Strategic Plan

2020 / 2021 – 2024/2025

Government Pensions Administration Agency

the gpaa

Department:
Government Pensions Administration Agency
REPUBLIC OF SOUTH AFRICA

THE GPAA 10 Years Anniversary

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SUBMISSION OF THE STRATEGY TO THE EXECUTIVE AUTHORITY

Honourable Mr TT Mboweni

Minister of Finance,

I have the honour of submitting to you, in accordance with Treasury Regulations for Departments and Constitutional Entities, the Strategic Plan of the Government Pensions Administration Agency (GPAA) for the period 1 April 2020 to 31 March 2025.

Krishen Sukdev

Chief Executive Officer

Government Pensions Administration Agency

Minister of Finance
The Honourable, TT Mboweni, MP

FOREWORD BY
THE EXECUTIVE AUTHORITY

The Government Pensions Administration Agency (GPAA) has the mandate to administer benefits on behalf of its two customers, the Government Employees Pension Fund (GEPF) and National Treasury (NT). As the Minister of Finance, it is important to me that all public servants, including those who are now on retirement, should be assured that their hard-earned benefits are safely administered.

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

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

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

Mr TT Mboweni
EXECUTIVE AUTHORITY
National Treasury

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

OVERVIEW BY THE **CHIEF EXECUTIVE OFFICER**

Since its inception in 2010, the GPAA has been mandated to administer pensions on behalf of its two customers the Government Employees Pension Fund (GEPF) and National Treasury (NT) Programme 7.

The GPAA remains committed to paying the retiring member benefits within 30 days of their exit from service.

In the past year, the GPAA has successfully implemented the Past Discriminatory Practices/pension redress where all the qualifying members who applied were paid a once-off gratuity.

In this Strategic Plan, the GPAA has formulated seven strategic outcomes which will guide its programmes for the next 5 years. These are:

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

The GPAA has set itself the following targets in a quest to increase its efficiency and effectiveness:

- The issue of "Unclaimed Benefits" is a widespread issue across South Africa. The GPAA is committed to reducing the unclaimed/unpaid benefits accounts to below R10 000 by 2025. In the medium-term the GPAA will separate the "unpaid" from "unclaimed", while also engaging the GEPF to review the definition of the unclaimed benefit in the GEP law.
- The GPAA will additionally engage the Minister of Finance to seek intervention with regard to our engagement with employer departments to review the exit process and ensure that there is alignment with GPAA timelines for the payment of benefits. This will improve the overall turnaround times for benefits payments both internally and with employer departments.
- In improving communication, the GPAA aims to have 70% of GEPF members on Digital Communication channels by 2025. This will result in improved communications between the GPAA and GEPF members.
- Self-Service provides a multi-channel electronic communication and interaction solution via self-help services. This was introduced to the GEPF members in early 2019. The service enables the members to choose their preferred mode of interaction with the GPAA while alleviating the load and high number of clients at the Walk-in Centres.

Additional projects to be executed in the next five years are: Automation of the Funeral Benefits claim process; Identity Access Management; Procurement of the Payroll and Finance systems and lastly, Active Directory upgrade, all these as part of CivPen replacement.

The GPAA is also putting systems in place in preparation for the launch of Additional Voluntary Contributions (AVC). AVC is a scheme which will allow the GEPF members to make voluntary additional contribution to the Fund in order to enhance their pension savings.

In conclusion, I would like to take this opportunity to thank members of the Executive Committee, the management and the staff for their exceptional work in assisting me with the running of the administration of the organisation.

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

GPAA 5-YEAR **STRATEGIC ROADMAP**

2020/2021

- 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
- Ministrerial 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

31/03/2021

31/03/2022

31/03/2023

2021/2022

- Reduced Internal turnaround time to 35 days
- Reduced employer average turnaround 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

2023/2024

- 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

2022/2023

- 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 mobiled to suitable positions
- Prepare to offer finacial services
- Biometrics for claims and enrollment
- Contributions reconcilled at member level

2024/2025

- 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% tolerence admission error
- Preseved fund
- Prefered benefits administrator by clients and customers
- GPAA, a prefferd employer

31/03/2024

31/03/2025

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

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PART A: OUR MANDATE

INTRODUCTION

The Government Pensions Administration Agency (GPAA) was created through the separation of the Government Employees Pension Fund (GEPF) from its pension administration component. GPAA is a government component, established in terms of Section 7A (4) of the Public Service Act (1994) with effect from 1 April 2010.

The separation of a pension fund from its administration is not unique to the South African retirement fund industry. It is common practice for independent pension administrators to administer most pension funds. The main intention of the separation was so that GPAA can administer pensions on behalf of the GEPF and to provide non-contributory pension and related services to the National Treasury. The GPAA has been working towards achieving its mandate since its inception ten years ago when it was separated from the GEPF.

The GPAA reports to the Minister of Finance and its mandate is to administer pensions on behalf of GEPF and National Treasury. The GPAA fulfils an administrative role for the two customers.

The establishment of the GPAA is an alignment of pension's administration in government to an industry practice where pension funds are administered by agencies outside of the funds.

This development is an important policy shift that promotes governance in the fiduciary responsibilities of the Minister of Finance and GEPF's Board of Trustees respectively.

The funds and schemes that the GPAA currently administers are as follows:

- The Government Employees Pension Fund (GEPF) in terms of the Government Employees Pension (GEP) Law of 1996 on behalf of the GEPF's Board of Trustees.
- The Temporary Employees Pension Fund (TEPF) in terms of the Temporary Employees Pension Fund (TEPF) Act 75 of 1979 on behalf of National Treasury's Programme 7.
- The Associated Institutions Pension Fund (AIPF) in terms of the Associated Institutions Pension Fund (AIPF) Act 41 of 1963 on behalf of National Treasury's Programme.
- Post-Retirement Medical Subsidies as provided for and regulated by Public Service Co-ordinating Bargaining Council (PSCBC) resolutions on behalf of National Treasury's Programme 7.
- Military Pensions in terms of the Military Pensions Act 84 of 1976 on behalf of National Treasury's Programme 7.
- Injury on Duty payments in terms of the Compensation for Occupational Injuries and Diseases Act 130 of 1993 on behalf of National Treasury's Programme.
- Special Pensions in terms of the Special Pensions Act 69 of 1996 on behalf of National Treasury's Programme.

The GPAA's financial affairs are governed by the Public Finance Management Act (PFMA), while its human resources fall under the ambit of the Public Service Act (PSA).

