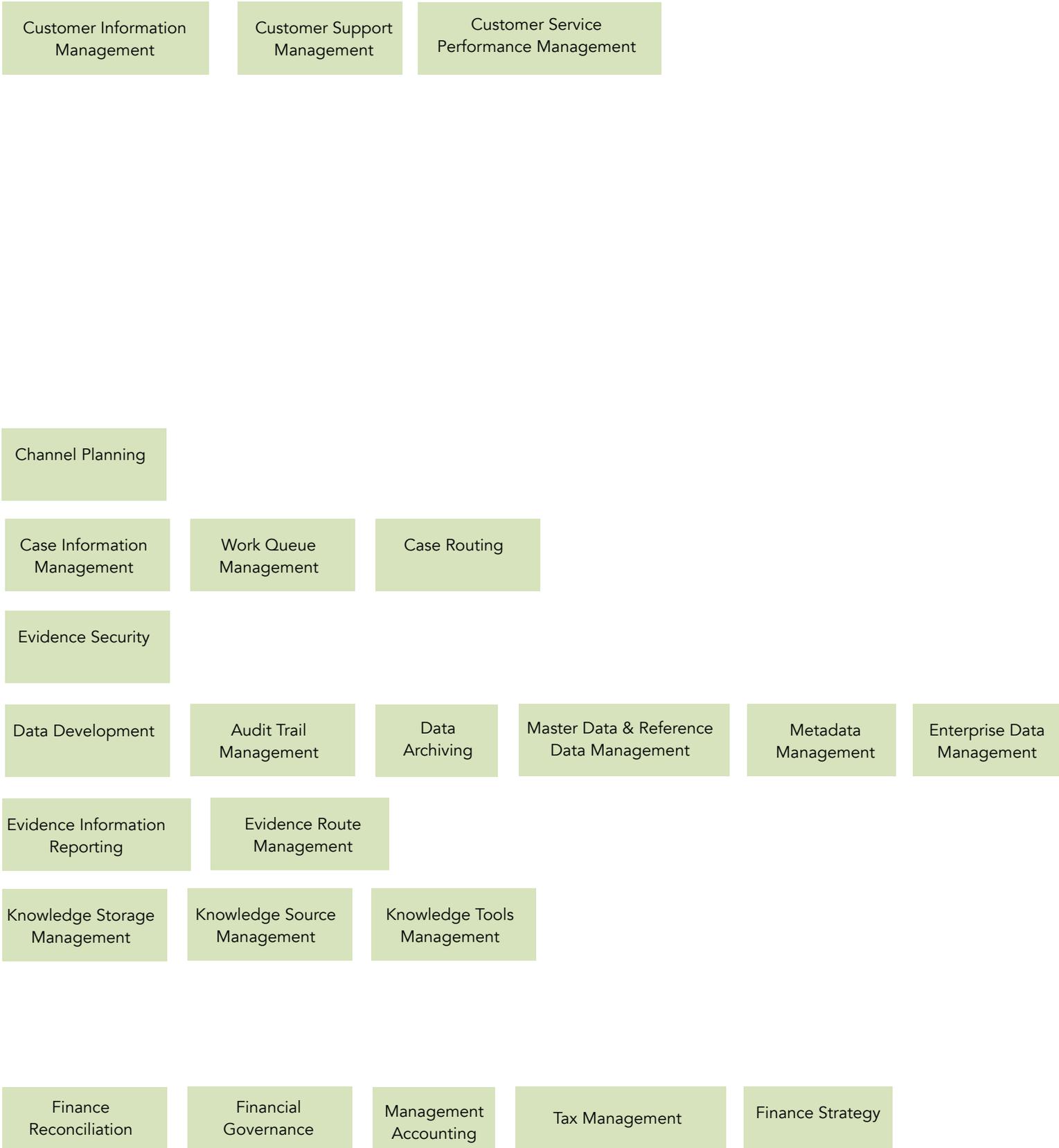
The capability model was first published at the GPAA in 2014 on the basis of scientific evidence and benchmarking with other pensions administrators. It was adopted as the working model so that the Modernisation Programme and other business structures would align to the capabilities required to deliver the required services to the GPAA's two customers and its client base of almost 1.9 million citizens. The model has however changed after recent adjustments to include required capabilities.

Sixteen (16) focused performance areas of pensions administration have been identified, namely: Customers Management, Client Management, Member Management, Key Partner Management, Employer Management, Benefit Management, Service Channel Management, Case Management, Security Management, Enterprise Data Management, Evidence Management, Knowledge Management, Product Management, Finance Management, Debt Management and Fraud Management.

The model realises the capacity of the GPAA to ensure accurate and timeous benefit payments, document management, client management and contribution management. The model aligns and compliments the GPAA's structure, processes and capabilities as depicted in Figure 3 - GPAA Capability model.

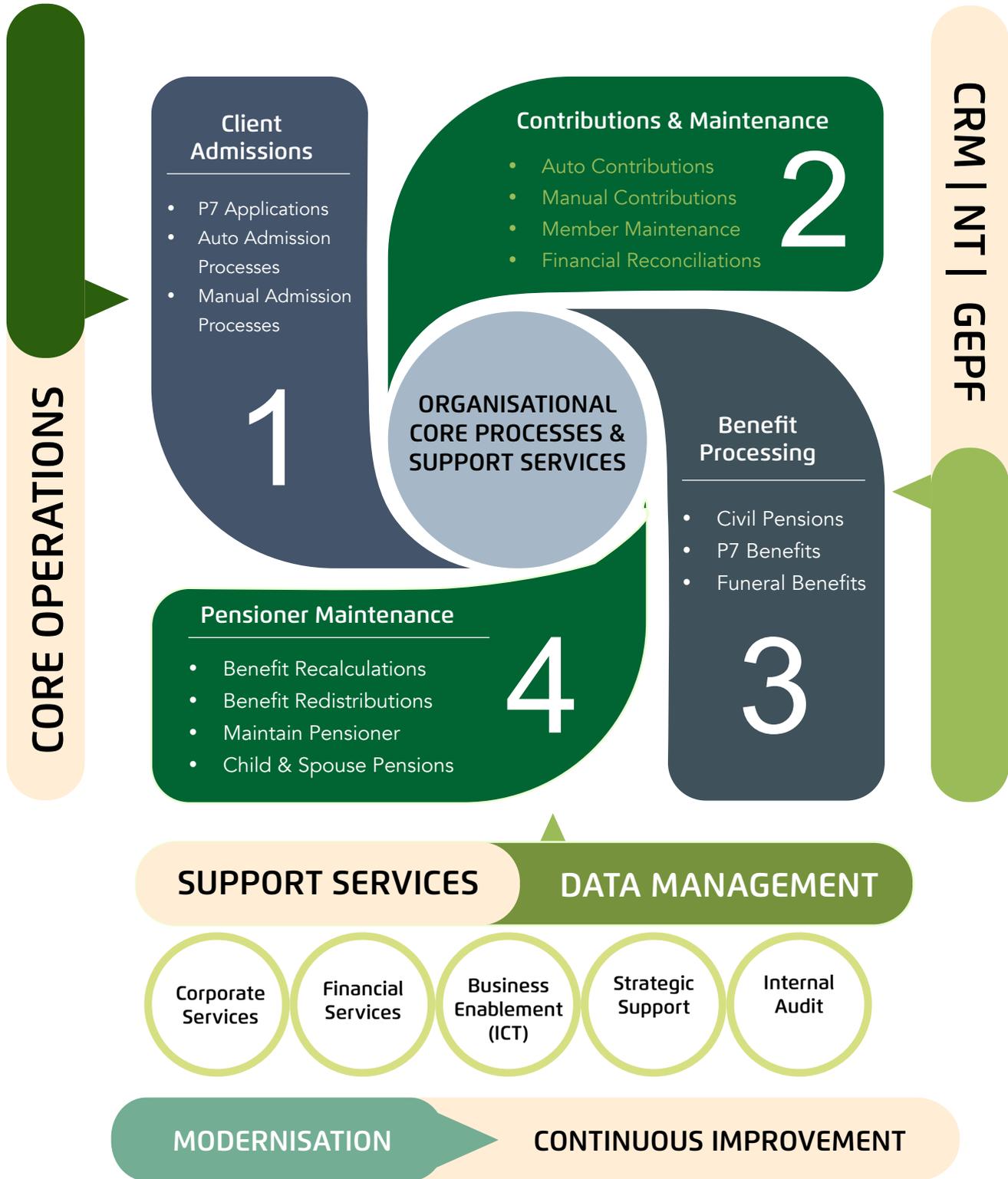
THE GPAA'S CAPABILITY MODEL





2.7 THE GPAA's VALUE CHAIN

The GPAA's core processes, specifically benefits administration, which includes client administration, admission of members, contribution collection, member maintenance, pensioner maintenance and benefits processing, rest on the pillars of Support Services. This comprises Corporate Services, Financial Services, Business Enablement (ICT), Strategic Support and Governance. Currently, the core processes and support services have been enhanced to achieve the GPAA's strategic outcomes. The GPAA's value chain is depicted in Figure 4 - GPAA Value Chain:



2.8 DEMOGRAPHICS OF THE GPAA'S CLIENT BASE

The GPAA has a client base of approximately 1.905 million people, of which the largest populace is in the GEPF, amounting to about 91.8% of the GPAA's administration payload. National Treasury funds have f approximately 159 997 (8.2%) clients in more than five different funds. The demographics of the client base are tabled on Table 2 - Member count as at 31 March 2021.