Government priorities

The President of South Africa, Honourable Matamela Cyril Ramaphosa in his 2019 State of the Nation (SONA) announced the seven bold government priorities that the government aims to focus on. They are:

1. Economic transformation and job creation;
2. Education, skills and health;
3. Consolidating the social wage through reliable and quality basic services;
4. Spatial integration, human settlements and local government;
5. Social cohesion and safe communities;
6. A capable, ethical and developmental state; and
7. A better Africa and world.

The GPAA has identified three priorities of the seven in which through its work as mandated will be able to make significant contribution. These are:

1. A capable, ethical and developmental state.
2. Consolidating the social wage through reliable and quality basic services.
3. Social cohesion and safe communities.

A capable, ethical and developmental state

This priority is in line with the objectives set in the National Development Plan (NDP) Vision 2030, with a specific reference to Chapter 13 which highlights: "Building a capable and developmental state".

The GPAA is working towards the achievement of a clean audit, improved finance and performance management. Plans are also in place to fill the Senior Management Service (SMS) positions; this move will ensure stability at GPAA.

Consolidating the social wage through reliable and quality basic services

Through its 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 reliable and secure access to its services.

Although the GPAA does not pay the social wage, it does however administer pensions on behalf of approximately 1.8million clients, and as such contributes to the social welfare of South African communities at large. The GPAA further strives to be the best employer and continue to strive towards improving the service entrusted by the two customers namely: National Treasury (NT) Programme 7 and the Government Employees Pension Fund (GEPF).

South Africa is part of the United Nations Member-States and has adopted the Sustainable Development Goals (SDG) commonly known as Global Goals in 2015. This was in response to a call for the world to end poverty, protect planet and ensure that all people enjoy peace and prosperity by 2030.

The SDG's are an ambitious commitment by world leaders which set out a universal and an unprecedented agenda which embraces economic, environmental and social aspects of the wellbeing of societies.

South Africa adopted the NDP in 2012 as a development lodestar and roadmap. The NDP has 74% convergence with the SDGs.

The 2019 SDG Country report as issued by Statistics South Africa provides progress on development trajectory and what the country has achieved since the dawn of democracy.

The GPAA contributes to the following SDGs:

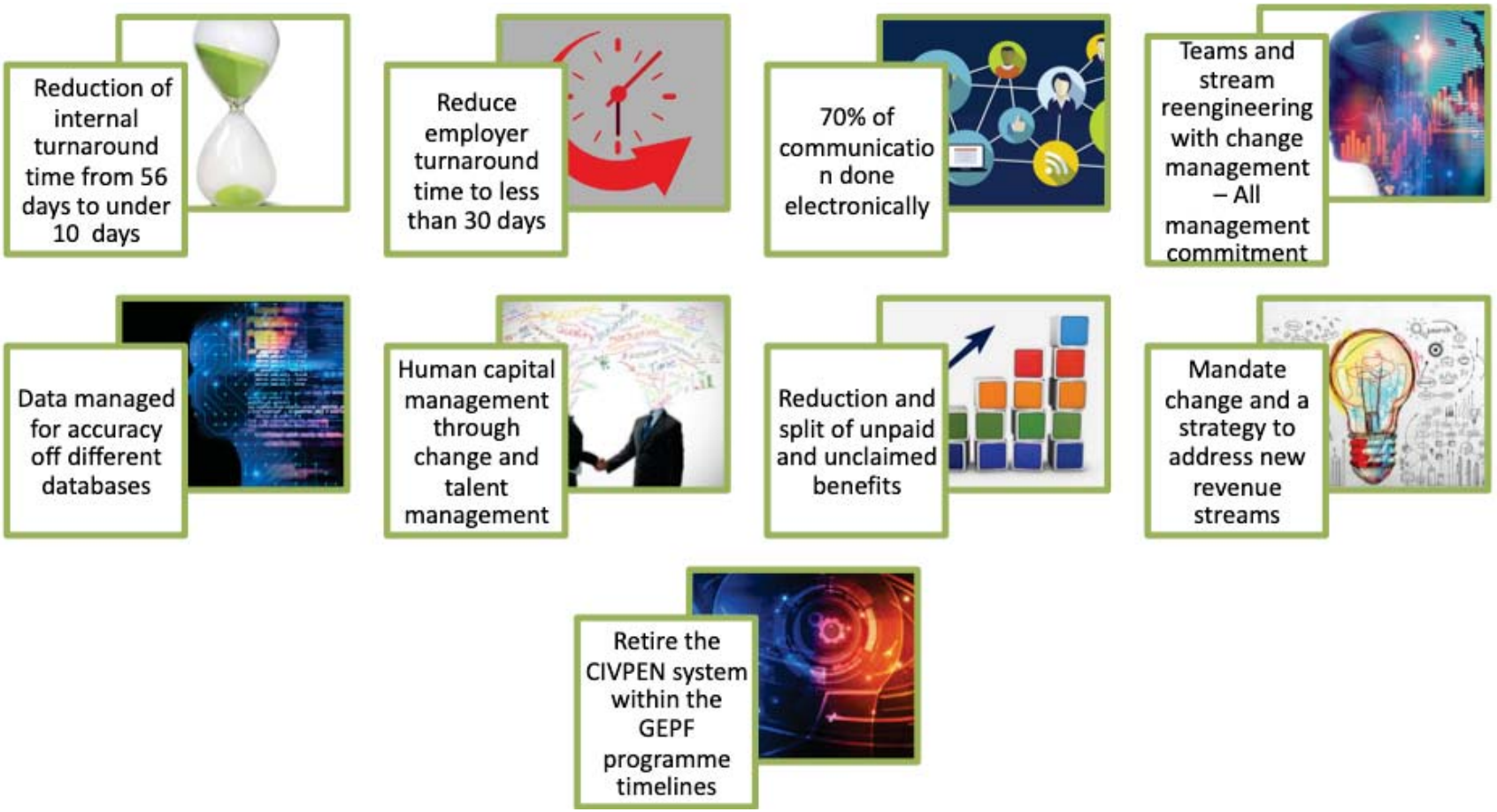
1. SDG 1: End poverty in all its forms everywhere; and
2. SDG 5: Achieve gender equality and empower all women and girls.

The GPAA will explore a window of opportunity during the 2020/21 to 2024/25 period to accelerate the implementation of SDGs given 74% convergence with the SDGs. The GPAA will therefore refine its energies and resources to focus on ensuring contribution to the above SDGs.

The NDP has **74%** convergence with the SDG's.

Over and above the GPAA's commitment towards the SDG's as outlined above, the GPAA has 8 principles plan

The GPAA EXCO has identified the nine strategic thrusts which will be a focus of implementation in the next five years as depicted in Figure: 1 - Nine Strategic Thrusts



Constitutional Mandate

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

Section 27(1)(c) of the South African Constitution provides that everyone has the right to have access to social security, including, if they are unable to support themselves and their dependants, appropriate social assistance must be offered . Section 27(2) in turn requires the state to take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right. Section 28(1) (c) further grants every child the right to basic social services.

Social security is a form of social protection which refers to contributory schemes of social protection, in terms of which benefits for a variety of possible contingencies are earned through the payment of contributions.

LEGISLATIVE AND OTHER MANDATES

Revision to legislative mandates

The legislation relevant to the administration of benefits by the GPAA had not changed at the time of preparing the 2020/2021 – 2024/2025 Strategic Plan (SP). The GPAA was established as a government component as Gazetted in March 2010 in terms of Section 7A (4) of the Public Service Act of 1994 (Proclamation No. 103 of 1994). In accordance with its proclamation, the GPAA provides administration services to the Government Employees Pension Fund (GEPF) and National Treasury (for its Programme 7 funds and schemes), in terms of agreed Service Level Agreements.

The various benefits administered by the GPAA are governed by a number of acts, each of which has an effect on the manner in which these benefits are administered and the relating services provided. The funds and schemes that are currently administered by the GPAA and the relevant legislations that govern these schemes are as follows:

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

Table 1: Legislation that governs schemes and funds administered by the GPAA.

Planned policy initiatives

The Policy and Research unit plans to host workshops with all business units in the organisation. The aim is to educate and raise awareness to staff about the GPAA's newly approved policies.

Court rulings

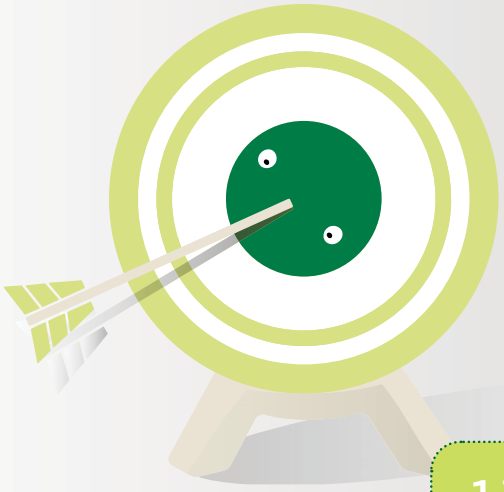
There were no court rullings against the GPAA at the time of compiling this Strategic Plan.

PART B: OUR STRATEGIC FOCUS

1.1 Vision

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

1.2 Mission



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

Values

1.3 Values

Our values are as follows:

Transparency

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

Respect

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

Integrity

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

Courtesy

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

Service excellence

We are committed to giving our clients quality services

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Passion

We serve our clients with passion and understanding.

SITUATIONAL ANALYSIS

Introduction

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

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

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

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

EXTERNAL ENVIRONMENTAL ANALYSIS

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

Political and Economic perspective

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

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

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

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

Social perspective

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

Despite the job summit initiated by the President, the results of the Quarterly Labour Force Survey (QLFS) for the first quarter of 2019 released by Statistics South Africa (2019), indicates that the official unemployment rate has

increased by 0,5 to 27,6% compared to the fourth quarter of 2018. The increase in the unemployment rate is a result of a decline by 237 000 in the number of people in employment and an increase of 62 000 in the number of people who were unemployed between the fourth quarter of 2018 and the first quarter of 2019.

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

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

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

Employer data management interventions

A study of the internal processes through an independent assessment found out that whilst the GPAA is improving its turn-around time internally, the employer departments' submission time of pension documents to the GPAA averages about 152 days. Employer departments' late submission of pension documents increases the GPAA's overall turnaround time for processing and payments of claims, point to note that GEP law requires the claims to be paid within 60 days. Amongst other factors that delays the GPAA in payment of pensions are claims with unusable service period and incorrect salary data that GPAA draws from transversal systems (garbage in garbage out analogy).

To address the matter of delays (turnaround times) by employer departments, GPAA will submit a memorandum through the Minister of Finance to Minister of Public Service and Administration (DPSA) to be tabled in Parliament for intervention. It is hoped that this action will ensure that exit management is prioritised in government and also that transversal data gets audited prior to claims being submitted to the GPAA. In addition to the aforementioned, the GPAA will appoint an active member contributions maintenance team together with designated data stewards, with oversight from the Data Governance Committee.

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

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

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

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

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

Technological perspective

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

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

ι) **Using technology to enhance interactions with pension members**

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

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

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

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

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

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

ii) Impact of technology on internal processes

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

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

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

- Military Pensions legislative amendment - the latest amendment to the Act is the recognition of same sex partners, which the Act did not recognise before.

iii) Risks associated with the greater use of technology

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

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

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

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

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

Challenges in implementing successful programmes to support the development of technology According to (Mbasane, 2018) barriers to successful implementation of IS projects include:

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

Environmental perspective

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

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

It is within this mandate as highlighted in the National Development Plan that the GPAA has developed systems such as the Equitrac system in order to track the organisation's printing and paper usage. The building also uses sensor lights as part of the initiative to go green and consume less energy. The GPAA is currently testing the idea of being a paperless environment, as that will reduce paper consumption by 2020.

Legislative perspective

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

Changes in pension administrations

Child's Pension

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

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

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

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

The Clean Break Principle

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

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

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

still be entitled to a lump sum and a monthly pension upon existing the fund, however they will receive this at a reduced value.

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

DPSA Early Retirement without penalisation

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

This is the second highest proportion in a recent World Bank survey just behind the United Kingdom. The public sector wage bill has further ballooned in the past years. The government in 2018 introduced DPSA Early Retirement without penalisation as a mechanism to reduce public sector wage bill. This was echoed by the Minister of Finance in his budget speech when he announced that government is extending voluntary severance package to government employees between the ages of 55 and 59 without incurring penalties.