FUNDS	MEMBER TYPE	MEMBER COUNT	TOTAL MAR 2021
GEPF	GEPF members	1 265 406	1 744 889
	GEPF pensioners	312 647	
	GEPF spouses	160 665	
	GEPF orphans	6 171	
National Treasury's Programme 7	Post-Retirement Medical Subsidies	135 648	157 090
	Military Pensions	4 590	
	IOD	9 965	
	Other	844	
	Special Pensions	6 043	
AIPF	AIPF Pensioners	4 041	6 648
	AIPF Spouses	2 607	
TEPF	TEPF Pensioners	170	284
	TEPF Spouses	114	
GPAA total members administered			1 908 911

Table 2 - Member count as at 31 March 2021

THE RACE DEMOGRAPHICS

The GEPF had a total of 1 265 406 clients as at March 2021, 59.86% of which were female and 40.14% were male. The figures below depict the demographics of GEPF clients according to race.

FEMALE PENSIONERS RACE DEMOGRAPHICS

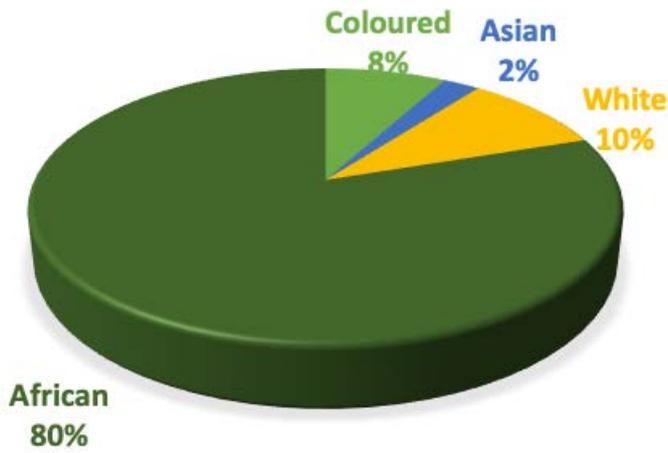


Figure 5 - Female race demographics

MALE PENSIONERS RACE DEMOGRAPHICS

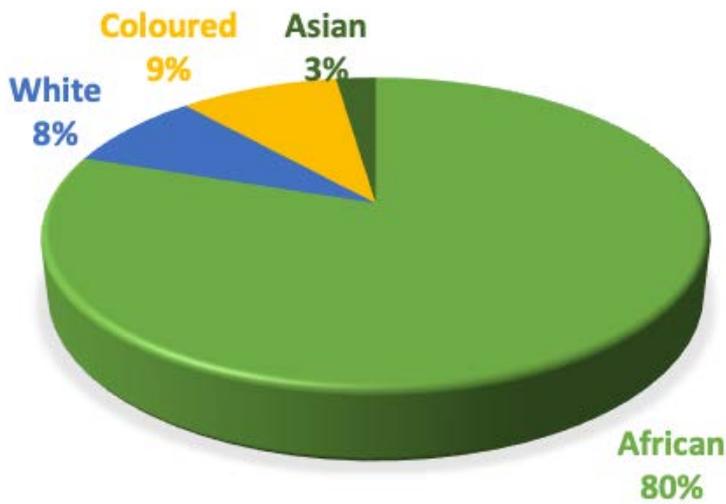


Figure 6 - Male Race Demographics

A comparison between the cases administered by the GPAA in the past two financial years indicates that there has been a decline in resignations as the cases paid have reduced. The number of Retirement cases increased by a small margin and Transferred cases declined slightly, together with a substantial decline in Death cases within the 2019/20 to 2020/21 period. This is tabulated in Error! Reference source not found. and Paid.

CASES ADMINISTERED AND FINALISED AT THE GPAA	CASES PAID	CASES PAID	CASES PAID
	2018 / 19	2019/20	2020/21
Resignation from GEPF	23 362	22 678	16 055
Retirement from GEPF	35 931	34 134	27 960
Transfer from GEPF	3 186	3 150	2 513
Beneficiaries paid due to death of members	5 922	6 683	5 888
Total	68 401	66 645	52 416

Table 3 - Cases Administered and Paid

RECIPIENTS OF MONTHLY PAYMENTS FROM THE FUND	MONTHLY PAYMENTS	MONTHLY PAYMENTS	MONTHLY PAYMENTS
	2018 / 19	2019 / 20	2020 / 21
Injury on Duty (IOD) payments	9 833	9 720	10 006
Post-retirement Medical Benefits	117 407	125 464	133 649
Military Pensions	4 980	4 822	4 614
Special Pensions	6 672	6 439	6 043
Other benefits	891	887	844
Pension benefits (GEPF)	302 916	313 173	312 647
Spouses benefits (GEPF)	159 621	163 603	160 667
Orphans benefits (GEPF)	1 601	3 839	6 171
Pension benefits (AIPF)	4 702	4 435	4 083
Spouses benefits (AIPF)	2 797	2 753	2 607
Pension benefits (TEPF)	196	185	171
Spouses benefits (TEPF)	130	122	115
Total benefits paid per month (averaged)	611 746	635 442	641 617

Table 4 - Recipients of Monthly Payments from the Fund

2.9 MODERNISATION PROGRAMME

The GPAA embarked on a Modernisation Programme to improve its processes and service delivery, and to reduce the turn-around time in the claims payment process. However, the replacement of the Legacy system is outstanding and this will follow an agreed procurement process to ensure continuity when the new solutions are implemented with limited impact on the administration and payments of benefits to clients.

In the previous financial year, the GPAA executed a revalidation of the administration capabilities and processes. This exercise confirmed that the GPAA business capabilities are in line with the pension administration industry, both locally and internationally. Recommendations to enhance the existing capabilities will be implemented to allow for improved pension administration.

The revalidated capabilities and processes will form the basis for the procurement and deployment of the required administration solution. The GPAA will follow an agreed process where the open market will be tested for suitable solutions and to determine the time and cost implications of the exercise. The exercise will identify possible implementation risks and allow for the mitigation of the risks.

The procured solutions will also align to the ICT infrastructure road map to allow for the utilisation of the latest cloud technology available in the country. The GPAA is dependent on the approval of the DPSA Cloud policy to utilise the available cloud-based services.

Whilst the GPAA and GEPF will continue to enhance and build on the already deployed services and solutions, additional functionality needs to be deployed. Thus, these additions will be made available on the deployed Self-Service application to allow the clients to access the information as and when required. To enhance the quality, the GPAA adopted a 360 degree centric strategy allowing for the expansion and integration of all services to the GPAA clients. These improvements will be done as part of the Digital Communications drive which endeavours to improve the client experience.

Lastly, the improvement and enhancement of the channels for submission of claims will be attended to in this financial year. Therefore, focussing on the reduction of errors during the submission process, and the effective validation of submitted claims the first time, should allow for reduced processing time for the claims.

2.10 SWOT ANALYSIS

The GPAA EXCO conducted an analysis of the organisation' Strengths, Weaknesses, Opportunities and Threats (SWOT). The SWOT analysis is intended to guide and direct the organisation in its strategic approach. It identifies strategic opportunities and provides a thorough gap analysis, together with the areas that require strategic intervention. The details are represented in the figure below – SWOT.

Strengths, Weaknesses, Opportunities and Threats (SWOT)



2.11 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 2022/23 Annual Performance Plan (APP).

The various benefits provided by the GPAA are governed by a number of acts, each of which has an effect on the manner in which the benefits are administered and the related services provided.

The funds and schemes that are currently administered by the GPAA and the relevant legislations that govern these schemes are listed in Error! Reference source not found. :

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 6 - Legislations that govern Schemes and Funds Administered by the GPAA

2.12 COURT CASES

NUMBER	LITIGATION IN RESPECT OF THE GPAA SPECIFICALLY
1	CATALINA INVESTMENTS (PTY) LTD // GPAA
2	GENESISBIZ GROUP SERVICES (PTY) LTD // GPAA
3	PENSION PROTECT NPC // TRUSTEES OF GEPF / PIC AND GPAA
4	GPAA // CASPER COMBRINK ELECTRONICS CC t/a SECURITY INTEGRATED SYSTEMS

Table 7 - Court cases



PART B RESOURCE CONSIDERATION



Part B – RESOURCE CONSIDERATION

The GPAA delivers on its strategic outcomes through this Annual Performance Plan and will improve its services to ensure better client experience. This includes the finalisation of the Modernisation Programme which will result in process automation, operational efficiencies and continuous improvement. These will include; Financial System, Self-service, Benefits Payment Automation (BPA) and Identity Access Management enhancements.

The GPAA identified reduction of payment turnaround time (both internally and at employer departments) as one of the strategic outcomes to be prioritised in the next five (5) years. To achieve this, the GPAA is finalising the Modernisation Programme which will result in the implementation of the Benefits Payment Automation (BPA) system. The GPAA will ring-fence the Modernisation Programme budget to ensure that the spending on it is well defined and managed for accountability.