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

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

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

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

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

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

Once-off revision to increase Spouse's Pension

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

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

INTERNAL ENVIRONMENTAL ANALYSIS

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

Organisational overview

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

Figure 2: Structure for managing the GPAA Strategic Plan

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

PROGRAMME 1 - SUPPORT SERVICES

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

Sub-programme 1.1 – Corporate Services

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

Sub-programme 1.2 - Financial Services

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

Sub-programme 1.3 - Business Enablement

This sub-programme directs and manages the organisation's ICT infrastructure including two data centres hosting server, storage and application systems, local area networks (LAN) and wide area networks (WAN) which has a national footprint, and a whole range of end-user devices, including desktops, laptops, tablets, printers and scanners. The sub-programme provides the GPAA with the enabling capabilities and technologies it needs to deliver on its mandate. In its current initiatives, through the Modernisation Programme, the GPAA is in the process of automating its core business processes and expanding its electronic outreach with the aim to provide its clients and customers with secure access to its services. These initiatives are based on leading-edge technology solutions and established best practice frameworks, models and standards that promote and preserve the security and integrity of the organisation's information and the systems that process and maintain them.

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

Sub-programme 1.4 - Strategic Support

The purpose of the Office of the CEO and the business units that fall within it is to plan, direct and support the organisation in order to ensure that employee benefits, pensions and retirement funds are administered according to the relevant legislation and Service Level Agreements (SLAs). This group of business units is responsible for ensuring that the GPAA is managed effectively in order to deliver services that meet or exceed business requirements of clients. Finally, the Office of the CEO is responsible for oversight of the GPAA and its overall performance. It is also responsible for building relations with various stakeholders, including intergovernmental engagements which promote the achievement of government priorities and service delivery.

Sub-programme 1.5 - Governance

The Governance sub-programme is aimed at ensuring that the required processes and advisory services are in place for decision making and implementation. The sub-programme ensures that the characteristics of accountability, transparency, compliance, following the rule of law, responsiveness, effectiveness and efficiency are built into the processes, procedures and policies governing the GPAA, its stakeholders and its decision making processes.

The sub-programme consists of the Internal Audit, Legal and Advisory Services, Enterprise-wide Risk Management, as well as the Forensic and Fraud Prevention Management business units.

PROGRAMME 2: BENEFITS ADMINISTRATION

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

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

Administered by the GPAA on behalf of National Treasury, this sub-programme provides for the payment of non-contributory pensions that are funded by National Treasury to the beneficiaries of various public sector bodies in terms of different statutes, collective bargaining agreements and other commitments. Military Pensions, Post-Retirement Medical Subsidy, Special Pensions and Injury on Duty (IOD) payments are benefits administered under this Sub-programme. Military Pensions and IOD payments provide for the payment of military pension benefits and medical claims arising from treatment for disability, medical assistance devices and other related expenses, in terms of statutory commitments.

Sub-programme 2.2 - Employees Benefits (GEPF)

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

Sub-programme 2.3 – Client Relationship Management

Client Relationship Management (CRM) manages the relationships with all stakeholders including clients, third parties and employers, by providing high quality, responsive client services based on the principles of Batho Pele. The service channel operations, namely: the Call Centre and Walk-in Centres, ensure effective support of the interface between the GPAA and its client base through accepting, resolving and monitoring all service requests or queries made by clients. CRM also provides employer education and training through its regional and employer liaison units. In addition, CRM oversees the document management process to support the GPAA's core functions and business processes. This includes the conversion of paper documents into electronic format, indexing, tracking and storage of these documents.

Performance environment

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

Figure 3: Funds administered by GPAA

Stakeholder analysis

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

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

Table 2: Stakeholder analysis

The GPAA's value chain

The GPAA's core processes, specifically benefits administration which includes client administration, contributions and maintenance, pensioner maintenance and benefits processing, rest on the pillars of support services. This comprises of Corporate Services, Financial Services, Business Enablement (ICT), Strategic Support and Governance. Currently core processes and support services are improved and enhanced to achieve the GPAA's strategic outcomes.The GPAA's value chain is depicted in Figure 4 below:

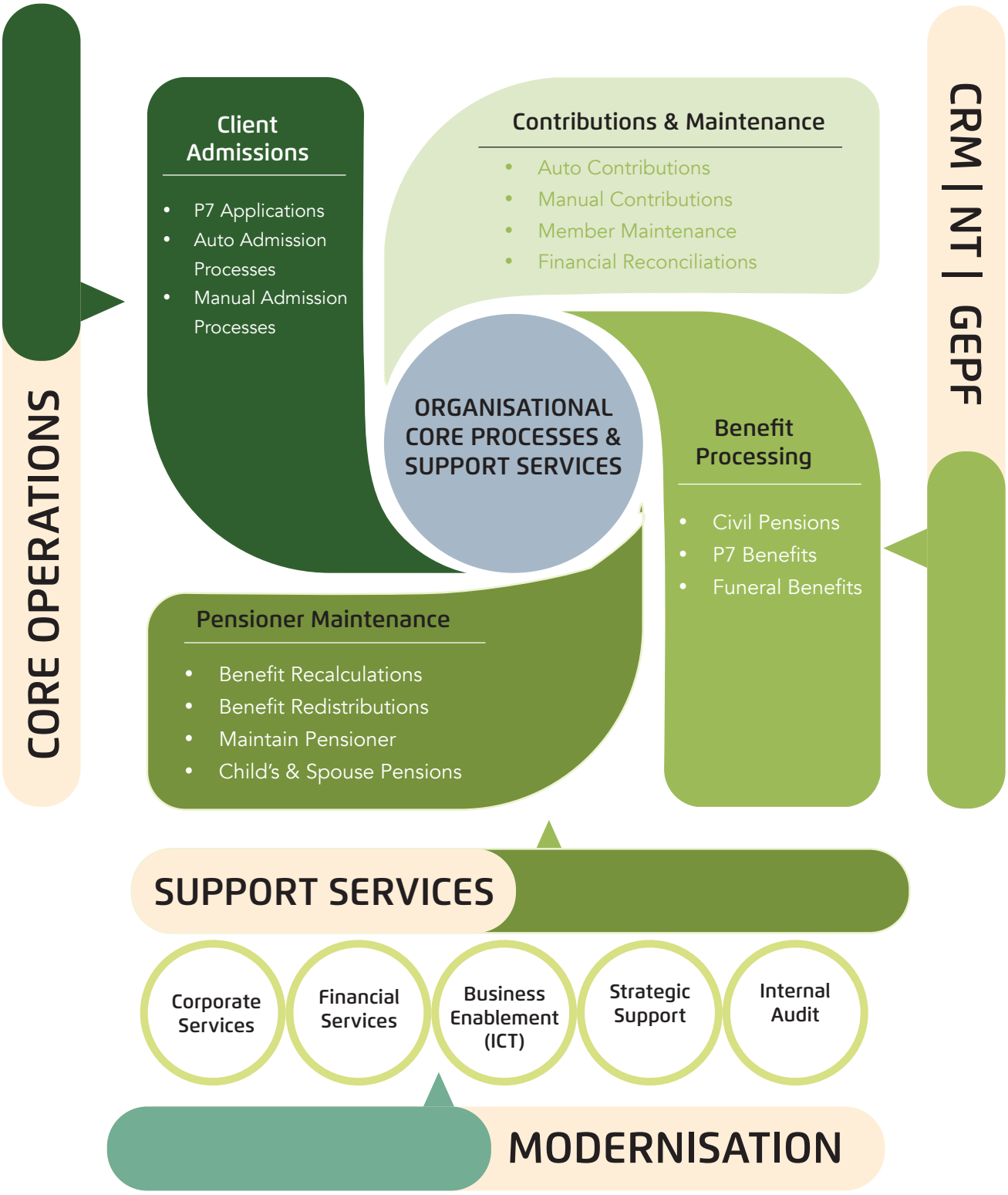


Figure 4 – The GPAA's value chain

The GPAA's Capability model

The GPAA's Capability Model responds to the twelve (12) performance areas within which the core processes, stakeholders and functional areas resides. The model compliments the GPAA's structure, processes and capabilities as depicted in the figure 5 below:

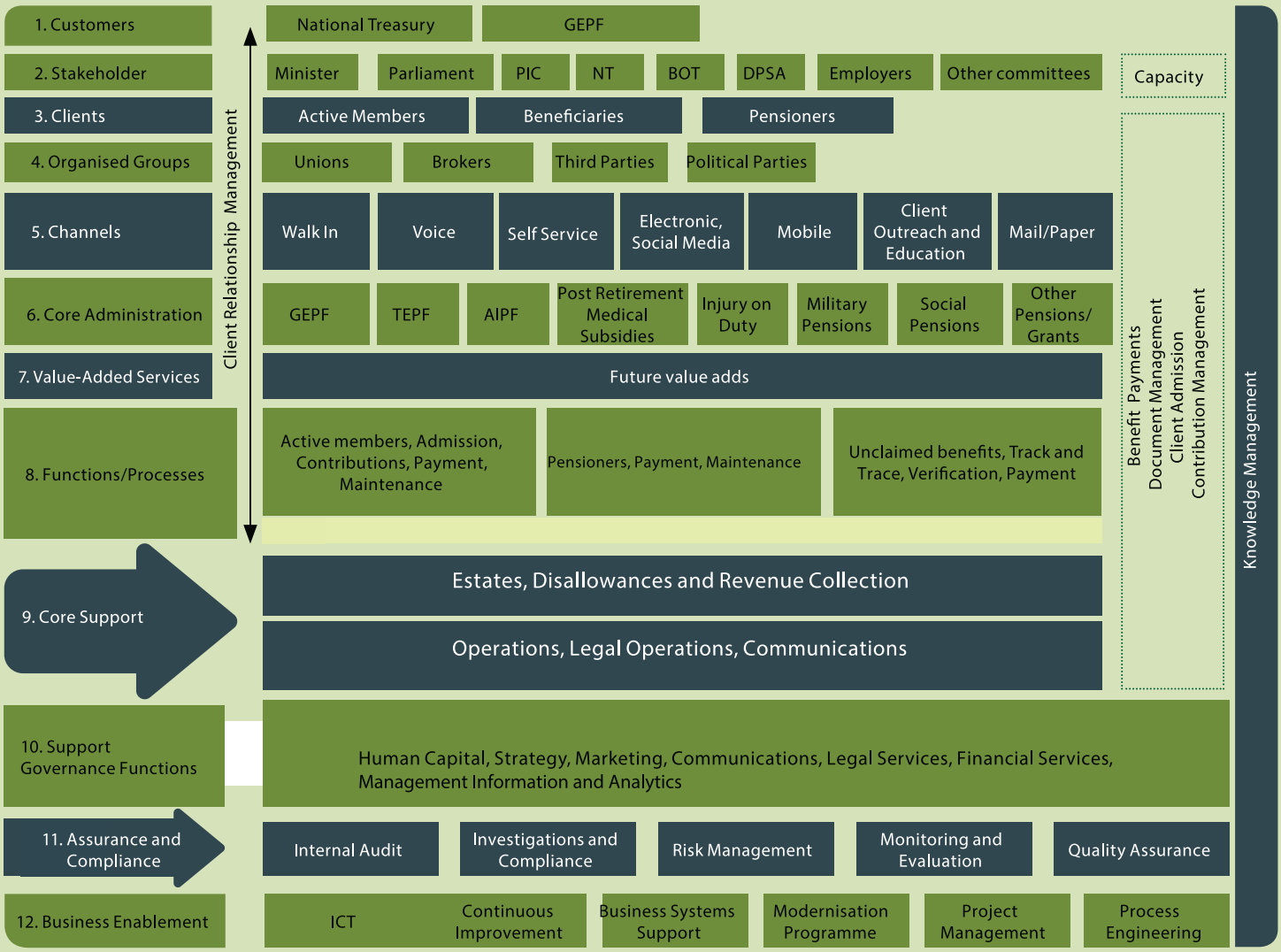


Figure 5: GPAA's Capability Model

Demographics of the GPAA's client base

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

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

Table 3 – The GPAA's client base (31 March 2019)

MODERNISATION

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

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

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

Table 4: Modernisation Projects

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

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

The CIVPEN Replacement project includes:

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

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

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

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

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

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

IMPACT STATEMENT AND STRATEGIC OUTCOMES OF THE GPAA

Overview

As an organisation, the GPAA's strategic focus is to improve the turnaround times with the aim to pay benefits on time. The GPAA's strategy is coherent and aligned with the expectation of its customers (National Treasury and GEPF), clients (members, beneficiaries) and stakeholders.

The GPAA's strategic impact statement is: Dignified, cared for, empowered and satisfied members, pensioners and beneficiaries; and has formulated the following strategic outcomes:

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

The GPAA has aligned its strategy with the Medium-Term Strategic Framework (MTSF) and the National Development Plan (NDP) vision 2030.

The GPAA has committed and will be responsible for supporting the Minister of Finance in contributing towards the three outcomes:

1. A capable, ethical and developmental state.
2. Consolidating the social wage through reliable and quality basic services.
3. Social cohesion and safe communities.

The GPAA Impact Statement and Strategic Outcomes are summarised in Table 5: Impact Statement and Strategic Outcomes.