For continuity and resilience, the GPAA constantly reviews the Business Continuity strategies and plans to ensure minimal disruptions to its services. The resilience of the GPAA and its processes were evident throughout the COVID-19 pandemic period.

The GPAA continues to strive towards reducing the cost of administration and aims to have direct contact with its approximately 1.9 million clients, at a fraction of the comparative conventional costs. Management ownership of the Strategic Plan and service improvement initiatives are key to strengthening the ability to deliver quality services into the next decade.

3 GPAA Resources

The GPAA receives 93 per cent of its funding from the Government Employees Pension Fund and 7 per cent from National Treasury. Revenue over the MTEF period is expected to be **R1 218.5 million** for 2022/23,

R1 317.9 million 2023/24 and **R1 397.5 million** in 2024/25, providing a total of R3.9 billion over the MTEF period.

The Department of Public Service and Administration's (DPSA) regulations on employment practice, remuneration, performance management and training were followed in line with National Treasury's cost containment measures. The budget guidelines provided by the National Treasury which limits any inflationary increases to 5% (rounded up from 4.5%) have been adopted, amongst other things. This was done by managing budgets within clear, credible and predictable limits in line with the Fiscal policy, and closely aligning budgets with the Medium-term strategic priorities of government. It necessitated using the capital budgeting framework to meet the national development needs in a cost-effective and coherent manner, thus ensuring that budget documents and data are open, transparent and accessible. This created an inclusive, participative, and realistic debate on budgetary choices and long-term sustainability. This included scrutinising the budget in terms of specifics and measurements without compromising its credibility.

3.1 Programme 1 - Support Services

The 2022/23 budget is R804 million and will increase to R925 million in 2024/25. 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.**

The delivery on **Outcome 1: Optimal core support**, encompasses the entire support structure of Programme 1: Corporate Services, Finance, Strategic Support, Business Enablement, and Governance, ensures that the core business is well supported and governed.

Business enablement delivers on Outcome 2: Capable and reliable administration system are impactful and will receive the most input from ICT. To this end the Capital Expenditure (CAPEX) has increased by 29% (R27m) from R91m in 2021/22 financial year to R118m in 2022/23 financial year. When the pre COVID-19 budget period (2020/21) is compared to the post COVID-19 budget period (2022/23), the variance becomes a decrease of -13% (R17m). This indicates that it was not possible for the organisation to engage on capital projects freely as there were restrictions due to the lockdown during COVID-19 period. The 2022/23 budget includes the replacement of mobile vans, which are expected to cost R6m. The ICT CAPEX software budget includes the contractual obligations to procure licenses to allow the GPAA to use the applications and required ICT solutions. The ICT infrastructure is the enabler for Programme 2, Benefits Administration.

The delivery on Outcome 3: Digitised processes will reduce the cost of mailing and increase interaction between the client on the self-service platforms. The outcome is meant to bring about a bouquet of digital communication including Short Messaging Services (SMS), email and WhatsApp. The platform also allows for direct changes of beneficiaries, access to benefit statements, IRP5's and Pensioner letters, reducing the traffic at the Call and Walk-in Centres.

3.2 Programme 2 - Benefit Administration

The 2022/23 budget is R413.9 million and will increase to R472 million in 2024/25. This programme is comprised of five sub-programmes namely: **Sub-programme 2.1, Civil and Military Pensions; Sub-programme 2.2, Employee Benefits; and Sub-programme 2.3, Client Relationship Management.**

In conjunction with the support of Programme 1, Programme 2 aims to deliver on four subsequent outcomes namely:

Outcome 4: Efficient case management posits the assurance to the client and customer that cases are

efficiently managed throughout the value chain. The envisaged improvement may result in process changes, automation, reduction in touch points and reversals due to errors. This includes the processes between the GPAA and Employer Departments.

Outcome 5: Efficient admission management is crucial, and it includes but is not limited to the maintenance of member, beneficiaries, pensioner records. Such services will be made less complex and more accessible to members and pensioners through self-service platform.

Outcome 6: Efficient contribution management is imperative to the funding of the GEPF, AIPF and TEPF and will be made as effectual as possible. Nonetheless, the reconciliation of the collected funds impact on the case turnaround time. The improvement of such processes will ultimately reduce the case lifecycle on the pension, ill health, and death benefit cases.

Outcome 7: Payment turnaround time of less than 60 days is the legislative criteria of the case aging. The GPAA works to pay claims within 60 days of acquiring the needed and correct documentation from the employer departments. The Pension Case Management System allows for employer departments to have direct access to the GPAA and to submit such documentation electronically. By reducing employer errors and turnaround time the entire cycle from submission to payment is shortened.

3.3 Expenditure estimates

The Modernisation Budget has been ring fenced to allow for control and management of expenditure to finalise and close out the programme. In 2022/23 the modernisation programme has been allocated R2.5 million.

Through the modernisation programme, the GPAA aims to replace outdated and obsolete systems and applications to enhance staff productivity, speed up the processing of claims, and effectively manage pension queries.

The expenditure for the modernisation programme for the MTEF period is projected as follows: R2.5 million in 2022/23, R32.6 million in 2023/24 and R34.9 million in 2024/25.

The three components that will be procured is a pension administration solution to replace the legacy system, a client relationship management solution, and a financial management solution to replace the General Ledger in the legacy CIVPEN system.

Compensation of employees will increase in the next year by 7.8 percent from R575.7 million in 2021/22 to R620.7 million in 2022/23. Expenditure for compensation of employees is expected to be as follows over the MTEF period: R620.7 million for 2022/23, R653.1 million in 2023/24 and R690.6 million in 2024/25. The expected increase is mainly to annual increases as agreed between the Organised labour and the employer as well as increase in number of positions.

3.4 GPAA Programmes expenditure

The expenditure estimates for Programme 1 and Programme 2 for 2022/23 is presented in Table 7 - Programme budgets over the 2019/20 period following until 2024/25:

Programme	Outcome	Audited Results		Allocated Budget	Medium-Term Expenditure Estimate		
		2019/2020	2020/21	2021/22	2022/23	2023/24	2024/25
		R'000	R'000	R'000	R'000	R'000	R'000
Programme 1: Support Services excluding ICT	1. Optimal core support.	706 746	834 380	690 823	804 464	864 128	914 186
	2. Capable and reliable administration system						
	3. Digitised processes						
Programme 2: Benefits Administration	4. Efficient case management	402 116	408 303	377 397	413 998	443 010	472 017
	5. Efficient admission management						
	6. Efficient contribution management						
	7. Payment turnaround time of less than 60 days						
TOTAL		1 108 862	1 242 681	1068 220	1218 462	1 307 138	1 386 203

Table 7 - Programme budgets

3.5 GPAA Economic classification expenditure analysis

The expenditure analysis per economic classification is presented in Table 8 - Economic classification expenditure GPAA Economic classification expenditure analysis:

	Audited Outcomes			Approved budget	Medium-Term Expenditure Estimate	
	'000	'000	'000	'000	'000	'000
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Current payments						
Compensation of employees	563 187	592 164	568 511	610 535	642 506	679 345
Goods and services of which:	492 450	525 921	408 446	479 861	570 678	607 640
Communication	33 244	51 722	34 663	63 151	74 791	82 528
Computer services	158 261	132 211	70 890	103 062	135 353	142 956
Agency fees	-	-	9 080	5 500	7 142	7 504
Audit fees			3 600	4 000	4 224	4 456
Entertainment, Grocery and Catering	-	-	1 215	2 224	2 867	3 018
Consulting and professional services	89 404	136 199	112 794	113 941	132 421	139 749
Printing & Stationery	16 820	17 678	12 689	23 090	23 899	25 279
Lease payments	11 897	11 465	71 335	63 788	73 546	77 601
Repairs and maintenance	18 025	16 381	20 915	26 579	30 708	32 697
Advertising and Promotion	25 080	23 103	13 990	17 553	18 462	19 509
Training and workshops	8 679	10 884	10 216	7 355	7 847	8 348
Travel and subsistence	27 995	25 334	14 819	18 461	23 518	25 155
Other	136 289	152 666	32 240	31 157	35 900	43 296
Losses from sale of assets	53 224	124 598	91 263	117 852	93 954	99 218
Total Expenditure	1 108 861	1 242 683	1 068 220	1 218 462	1 307 138	1 386 203

Table 8 - Economic classification expenditure

PART C STRATEGIC RISK MANAGEMENT



Strategic Risk management

The Risk Management unit supports the GPAA to ensure that correct risks are identified and mitigated 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. The GPAA's strategic risk was developed taking into consideration the impact of COVID-19 pandemic and 4IR.

The table below depicts the GPAA risks and mitigations:

OUTCOMES	RISK CATEGORY	RISK TITLE	RISK MITIGATION
Outcome 1: Optimal core support Outcome 7: Payment turn-around time of less than 60 days	Strategic Risk	Timely payment of benefits	Review organisational capacity to deliver on the mandate
			Improve process efficiencies
			Explore the option of utilising the information that is at the GPAA's disposal to make payments "paying with what we have"
			Implementation of system and technological efficiencies
Outcome 2: Capable and reliable administration system Outcome 3: Digitised processes Outcome 4: Efficient case management Outcome 5: Efficient admission management Outcome 6: Efficient contribution management	Strategic Risk	Change Management	Implementation of a Change Management Strategy to ensure organisational readiness and alignment to improved ICT systems
Outcome 7: Payment turn-around time of less than 60 days	Strategic Risk	Stakeholder pressure	Implement initiatives to improve stakeholder engagements
			Accelerate HOD Fora involvement provincially
			Implement a key account management system for National and Provincial Departments

OUTCOMES	RISK CATEGORY	RISK TITLE	RISK MITIGATION
Outcome 2: Capable and reliable administration system	Strategic Risk	Technology Risk	Expedite implementation of the Modernisation programme
Outcome 3: Digitised processes			Implement workflow solution in the interim until the Modernisation solution is implemented
Outcome 4: Efficient case management			
Outcome 5: Efficient admission management			
Outcome 6: Efficient contribution management			
Outcome 7: Payment turn-around time of less than 60 days			
Outcome 2: Capable and reliable administration system			Strategic Risk
	Improvement in technological innovations		
	Accelerate in-house and industry related training to employees		
	Synchronisation of SOPs and processes to new technologies		
Outcome 1: Optimal core support	Strategic Risk	Vacant critical and senior leadership positions	Expedite the recruitment process for vacant leadership positions

Table 9 - GPAA's Strategic Risk Management

STRATEGIC PLANNING PROCESS

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

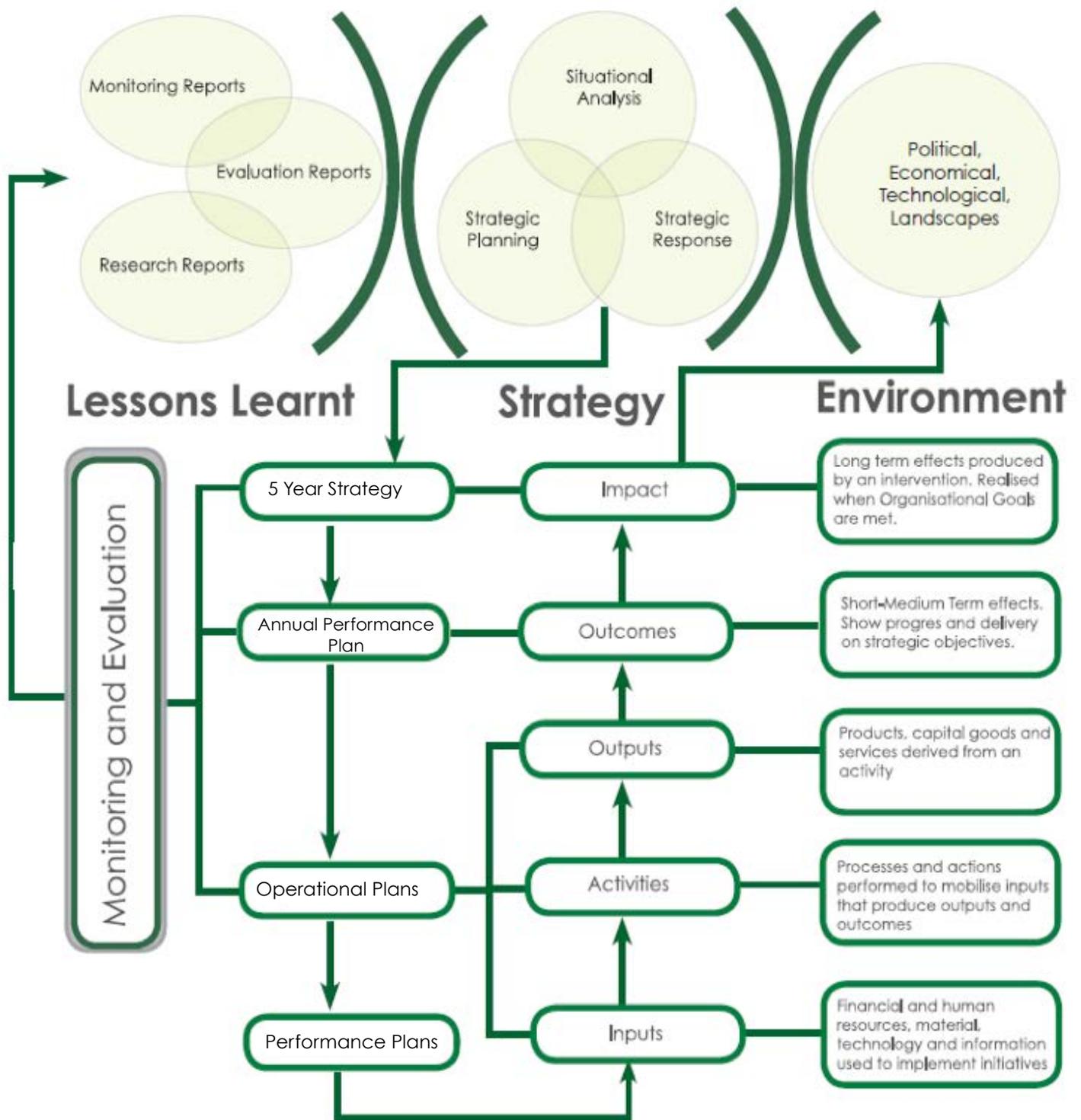
OVERVIEW

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

Over the medium-term, the GPAA will initiate various projects, the format of which can be evaluated through all phases - from diagnosis to implementation and impact. The National Evaluation Plan intervention as advocated by the Department of Planning, Monitoring and Evaluation (DPME) is geared at profile evaluation plans for projects that are of national importance and can 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 7 - GPAA's Strategic Planning Methodology.

GPAA'S STRATEGIC PLANNING METHODOLOGY

The GPAA's planning methodology is depicted in Figure 7 - GPAA's Strategic Planning Methodology: as adapted from the DPME Framework on Strategic Planning and Monitoring.



PART D: PROGRAMME AND SUB-PROGRAMME PLANS

PUT CHESS BOARD



PART D - PROGRAMME AND SUB-PROGRAMME PLANS

PROGRAMME 1 – SUPPORT SERVICES TARGETS

Programme 1 administers the business and governance affairs of the GPAA and gives rise to strategic outcomes in support of the core business of Programme 2 Benefits Administration. Table 10 - Programme 1: Support Services Indicators is a representation of Programme 1 Support Services targets from 2019/20 to 2025/26.

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

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

Table 10 - Programme 1: Support Services Indicators

	Audited/ Actual Performance		Estimated Target	Planned Targets	Medium Term Expenditure Framework		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	5.57%	6.05%	2%	2%	2%	2%	2%
	63.25%	63.67%	51%	51%	51%	51%	51%
	83.24%	83.14%	92%	92%	92%	92%	92%
	Unqualified audit	Unqualified audit	Clean audit	Clean audit	Clean audit	Clean audit	Clean audit
	94.22%	97.09%	100%	100%	100%	100%	100%
	25% reduction in Unclaimed Benefits accounts amount	43.16%	35%	50%	60%	70%	70%
	New measure	37.89%	45%	55%	65%	70%	70%
	New measure	99.58%	97%	97%	97%	97%	97%

PROGRAMME 1: SUPPORT SERVICES – ANNUAL PERFORMANCE INDICATORS AND QUARTERLY TARGETS FOR 2022/23

Item	Output Indicators	2021/2022 Planned Target	2022/23 Annual Target	2022/23 Quarterly Targets			
				Q1	Q2	Q3	Q4
1.	% of disabled employees	2%	2%	2%	2%	2%	2%
2.	% of female employees as total employees	51%	51%	51%	51%	51%	51%
3.	% of black employees as total employees	92%	92%	92%	92%	92%	92%
4.	Clean audit	Clean audit	Clean audit	Not measured	Not measured	Clean audit	Not measured
5.	% of accurate payment of valid invoices paid within 30 working days	100%	100%	100%	100%	100%	100%
6.	% of all amounts in Unclaimed Benefits paid (excluding interest)	35%	50%	10%	25%	35%	50%
7.	% clients reached through Digital Communication channel	45%	55%	45%	48%	52%	55%
8.	% of time system is available during required times per quarter	97%	97%	97%	97%	97%	97%

Table 11 - Programme 1 Support Services Quarterly Targets

Explanation of how output indicators contribute to the strategic outcomes

The programme 1 Support Services administer the business and governance affairs of the GPAA, to ensure that the mandate of the organisation is executed in an efficient and effective manner. It has thus identified the eight output indicators which contributes towards the following Outcomes (Outcome 1-Optimal core support, Outcome 2- Capable and reliable administration and Outcome 3- Digitised processes) as defined in the Strategic Plan 2020 / 2021 – 2024/2025, Part B and C of this document.

Optimal core support, Outcome number 1, has the following output indicators: i. percentage (%) of disabled employees, ii. percentage (%) of female employees as total employees, iii. percentage (%) of black employees as total employees, iv. Clean audit, v. percentage (%) of accurate payment of valid invoices paid within 30 working days, vi. percentage (%) of all amounts in Unclaimed Benefits paid excluding interest.

Outcome 2 - Digitised processes has one (1) associated output indicator namely percentage % clients reached through Digital Communication channel.

Lastly, Outcome 3 - Capable and Reliable Administration has an associated output indicator of percentage (%) of time system is available during required times per quarter.