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

Table 5: Impact Statement and Strategic Outcomes

APA and SWOT Analysis

During the May 2019 Lekgotla, the GPAA EXCO identified its APA which describes what we aim to achieve, preserve and avoid, and also conducted an analysis of the organisation' strengths, weaknesses, opportunities and threats (SWOT). The APA and SWOT analysis will result in improved service delivery and ultimately the attainment of the strategic outcomes identified above. Details are represented in Table 6 and 7 below:

Achieve
Increased customer and client satisfaction
Digitisation and digitalisation
Professional and performance culture
Improved data quality and integrity
Streamlined processes
Efficiency and effectiveness
Prioritisation of projects
Improved stakeholder management
Effective change management
Reduced backlog

Preserve
Skills and knowledge of employees
Strong governance
Institutional knowledge
Fund size ,value and growth

Avoid
All talk, no action
Job insecurity
Silo approach
Unhealthy conflict
Indecisiveness and complacency
"Malicious" compliance
Fraud and corruption

Table 6: Achieve; Preserve; Avoid (APA)

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

Table 7: The GPAA's SWOT analysis

PART C: STRATEGIC OUTCOMES AND TARGETS SCORECARDS

The organisational scorecard is a culmination of the government priorities, sustainable development goals, and the set outcomes. The scorecard distinguishes and identifies the performance indicators and target for each outcome.

The scorecards for the two programmes follow:

PROGRAMME 1: SUPPORT SERVICES SCORECARDS

Outcomes	Associated Output Indicators	Outcome indicator	Audited
			2016/17
Optimal core support	% of female employees as a total employees	1. % administrative capacity (excluding clean audit)	Not measured
	% of black employees as a total employees		
	% of disabled employees		
	Clean audit		
	% of accurate invoices paid within 30 working days		
	% of all amounts in the unclaimed benefits paid (excluding interest)		
	% Business continuity Recovery Time Objectives achieved tests		
	% of time system is available during required times per quarter		
Capable and reliable administration system	% progress of business workflow implementation	2. % of business workflow automated	Not measured
Digitised processes	% clients reached through digital communication channel	3. % reduction in printing of paper year on year	Not measured

Table 8: Support Services Scorecard

PROGRAMME 2: BENEFITS ADMINISTRATION SCORECARDS

Outcomes	Associated Output Indicators	Outcome Indicator	
			2016/17
Efficient admission management	% of NT members admitted within 14 days	4. % admission efficiency	Not measured
	% of GEPF members admitted within 14 days		
	% of NT suspended pensioners (foreign or manual) reinstated within 21 days after receipt of Life Certificates		
	% of NT membership certificates issued within 30 days of admission		
Efficient contribution management	% of GEPF contributions received and reconciled by the 22nd of the month	5. % contributions efficiency	Not measured
Efficient case management	% of NT pensioner records maintained within 21 days	6. % case management efficiency	Not measured
Payment turnaround time of less than 60 days	% of NT death benefits paid within 60 days after duly completed documents were received	7. % Reduction of internal and external (total) turnaround time	Not measured
	% GEPF benefits paid within 45 days excluding death benefits		
	% of NT benefits paid within 20 days excluding death benefits		
	% client satisfaction levels		
	% of calls answered versus calls offered		
	% of visitors serviced versus number of visitors		
	% of GEPF death benefits paid within 60 days after duly completed documents were received		

Table 9: Benefits Administration Scorecard

			Estimate	SP Outcome Targets				
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Not measured	Not measured	Not measured	62%	64%	66%	68%	70%
	Not measured	Not measured	Not measured	10%	20%	50%	70%	90%
	Not measured	Not measured	Not measured	10%	20%	30%	40%	50%

			Estimate	SP Outcome Targets				
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Not measured	Not measured	Not measured	99%	99%	99%	99%	99%
	Not measured	Not measured	Not measured	99%	95%	96%	96%	95% member contributions reconciled to a member on a monthly basis
	Not measured	Not measured	Not measured	99.98%	99.98%	99.98%	99.98%	99.98%
	Not measured	Not measured	Not measured	84%	87%	89%	90%	91%

PART D: MEASURING OUR PERFORMANCE

GPAA performance information

The organisational impact and outcomes for the next five years are detailed below.

impact statement

GPAA impact statement	Satisfied, served, valued, dignified, cared for and empowered pensioners and beneficiaries.

PROGRAMME 1 SUPPORT SERVICES - Measuring outcomes

Outcome 1	Optimal core support
Outcome indicator	% administrative capacity (excluding clean audit)
Baseline	New measure
Five year target	Increase of average administrative capacity and capability to 70% in year 5
Links	• SDG 5: Achieve gender equality and empower all women and girls. • A capable, ethical and developmental state.
Justification	As a government component, the GPAA is committed towards achievement of the two (2) links identified above.
Enablers	• Sub-programme 1.1: Corporate Services • Sub-programme 1.2: Financial Services • Sub-programme 1.3 Business Enablement • Sub-programme 1.4 Support Services • Sub-programme 1.5 Governance
Contribution towards impact	Support Services play a pivotal role in ensuring that GPAA processes are efficient and effective, hence its continued support to core business to ensure achievement of GPAA's mandate and set outcomes. Optimal support will result in successful achievement of outputs as outlined in the annual performance plans (Optimal support to core business) thereby helping GPAA to be efficient and effective.

Outcome 2	Capable and reliable administration system
Outcome indicator	% of business workflow automated
Baseline	New measure
Five year target	90% workflow / resolutions implemented
Links	• A capable, ethical and developmental state. • Consolidating the social wage through reliable and quality basic services.
Justification	With its quest to automate its processes with workflow technologies, the GPAA endeavours to be a more efficient organisation, to attract skilled personnel / public servants who are committed to public good and capable of delivering consistent quality services to our customers.
Enablers	Sub-programme 1.3 Business Enablement
Contribution towards impact	The GPAA aims to automate all its processes thereby implementing workflow that will ensure automation of business processes.

Outcome 3	Digitised processes
Outcome indicator	% reduction in printing of paper year on year
Baseline	New measure
Five year target	Reduce printing by 50%
Links	A capable, ethical and developmental state. Consolidating the social wage through reliable and quality basic services.
Justification	With its quest to automate its processes with workflow technologies, the GPAA endeavours to be a more efficient organisation, to attract skilled personnel / public servants who are committed to public good and capable of delivering consistent quality services to our customers.
Enablers	Sub-programme 1.3: Business Enablement
Contribution towards impact	Successful automation of GPAA processes will reduce the volume of printing and enhance the efficiency in GPAA's operations.