The GPAA is confident that given the capacity and resources at disposal, it will achieve the three (3) outcomes it has set which are linked to Programme 1 Support Services.

RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF: PROGRAMME 1 SUPPORT SERVICES

	2022/23 Budget	2022/23 Quarterly budget				
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Programme 1: Support Services	R 804 464	R 201 116	R 201 116	R 201 116	R 201 116	R 804 464

Table 12 - Reconciling Performance Target with the Budget and MTEF: Programme 1 Support Services

PROGRAMME 2 – BENEFITS ADMINISTRATION

Programme 2 administers a range of benefits and is responsible for client relationship management Table 13 - Programme 2: Benefits Administration from 2018/19 to 2025/26.

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

Table 13 - Programme 2: Benefits Administration

PROGRAMME 2 BENEFITS ADMINISTRATION – ANNUAL PERFORMANCE INDICATORS AND QUARTERLY TARGETS FOR 2022/23

Item	Performance Indicator	2021/2022 Planned Target	2022/23	2022/2023 Quarterly Targets			
			Annual Target	Q1	Q2	Q3	Q4
9.	% client satisfaction levels	90%	90%	90%	90%	90%	90%
10.	% calls resolved versus calls answered excluding escalation calls	New Measure	99%	99%	99%	99%	99%
11.	% of NT members admitted within 14 working days	97%	98%	98%	98%	98%	98%
12.	% of GEPF members admitted within 14 working days	97%	98%	98%	98%	98%	98%
13.	% of GEPF contributions received and reconciled by the 22nd of the month	97%	98%	98%	98%	98%	98%

Links	Outcome	Item	Output	Output Indicator	
A capable, ethical and developmental state.	Outcome 7: Payment turn-around time of less than 60 days	9	Satisfied clients	% client satisfaction levels	
		10	Resolved calls	% calls resolved versus calls answered excluding escalated calls	
Priority 5: Social cohesion and safe communities	Outcome: 5 Efficient admission management	11	NT members admitted within 14 working days	% of NT members admitted within 14 working days	
		12	GEPF members admitted within 14 working days	% of GEPF members admitted within 14 working days	
	Outcome: 6 Efficient contribution management	13	GEPF contributions received and reconciled by the 22nd of the month	% of GEPF contributions received and reconciled by the 22nd of the month	
	Outcome: 4 Efficient case management	14	NT clients records maintained within 21 working days	% of NT clients records maintained within 21 working days	
		15	NT suspended pensioners overseas) reinstated within 21 working days after receipt of Life Certificates	% of NT suspended pensioners (overseas) reinstated within 21 working days after receipt of Life Certificates	
		16	NT membership certificates issued within 30 working days of admission	% of NT membership certificates issued within 30 working days of admission	
	Outcome 7: Payment turn-around time of less than 60 days	17	NT Death benefits paid within 60 working days after duly completed documents were received	% of NT Death benefits paid within 60 working days after duly completed documents were received	
		18	GEPF benefits paid within 45 working days of liability date, excluding Death benefits after receiving duly completed documents.	% GEPF benefits paid within 45 working days liability date, excluding Death benefits after receiving duly completed documents	

	Audited/ Actual Performance		Estimated Target	Planned Target	Medium Term Expenditure Framework		
	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25
	96%		90%	90%	97%	98%	98%
	New measure	New measure	New measure	99%	99%	99%	99%
	100%	99,98%	97%	98%	99,98%	99,98%	99,98%
	99%	97%	97%	98%	98%	98%	98%
	99%	97%	97%	98%	97%	95% to member level	95% to member level
	100%	99,98%	99%	99%	99,98%	99,98%	99,98%
	100%	99,98%	99%	99%	99,98%	99,98%	99,98%
	100%	99,98%	99%	99%	99,98%	99,98%	99,98%
	70%	80%	85%	90%	90%	90%	90%
	85%	85%	86%	86%	87%	87%	87%

Links	Outcome	Item	Output	Output Indicator	
Priority 5: Social cohesion and safe communities	Outcome 7: Payment turn-around time of less than 60 days	19	NT benefits paid within 20 working days after receipt of duly completed documents excluding Death benefits	% of NT benefits paid within 20 working days after receipt of duly completed documents excluding Death benefits	
		20	Visitors serviced	% of visitors serviced versus number of visitors	
		21	GEPF death benefits paid within 60 working days of liability date after duly completed documents were received	% of GEPF Death benefits paid within 60 working days of liability date after duly completed documents were received	
	Outcome: 6 Efficient contribution management	22	TEPF contributions received and reconciled by the 22nd of the month.	% of TEPF contributions received and reconciled by the 22nd of the month.	
		23	AIPF contributions received and reconciled by the 22nd of the month	% of AIPF contributions received and reconciled by the 22nd of the month.	
	Outcome 7: Payment turn-around time of less than 60 days	24	AIPF benefits paid within a set period (45 working days) of receipt of duly completed documentation	% of AIPF benefits paid within a set period (45 working days) of liability date after receipt of duly completed documentation.	
		25	TEPF benefits paid within a set period (45 working days) of receipt of duly completed documentation	% of TEPF benefits paid within a set period (45 working days) of liability date after receipt of duly completed	

Table 13 - Programme 2: Benefits Administration

	Audited/ Actual Performance		Estimated Target	Planned Target	Medium Term Expenditure Framework		
	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25
	86%		88%	89%	90%	91%	91%
	New measure		90%	92%	94%	95%	95%
	New measure		55%	60%	65%	70%	70%
	New measure		97%	98%	97%	97%	97%
	New measure		97%	98%	97%	97%	97%
	New measure		87%	86%	87%	87%	87%
	New measure		87%	86%	87%	87%	87%

Item	Performance Indicator	2021/2022 Planned Target	2022/23	2022/2023 Quarterly Targets			
			Annual Target	Q1	Q2	Q3	Q4
14.	% of NT clients records maintained within 21 working days	99%	99%	99%	99%	99%	99%
15.	% of NT suspended pensioners (overseas) reinstated within 21 working days after receipt of Life Certificates	99%	99%	99%	99%	99%	99%
16.	% of NT membership certificates issued within 30 working days of admission	99%	99%	99%	99%	99%	99%
17.	% of NT Death benefits paid within 60 working days after duly completed documents were received	85%	90%	90%	90%	90%	90%
18.	% GEPF benefits paid within 45 working days liability date, excluding Death benefits after receiving duly completed documents	86%	86%	86%	86%	86%	86%
19.	% of NT benefits paid within 20 working days after receipt of duly completed documents excluding death benefits	88%	89%	89%	89%	89%	89%
20.	% of visitors serviced versus number of visitors	92%	92%	92%	92%	92%	92%
21.	% of GEPF Death benefits paid within 60 working days of liability date after duly completed documents were received	55%	60%	60%	60%	60%	60%
22.	% of TEPF contributions received and reconciled by the 22nd of the month.	97%	98%	98%	98%	98%	98%
23.	% of AIPF contributions received and reconciled by the 22nd of the month.	97%	98%	98%	98%	98%	98%
24.	% of AIPF benefits paid within a set period (45 working days) of liability date after receipt of duly completed documentation.	87%	86%	86%	86%	86%	86%
25.	% of TEPF benefits paid within a set period (45 working days) of liability date after receipt of duly completed	87%	86%	86%	86%	86%	86%

Table 14 Programme 2 Benefits Administration Quarterly Targets

EXPLANATION OF HOW OUTPUT INDICATORS CONTRIBUTE TO THE STRATEGIC OUTCOMES

Programme 2: Benefits Administration with its three sub-programmes (Sub-programme 2.1: Special Pensions, Military and Other Benefits, Sub-programme 2.2: Employees Benefits and Sub-programme 2.3: Client Relationship Management) are responsible for implementing the mandate of the GPAA.

For the period 2022/2023, 17 indicators aligned to the respective Service Level Agreements have been identified to ensure that the GPAA is efficient in case, admission and contribution management, while also reducing the payment turnaround time to less than 60 days, as defined in the Strategic Plan 2020 / 2021 – 2024/2025 and in Part B and C of this document.

As indicated, the GPAA administers funds on behalf of both GEPF and National Treasury. Its mandate is to ensure that it pays benefits within the legislated time frame i.e. On Outcome 4 - Efficient Case Management, the GPAA shall deliver on the following indicators: percentage (%) of NT clients records maintained within 21 working days; percentage (%) of NT suspended pensioners (overseas) reinstated within 21 working days after receipt of life certificates case; and iii. percentage (%) of NT membership certificates issued within 30 working days of the case admission.

To ensure that members of both NT and GEPF are properly admitted, the GPAA will deliver on Outcome 5 – Efficient Admission Management with its output indicators: i. percentage (%) of NT members admitted within 14 working days and ii. percentage (%) of GEPF members admitted within 14 working days.

With regard to Outcome 6 - Efficient Contribution Management, the GPAA shall deliver on the following output indicators: i. percentage (%) of GEPF contributions received and reconciled by the 22nd of the month; ii. percentage (%) of TEPF contributions received and reconciled by the 22nd of the month; and iii. percentage (%) of AIPF contributions received and reconciled by the 22nd of the month.

Finally, Outcome 7 – Payment Turnaround Time of less than 60 days, the GPAA will deliver on nine output indicators as follows: i. percentage (%) client satisfaction levels; ii. percentage (%) Call Centre queries resolved versus calls answered, excluding escalation calls; iii. percentage (%) of AIPF benefits paid within a set period (45 working days) of liability date after receipt of duly completed documentation; iv. percentage (%) of TEPF benefits paid within a set period (45 working days) of liability date after receipt of duly completed documents; v. percentage (%) of NT Death benefits paid within 60 working days after duly completed documents were received; vi. percentage (%) GEPF benefits paid within 45 working days of the liability date, excluding Death benefits after receiving duly completed documents; vii. percentage (%) of NT benefits paid within 20 working days after receipt of duly completed documents, excluding Death benefits; viii. percentage (%) of visitors serviced versus number of visitors and ix. percentage (%) of GEPF Death benefits paid within 60 working days of liability date after duly completed documents were received.

RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF: PROGRAMME 2 BENEFITS ADMINISTRATION

Programme 2: Benefits Administration	2022/23 budget	2022/23 Quarterly budget				
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
	R413 998	R 103 499.5	R 103 499.5	R 103 499.5	R 103 499.5	R413 998

Table 15 - Reconciling Performance Targets with the Budget and MTEF: Programme 2 Benefits Administration



PART E LINKS TO OTHER PLANS

The GPAA has no links to other plans.

LIST OF ANNEXURES

ANNEXURE A - TECHNICAL INDICATOR DISCRPTIONS

ANNEXURE B - AMMENDMENT TO THE STRATEGIC PLAN



ANNEXURE A - TECHNICAL INDICATORS

The technical indicator descriptions for each performance indicator are depicted in Table Indicators 1 to 25.

Indicator 1 - Owner – General Manager: Human Resources

Indicator title	% of disabled employees
Definition	<p>The indicator measures the number of employees with disabilities as a percentage of all GPAA employees.</p> <p>A disability is any continuing condition that restricts everyday activities, which is attributable to an intellectual, psychiatric, cognitive, neurological, sensory or physical impairment or a combination of those impairments.</p>
Purpose / importance	To track the percentage of disabled employees at GPAA
Source/collection of data	Declaration forms, Employment Equity report and PERSAL system
Method of calculation/ assessment	<p>% of disabled employees = number of employees with disabilities as a percentage of total number of GPAA employees</p> <p>% of disabled employees = Disabled employees / GPAA Total employees*100</p>
Means of verification	Number of employees with disabilities as a percentage of the total number of GPAA employees
Assumptions	<ul style="list-style-type: none"> That employees will disclose their disability The recruitment process will yield suitably qualified disabled candidates
Disaggregation of beneficiaries (where applicable)	Target for people with disabilities
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increased employment of employees with disabilities

Indicator 2 - Owner – General Manager: Human Resources

Indicator title	% of female employees as a total employees
Definition	The indicator measures the percentage of female employees versus all GPAA employees
Purpose / importance	To track the percentage of female employees at the GPAA
Source/collection of data	Employment equity plan and the PERSAL system.
Method of calculation/ assessment	Total number of females employees as a percentage of the total number of GPAA employees $\% \text{ of female employees as total employees} = \text{Female employees} / \text{GPAA total employees} * 100$
Method of verification	Comparison of the total number of female employees against the total number of GPAA employees
Assumptions	That the recruitment process will yield suitable qualified female candidates.
Disaggregation of beneficiaries (where applicable)	Target for women
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increased employment of female employees

Indicator 3 - Owner – General Manager: Human Resources

Indicator title	% of black employees as a total employees
Definition	<p>The indicator measures the number of black employees as a percentage of all GPAA employees.</p> <p>Black employees are defined by the Employment Equity Act 55 of 1998</p> <p>The B-BBEE Act defines “black people” as follows:</p> <p>“Black people is a generic term which means Africans, Chinese, Coloureds and Indians–</p> <ul style="list-style-type: none"> · Who are citizens of the Republic of South Africa by birth or descent; or · Who became citizens of the Republic of South Africa by naturalization- · Before 27 April 1994; or · On or after 27 April 1994 and who would have been entitled to acquire citizenship by naturalization prior to that date.
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	<p>Total number of black employees as a percentage of the total number of GPAA employees</p> <p>% of black employees as a total employees = nBlack employees / GPAA Total employees *100</p>
Method of verification	Comparison of the total number of black employees against the total number of GPAA employees
Assumptions	The recruitment process will yield suitably qualified black candidates.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increased employment of black employees

Indicator 4 - Owner - Chief Financial Officer

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

Indicator 5 - Owner – Chief Financial Officer

Indicator title	% of accurate payment of valid invoices paid within 30 working days
Definition	<p>The indicator measures the turnaround time for payment of invoices. Invoice is a document given to the GPAA by a service provider to collect payment for services rendered.</p> <p>Accurate invoices refers to valid invoices which are supported by corresponding purchase order and delivery note/progress report.</p>
Purpose / importance	To track whether payment of invoices is made within 30 working days
Source/collection of data	Accounts Payable Module
Method of calculation	<p>Total number of valid and accurate invoices paid within 30 working days as a percentage of all invoices that were paid during the reporting period</p> <p>$\% \text{ of valid and accurate invoices paid within 30 working days} = \frac{\text{total accurate invoices received by the GPAA}}{\text{total valid and accurate invoices}} * 100$</p>
Method of verification	Review the total number of valid and 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, including the banking details of the service provider
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Accurate invoices paid within 30 working days

Indicator 6 - Owner – General Manager Finance

Indicator title	% of all amounts in the unclaimed benefits paid (excluding interest)
Definition	<p>The indicator measures the decrease of the Unclaimed Benefits amount.</p> <p>Unclaimed Benefits are defined as:</p> <ul style="list-style-type: none"> • Unclaimed Benefits refer to those benefits where the mode of exit and the last day of service are known but the benefit is not paid within the 24 month of the last day of service for whatever reason except: <ul style="list-style-type: none"> ○ Benefits withheld pending the outcome of criminal or civil proceedings in terms of 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 ○ A pending benefit transfer to another retirement fund.
Purpose / importance	To track the percentage of unclaimed benefits paid excluding interest
Source / collection of data	Ledger
Method of calculation	<p>The total Unclaimed Benefits amount paid in the current reporting period divide by (Unclaimed Benefits amounts at the beginning of the current reporting period plus new unclaimed benefits amounts transferred in the current reporting period) multiplied by 100</p> <p>$\% \text{ of all amounts in Unclaimed Benefits paid (excluding interest)} = \frac{\text{Total Unclaimed Benefits amount paid in the current reporting period}}{(\text{unclaimed benefits amounts at the beginning of the current reporting period} + \text{new unclaimed benefits amounts transferred in the current reporting period})} * 100$</p>
Method of verification	Review the total Unclaimed Benefits amounts paid at the end of current reporting period against (the Unclaimed Benefits amounts at the beginning of the current reporting period plus new unclaimed benefits amounts transferred in the current reporting period)
Assumptions	<p>That we have tracing capacity, no fraud attempts and internal control limitations</p> <p>100% system availability</p> <p>Limited increase in PDP cases</p> <p>No material impact during disasters or business disruption</p>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	HR capacity constraints.
Calculation type	Cumulative (Year to date)
Reporting cycle	Quarterly
Desired performance	Decreased Unclaimed Benefits account

Indicator 7 – Owner – General Manager: Management Support Service

Indicator title	% clients reached through digital communication channels
Definition	Digital Communication refers to interaction between the GPAA and clients using the internet and different digital platforms of choice like Self-Service analytics,
Purpose / importance	To track percentage of clients reached through digital communications channels.
Source/collection of data	WhatsApp, Email, Short Messaging Services and self-service platforms.
Method of calculation	<p>% clients reached through Digital Communication channels = 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</p> <p>Reach % = Average nClients on (WhatsApp, email, Short Messaging Services, self-service platform) /Total nClients * 100</p>
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
Data limitations	System downtime and availability
Calculation type	Cumulative (Year to date)
Reporting cycle	Quarterly
Desired performance	Improved client experience

Indicator 8 - Owner Chief Information Officer

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

Indicator 9 - Owner – General Manager: Client Relationship Management

-Indicator title	% client satisfaction levels
Definition	<p>Percentage of CRM clients' satisfaction levels that have been achieved during the reporting period as per the following channels (Call Centre, E-mail, Mobile, Outreach, Walk-in Centre).</p> <p>Client satisfaction level is a measure of whether GPAA services meet or surpass customer expectation.</p> <p>$n\text{Call Centre} + n\text{Emails} + n\text{Mobile} + n\text{Outreach} + n\text{Walkincentre} = \text{variables}$</p>
Purpose / importance	To track percentage of GPAA's clients satisfaction for the service received.
Source / collection of data	Client Satisfaction survey reports
Method of calculation	<p>Calculation of client satisfaction Index (CSI)</p> <p>For each channel of communication, the CSI = Weight (W)* survey results Weights:</p> <p>Email = 5%</p> <p>Walk in Centre= 30%</p> <p>Outreach (average of roadshows and retirement member campaign) = 25%</p> <p>Call Centre = 15%</p> <p>Mobile= 25%</p> <p>Total variables population = % Weighted Average (Call Centre + Emails + Mobile + Outreach + Walk-in Centre).</p> <p>Annual achievement = $\frac{\text{Sum}(\text{Q1 actuals} + \text{Q2 actuals} + \text{Q3 actuals} + \text{Q4 actuals} \% \text{ achievements})}{4}$</p>
Method of verification	<p>Review the results of the survey as per the following channels (Call Centre, E-mails, Mobile, Outreach, Walk-in Centre).</p> <p>Review survey reports.</p>
Assumptions	<p>That there would be high response rate and clients' willingness to participate in the survey.</p> <p>That there is no material impact during disasters or business disruption</p>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Increased satisfaction of client experience for the CRM programme