PROGRAMME 2 – BENEFITS ADMINISTRATION - MEASURING OUTCOMES

Outcome 4	Efficient admission management
Outcome indicator	% admission efficiency
Baseline	New measure
Five year target	99 admission efficiency
Links	• SDG 1: End poverty in all its forms everywhere • A capable, ethical and developmental state.
Justification	The GPAA is committed to improving the conditions of members and beneficiaries' livelihood. The GPAA has embarked on a process of data cleansing which would drastically reduce cases being referred back to the employer departments. Successful execution of this effort would have a greater impact on the members and their beneficiaries as GPAA would pay benefits within a short period.
Enablers	• Sub-programme 2.1: Special, Military and Other Benefits (National Treasury) - Data stewards • Sub-programme 2.2: Employees Benefits (GEPF) - Data stewards
Contribution towards impact	Benefits payment turnaround will improve and that will impact positively on the livelihood of members and their beneficiaries.

Outcome 5	Efficient contribution management
Outcome indicator	% contributions efficiency
Baseline	New measure
Five year target	95% member contributions reconciled to a member on a monthly basis
Links	A capable, ethical and developmental state.
Justification	The GPAA is committed to improving the conditions of members and beneficiaries' livelihood in line with government national objectives. It thus plays pivotal role in the priority (A capable, ethical and developmental state) as outlined in the president's 2019 SONA.
Enablers	• Sub-programme 2.1: Special, Military and Other Benefits (National Treasury) - Data stewards • Sub-programme 2.2: Employees Benefits (GEPF) - Data stewards
Contribution towards impact	The move to reconcile the contributions at a member level will result in improved benefits payment turnaround and that will impact positively on the livelihood of members and their beneficiaries.

Outcome 6	Efficient case management
Outcome indicator	% case management efficiency
Baseline	New measure
Five year target	99.98%
Links	• SDG 1: End poverty in all its forms everywhere • A capable, ethical and developmental state. • Consolidating the social wage through reliable and quality basic services.
Justification	The GPAA is committed to improving the conditions of member' livelihood. The GPAA has embarked on a process of data cleansing which would drastically reduce cases being referred back to the employer departments. Successful execution of this effort would have a greater impact on the members and their beneficiaries as GPAA would pay benefits within a short period.
Enablers	• Sub-programme 2.1: Special, Military and Other Benefits (National Treasury) • Sub-programme 2.2: Employees Benefits (GEPF)
Contribution towards impact	Benefits payment turnaround will improve and that will impact positively on the livelihood of members and their beneficiaries.

Outcome 7	Payment turnaround time less than 60 days
Outcome indicator	Reduction of internal and external (total) turnaround time
Baseline	• 120 days employer turnaround • 45 days internal turnaround
Five year target	Total turnaround time of 30 days
Links	A capable, ethical and developmental state.
Justification	The GPAA is committed to improving the conditions of members and beneficiaries' livelihood in line with government national objectives. It is thus committed to ensuring A capable, ethical and developmental state.
Enablers	• Sub-programme 2.1: Special, Military and Other Benefits (National Treasury) - Data stewards • Sub-programme 2.2: Employees Benefits (GEPF) - Data stewards • Sub-programme 2.3: Client Relations Management • Employer department • Minister of DPSA • Parliament • Minister of Finance • SARS
Contribution towards impact	Benefits payment turnaround will improve and that will impact positively on the livelihood of members and their beneficiaries.

STRATEGIC RISK MANAGEMENT

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

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

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

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

Table 10: The GPAA's Key Strategic Risk

RESOURCE CONSIDERATIONS

The GPAA's strategic resources are centred on financial and human resources due to the nature of its business.

FINANCIAL RESOURCES

Budget methodology

This is a three-year budget in line with the Medium-Term Expenditure Framework (MTEF). The MTEF provides a firm foundation for the integration of planning and budgeting as:

- Administrative capacity improvements are set in advance, allowing business units to plan and budget for service delivery improvements in line with the GPAA's agreed commitments;
- Business units plan, spend on programmes and projects according to an agreed three-year expenditure envelope, contributing to certainties and affordability over the medium term;
- The business units are able to forecast medium to long term financial implications of new and existing projects and programmes; and
- Monitoring and evaluation of expenditure programmes in relation to the GPAA's agreed service delivery improvement plan is improved.

Principles underpinning this budget

The DPSA's regulations and guidelines regarding employment practice, remuneration, performance management and training, were followed in line with National Treasury's cost containment measures. This affected management decision-making and caused budget cuts in some designated areas. In terms of recruiting staff, only vacant critical positions, supported by valid and strong motivations, will be filled. The approved budget for 2019/2020 serves as the baseline.

Assumptions

- Salary increases for level 1 – 12 are based on the agreement (PSCBC) Resolution 1 of 2018) concluded as follows:
  - Salary adjustment for the period 01 April 2010 – 31 March 2021
  - Salary level 1 – 7: Projected CPI plus 1%
  - Salary level 8 – 10: Projected CPI plus 0.5%
  - Salary level 11 – 12: Projected CPI

- All GPAA employees are governed by the Public Service Act. The Medium-Term Strategic Plan was developed taking into account current and anticipated challenges facing the GPAA.
- 1% of the total payroll spend has been added for the purpose of training, in line with the Skills Development Act and Skills Levy Act, in addition to the 1.5% that has been added for performance bonuses (which are regulated).

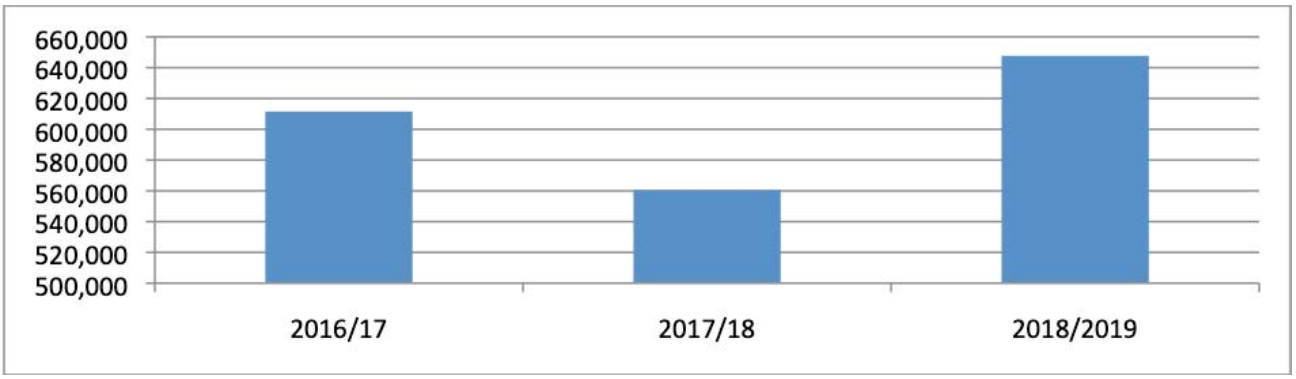
Resource allocation

Programme 1 – Support Services

The 2019/2020 budget was R706.7 million. This programme consists of five sub-programmes, namely:

- Corporate Services;
- Finance;
- Business Enablement;
- Strategic Support; and
- Governance.