Indicator 10 - Owner – General Manager: Client Relationship Management

Indicator title	% of first contact calls resolved versus calls answered excluding escalated calls
Definition	<p>The indicator measures the percentage of first contact calls resolved on queries excluding escalated calls versus calls answered at the Call Centre.</p> <p>Resolved calls are queries that have been resolved on first contact with the Call centre and this could include but not limited to IRP5's, member letters, updates on beneficiaries and benefits statement and estimate certificate.</p> <p>Escalated calls are on queries where progress on case management is expected and the agent has sent an email escalation to internal value chain owners.</p>
Purpose / importance	To track the percentage of calls resolved at first contact by call centre agents excluding escalated calls.
Source / collection of data	System generated report (To be developed)
Method of calculation	$\% \text{ of first contact calls resolved versus calls answered excluding escalated calls} = \frac{\text{total number of calls first contact calls resolved calls}}{\text{total number of calls answered minus escalated calls}} \times 100$.
Method of verification	Resolution report
Assumptions	<p>100% System up-time</p> <p>No material impact during disasters or business disruption</p> <p>55% of GEPF clients reached through self service</p> <p>Workflow implemented as on strategic map</p>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increased efficiency of Call Centre operation

Indicator 11 - Owner – General Manager: Special, Military and Other Benefits

Indicator title	% of NT members admitted within 14 working days
Definition	The indicator measures the percentage of NT members admitted within a specified period of time NT members admitted are members admitted in the fund as pensioners after meeting all requirements as legislated
Purpose / importance	To track the percentage of NT members admitted within 14 working days
Source / collection of data	CIVPEN for manual admission, turnaround times spread-sheets
Method of calculation	Total members admitted within 14 working days after receipt of duly completed documentation against all admissions for the period (Calculate difference between date of receipt at GPAA and GPAA response date) $\% \text{ of NT members admitted within 14 days} = \frac{\text{Total number of NT members admitted within 14 working days after receipt of duly completed documentation}}{\text{Total NT members admitted for the period}} * 100$
Method of verification	Date of receipt of information/forms compared to processing date of admissions. Turn-around time between received and admitted
Assumptions	Clean data No material impact during disasters or business disruption
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Admit all members within 14 working days after receipt of duly completed documentation

Indicator 12 - Owner – General Manager: Employee Benefits

Indicator title	% of GEPF members admitted within 14 working days
Definition	The indicator measures the percentage of GEPF members admitted within a specified period of time GEPF members admitted - A member enrolled to contribute to the Fund (Fund) by the employer.
Purpose / importance	To track GEPF members admitted 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 working 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 working days = Total number of GEPF members admitted within 14 working days after receipt of duly completed information / Total GEPF members admitted for the period*100
Method of verification	Date of receipt of information (duly completed) /forms compared to processing date of admissions. Turn-around time between received and admitted
Assumptions	Clean data No material impact during disasters or business disruption
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where cable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Admit all members within 14 working days after receipt of information

Indicator 13 - Owner – General Manager: Employee Benefits

Indicator title	% of GEPF contributions received and reconciled by the 22nd of the month
Definition	The indicator measures the percentage of GEPF contributions received and reconciled on the set date monthly GEPF contributions - Contributions payable as per the provisions of section 8 of the GEP Law.
Purpose / importance	To track the percentage of GEPF contribution received and reconciled on the set date.
Source / collection of data	Signed off consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributions reconciled to the general ledger
Method of calculation	Contributions received for participating employers reconciled by the 22nd of the following month. $\% \text{ of GEPF contributions received and reconciled by the 22nd of the month} = \frac{\text{contribution reconciled by the 22}}{\text{contributions payable}} * 100$
Method of verification	Review the consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributors to be reconciled to the general ledger
Assumptions	Employer Department compliance Clean data No material impact during disasters or business disruption
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Track collection of Fund contribution revenue to ensure Fund solvency. Minimum target 97% of reconciliations finalised by the 22nd of the following month Stretch target 99% of reconciliations finalised by the 22nd of the following month.

Indicator 14 - Owner – General Manager: Special, Military and Other Benefits

Indicator title	% of NT clients records maintained within 21 working days
Definition	The indicator measures the percentage of NT clients records maintained within 21 working days Client records are beneficiaries' financial and non-financial information and or contact details.
Purpose / importance	To track NT clients records maintained within 21 working days
Source / collection of data	CIVPEN updated with records received from clients and maintained as such
Method of calculation	NT clients records requiring maintenance (updating) maintained (updated) within 21 working days against total number of all clients records requiring maintenance (updating) $\% \text{ of NT clients records maintained within 21 working days} = \text{NT clients records requiring maintenance (updating) maintained (updated) within 21 days} / \text{NT pensioner records requiring maintenance (updating) received} * 100$
Method of verification	Review of total number of NT clients records maintained on the system and on evidence submitted
Assumptions	Clean data No material impact during disaster or business disruption
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Improved maintenance of all NT client's records

Indicator 15 - Owner – General Manager: Special, Military and Other Benefits

Indicator title	% of reinstated NT suspended foreign or manual pensioners within 21 working days after receipt of Life Certificates
Definition	The indicator measures the percentage of NT suspended pensioners (overseas) that were reinstated after receipt of Life Certificates NT suspended pensioners (overseas) reinstated – In terms of pensioner's life verification, the pensioner's life status is reviewed and verified annually and they are expected to submit a signed life certificate failing which their monthly benefit will be suspended. Once the life certificate is received and duly signed the suspended pensioner is reinstated and monthly benefit to continue.
Purpose / importance	To track the percentage of NT suspended pensioners (overseas) that were reinstated after receipt of Life Certificates
Source / collection of data	Spread-sheet with names of reinstated pensioner life certificates
Method of calculation	Total number of NT suspended pensioners (overseas) reinstated after receipt of Life Certificates against total number of Life certificates from suspended pensioners received $\% \text{ of NT suspended pensioners (foreign or manual pensioners) reinstated within 21 working days after receipt of Life Certificates} = \frac{\text{NT suspended pensioners (foreign or manual pensioners) reinstated within 21 working days after receipt of Life Certificates}}{\text{NT suspended pensioners' (foreign or manual pensioners) received}} * 100$
Method of verification	Review evidence submitted (spread-sheet) or database on the system. Comparison between those reinstated within 21 working days of receipt of Life Certificates and all those whose Life Certificates were received
Assumptions	100% system uptime and availability
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Timeous reinstatement of all overseas pensioners whose life certificates have been received

Indicator 16 - Owner – General Manager: Special, Military and Other Benefits

Indicator title	% of NT membership certificates issued within 30 working days of admission
Definition	The indicator measures the percentage of NT membership certificates issued within 30 working days of admission NT membership certificate issued – Once the determination has being made whereby an applicant met all requirements and admitted in the fund, a letter or certificate is issued notifying the member that he or she the member of a fund and stating the amount to be paid
Purpose / importance	To track whether NT membership certificates are issued on time (within 30 working 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 working days of admission against total number of members admitted $\% \text{ of NT membership certificates issued within 30 working days of admission} = \text{NT membership certificates issued within 30 working days of admission} / \text{NT total number of members admitted} * 100$
Method of verification	Assess the turnaround time taken to issue membership certificates or letters; the 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
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increase in the number of membership certificates issued on time.

Indicator 17 - Owner – General Manager: Special, Military and Other Benefits

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

Indicator 18 - Owner – General Manager: Employee Benefits

Indicator title	% GEPF benefits paid within 45 working days of liability date, excluding Death benefits after receiving duly completed documents
Definition	<p>The indicator measures the percentage of the GEPF benefits that have been paid within the specified timeframes during the reporting period (excluding death benefits)</p> <p>GEPF benefits - Benefits payable for different reasons of exits as provided for in the rules to the GEP Law.</p>
Purpose / importance	To track whether benefits are paid within the specified timeframes
Source / collection of data	OBIEE, CIVPEN
Method of calculation	<p>Total benefits paid (excluding death benefits) within 45 working days of receipt of duly completed documents as a percentage of claims paid during reporting period.</p> <p>% of GEPF benefits paid within 45 working days of liability date (excluding Death benefits) after duly completed documents = Total GEPF benefits paid (excluding Death benefits) within 45 working days of liability date on receipt of duly correctly completed documents / Total GEPF benefits paid (excluding Death benefits) * 100</p>
Method of verification	<p>Comparison of OBIEE MIS report</p> <p>Review a total list of members paid against total number of those paid within 45 working days from the MIS summary report received (excluding Death benefits)</p>
Assumptions	<p>100% system up-time and availability</p> <p>No material impact during disasters or business disruption</p>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increase in the percentage of benefits that were paid on time

Indicator 19 - Owner – General Manager: Special, Military and Other Benefits

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

Indicator 20 - Owner – General Manager: Client Relationship Management

Indicator title	% of visitors serviced versus number of visitors
Definition	The indicator measures the percentage of serviced visitors in the Walk in Centre
Purpose / importance	To track the percentage of serviced visitors in the Walk in Centre
Source / collection of data	System generated report (QMSI)
Method of calculation	$\% \text{ of visitors serviced versus number of visitors} = \frac{\text{total number of visitors serviced}}{\text{total number of visitors}} * 100$
Method of verification	QMS system report (tickets issued versus tickets serviced)
Assumptions	100% system up-time and availability No material impact during disasters or business disruption Workflow implemented as in the strategic map 55% of GEPF clients using self service
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increased efficiency (Walk in Centre)

Indicator 21 - Owner – General Manager: Employee Benefits

Indicator title	% of GEPF death benefits paid within 60 working days of liability date after duly completed documents were received
Definition	<p>The indicator measures the percentage of GEPF death benefits paid within the legislated timeframes (within 60 working days)</p> <p>Death benefits are paid when a member dies while in service, or within five years of becoming a pensioner.</p> <p>Death while in service: The benefit paid is based on the member's period of pensionable service. It is payable to the beneficiaries of the deceased member or, if there are no beneficiaries, to the member's estate.</p> <p>Death after becoming a pensioner: Retirement or discharge annuities are guaranteed for five years after a member has retired. If the member dies within this period, his or her beneficiaries receive the balance of the five-year annuity payments – excluding the annual supplement, in a once-off cash lump sum.</p> <p>GEPF Death benefits – Benefits payable upon the death of a member or pensioner as per the rules to the GEP Law.</p>
Purpose / importance	To track GEPF death benefits paid within the legislated timeframes (within 60 working days)
Source / collection of data	CIVPEN, MIS, turnaround times spread-sheets
Method of calculation	<p>Total Deaths benefits paid within 60 working days of liability date after receipt of duly correctly completed documents as a percentage of claims paid during reporting period</p> <p>% of GEPF Death benefits paid within 60 working days of liability date after duly completed documents were received = Total Deaths benefits paid within 60 working days of liability date after receipt of duly correctly completed documents / Total Death benefits paid * 100</p>
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	<p>System up-time and availability as per SLA requirement</p> <p>No material impact during disasters or business disruption</p>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increase the number of Death benefits that were paid on time

Indicator 22 - Owner – General Manager: Employee Benefits

Indicator title	% of TEPF contributions received and reconciled by the 22nd of the month
Definition	The indicator measures the percentage of TEPF contributions received and reconciled on the set date monthly TEPF contributions – Contributions payable as per the provisions of the Temporary Employees Pension Fund Act
Purpose / importance	To track the percentage of TEPF contribution received and reconciled on the set date.
Source / collection of data	Signed off consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributors reconciled to the general ledger
Method of calculation	Contributions received for participating employers reconciled by the 22nd of the following month $\% \text{ of TEPF contributions received and reconciled by the 22nd of the month} = \frac{\text{contribution reconciled by the 22}}{\text{contributions payable}} * 100$
Method of verification	Review the consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributors to be reconciled to the general ledger
Assumptions	Employer Department compliance and no impact of COVID-19 to the GPAA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Track collection of Fund contribution revenue to ensure Fund solvency.

Indicator 23 - Owner – General Manager: Employee Benefits

Indicator title	% of AIPF contributions received and reconciled by the 22nd of the month
Definition	The indicator measures the percentage of AIPF contributions received and reconciled on the set date monthly AIPF contributions - Contributions payable as per the regulations to the Associated Institutions Pension Fund Act.
Purpose / importance	To track the percentage of AIPF contribution received and reconciled on the set date.
Source / collection of data	Signed off consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributors reconciled to the general ledger
Method of calculation	Contributions received for participating employers reconciled by the 22nd of the following month $\% \text{ of AIPF contributions received and reconciled by the 22nd of the month} = \frac{\text{contribution reconciled by the 22}}{\text{contributions payable}} * 100$
Method of verification	Review the consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributors to be reconciled to the general ledger
Assumptions	Employer Department compliance and no impact of COVID-19 to the GPAA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Track collection of Fund contribution revenue to ensure Fund solvency.

Indicator 24 - Owner – General Manager: Employee Benefits

Indicator title	% of AIPF benefits paid within a set period (45 working days) of receipt of duly completed documentation
Definition	The indicator measures the percentage of AIPF benefits that have been paid within the specified timeframes during the reporting period (excluding Death benefits) AIPF benefits - Benefits payable for different reasons of exits as provided for in the regulations to the Associated Institutions Pension Fund Act.
Purpose / importance	To track whether AIPF benefits are paid within the specified timeframes
Source / collection of data	OBIEE, CIVPEN
Method of calculation	Total benefits paid within 45 working days of receipt of duly completed documents as a percentage of claims paid during reporting period. $\% \text{ of AIPF benefits paid within 45 working days after duly completed documents} = \frac{\text{Total AIPF benefits paid (excluding Death benefits) within 45 working days of receipt of duly correctly completed documents}}{\text{Total AIPF benefits paid}} * 100$
Method of verification	Comparison of OBIEE MIS report Review a total list of members paid against total number of those paid within 45 working days from the MIS summary report received
Assumptions	100% system up-time and availability and no impact of COVID-19 to the GPAA.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increase in the percentage of benefits that were paid on time

Indicator 25 - Owner – General Manager: Employee Benefits

Indicator title	% of TEPF benefits paid within a set period (45 working days) of receipt of duly completed documentation (excluding Death)
Definition	The indicator measures the percentage of TEPF benefits that have been paid within the specified timeframes during the reporting period (excluding Death benefits) TEPF benefits - Benefits payable for different reasons of exits as provided for in the regulations to the Temporary Employees Pension Fund Act
Purpose / importance	To track whether TEPF benefits are paid within the specified timeframes
Source / collection of data	OBIEE, CIVPEN
Method of calculation	Total benefits paid (excluding Death benefits) within 45 working days of receipt of duly completed documents as a percentage of claims paid during reporting period. % of TEPF benefits paid within 45 working days (excluding Death benefits) after duly completed documents = Total TEPF benefits paid (excluding Death benefits) within 45 working days of receipt of duly correctly completed documents / Total TEPF benefits paid (excluding Death benefits) * 100
Method of verification	Comparison of OBIEE MIS report Review a total list of members paid against total number of those paid within 45 working days from the MIS summary report received (excluding death benefits)
Assumptions	100% system up-time and availability and no impact of COVID-19 to the GPAA.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Data limitations	System downtime and availability
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increase in the percentage of benefits that were paid

ANNEXURE B - AMMENDMENT TO THE STRATEGIC PLAN

The GPAA has made no amendments to its Strategic Plan 2020/2021 – 2024/2025 Financial Years.

GLOSSARY OF TERMS

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 Relationship Management.
Customer Employers	An entity that receives or consumes products (goods or services) and has the ability to choose between different products and suppliers or an entity directly served by an organisation. Any government entity employing persons into government services.
External audit GEP LAW	Periodic or specific purpose (ad hoc) audit conducted by external (independent) qualified accountant(s). Its objective is to determine, among other things, whether: (1) the accounting records are accurate and complete, (2) prepared in accordance with the provisions of Generally Accepted Accounting Principles (GAAP), and (3) the statements prepared from the accounts present fairly the organisation's financial position and the results of its financial operations. Government Employees Pension Law of 1996, as amended.
GEPF	The Government Employees Pension Fund. A pension fund governed by the Government Employees Pension (GEP) Law of 1996, as amended, administered by the GPAA on behalf of GEPF's Board of Trustees.
GEPO	GEPO, is a voluntary complaint handling mechanism established by the Board of Trustees of the GEPF.
Government	The government of the Republic of South Africa.
Human Capital	Human Capital refers to the collective value of the organisation's intellectual capital (competencies, knowledge, and skills).
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).

Term	Definition
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.

LIST OF ABBREVIATIONS

Abbreviation	Term
4IR	Fourth Industrial Revolution
ACEO	Acting Chief Executive Officer
AIPF	Associated Institutions Pension Fund
APP	Annual Performance Plan
B-BBEE	Broad-based Black Economic Empowerment
BOT	Board of Trustees
CAPEX	Capital Expenditure
ERRP	Economic Reconstruction and Recovery Plan
EXCO	Executive Committee
GEPF	Government Employees Pension Fund
GEPO	Government Employee Pensions Ombuds
GPAA	Government Pensions Administration Agency
ICT	Information and Communication Technology
MIS	Management Information Systems
NT	National Treasury
OBIEE	Oracle Business Intelligence Enterprise Edition
OLA	Operational Level Agreement
PFMA	Public Finance Management Act
PI	Performance Indicator
POPIA	Protection of Personal Information Act
QMS	Queue Management System
SLA	Service Level Agreement
SMS	Short Messaging Services
StatsSA	Statistics South Africa
TEPF	Temporary Employees Pension Fund

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