The graph below depicts the movement of actual costs spent on Programme 1 in the past three years (2016/2017 – 2018/2019):



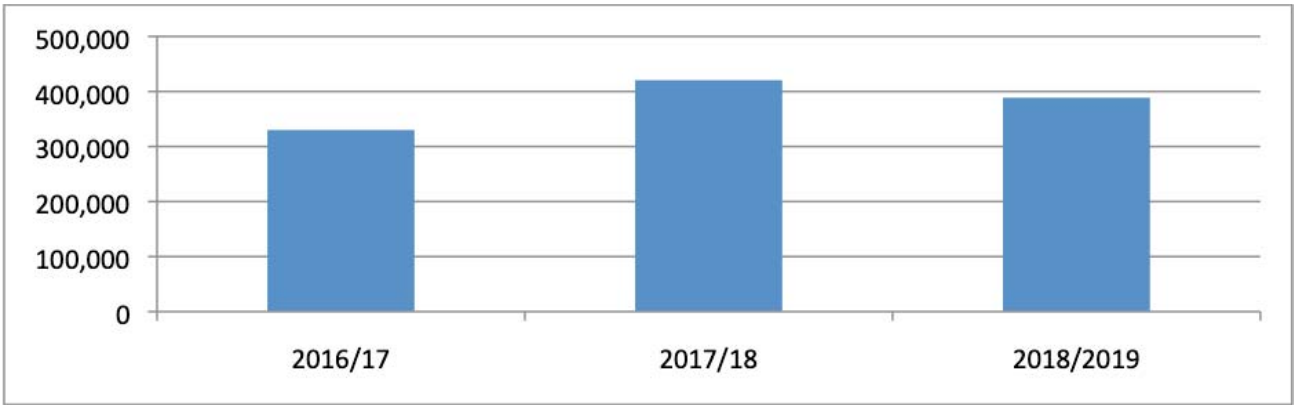
The FY2017/2018 saw a huge reduction in costs as compared to FY2016/2017. The reduction was due to some ICT projects which were put on hold. The costs, however, increased significantly by 15.5% in FY2018/2019 from the previous FY2017/2018, mainly due to the resumption of the ICT projects.

Programme 2 – Pensions Administration

The 2019/2020 budget was R402.1 million. This programme consists of three sub-programmes namely:

- Civil and Military Pensions;
- Employee Benefits; and
- Client Relations Management.

The graph below depicts the movement of actual costs spent on Programme 2 in the past three years (2016/17 – 2018/19)



As opposed to Programme 1 in 2017/2018 where there was a reduction in actual costs spent, the cost in Programme 2 increased by 27% in terms of actual cost in the financial year. There was however a reduction in costs in FY2018/2019 and a reduction of 9% in FY2017/2018.

The expenditure analysis per Programme

Programme	Mandate	Outcomes	Current Annual Budget 2020/2021 R'000
Programme1: Support Services excluding ICT	The GPAA is responsible for administering pensions on behalf of GEPF in terms of the Government Employees Pension (GEP) Law of 1996 on behalf of GEPF's Board of Trustees. The GPAA is also mandated to administer the funds and scheme on behalf of National Treasury.	• Optimal core support • Capable and reliable administration system	834 380
Programme 2: Benefits Administration GEPF		• Efficient case management • Efficient contribution management • Efficient contribution management • Payment turnaround time less than 60 days	408 303
TOTAL			**1 242 681**

Table 11 – Expenditure per programme

The expenditure analysis per Economic Classification

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

Table 12 – Expenditure analysis per economic classification

STATEMENT OF FINANCIAL POSITION – MTEF FORECASTS

Financial position	Audited Outcome			Approved budget	Revised Budget Estimates		
	2016/17 R'000	2017/18 R'000	2018/2019 R'000	2019/2020 R'000	2020/2021 R'000	2021/2022 R'000	2022/23 R'000
ASSETS							
Current assets	134 059	146 260	176 753	184 020	193 405	203 076	212 822
Inventory	544	612	772	811	852	895	937
Trade and other receivables from exchange transactions	96 567	97 347	119 238	123 629	129 934	136 431	142 980
Prepayments	-	6 044	13 634	14 316	15 046	15 798	16 556
Cash and cash equivalents	36 948	42 257	43 109	45 264	47 573	49 952	52 349
Non-current assets	367 246	379 362	364 816	383 912	403 491	423 666	444 001
Property, plant and equipment	199 924	208 736	202 885	216 300	227 331	238 698	250 155
Intangible assets	167 322	170 626	161 931	167 612	176 160	184 968	193 846
Total assets	501 305	525 622	541 569	567 932	596 896	626 742	656 823
LIABILITIES							
Current liabilities	108 738	138 924	131 153	136 140	143 083	150 238	157 447
Trade and other payables from exchange transactions	74 965	118 099	110 801	94 829	99 665	104 648	109 671
Current provisions	33 773	18 906	18 433	39 297	41 301	43 366	45 447
Leave		18 906	18 433	19 355	20 342	21 359	22 384
Provisions for operational liabilities	-	-	-	19 942	20 959	22 007	23 063
Current portion of operating lease liability	-	1 919	1 919	2 014	2 117	2 224	2 329
Total liabilities	108 738	138 924	131 153	136 140	143 083	150 238	157 447
NET ASSETS	392 567	394 919	410 416	431 792	453 813	476 504	499 376
Accumulated surplus / (deficit)	392 567	394 919	410 416	431 792	453 813	476 504	499 376
Total net assets and liabilities	501 305	533 843	541 569	567 932	596 896	626 742	656 823

Table 13 – Statement of Financial Position – MTEF Forecasts

HUMAN RESOURCES

The GPAA's Human Resources unit is a catalyst in ensuring that the organisation structure and capacity enable the execution of the GPAA's mandate as well as provide transactional and transformational human resource support permitting the GPAA to attract, develop and retain skilled personnel across all fields of the organisation.

To ensure stability within the organisation, GPAA has embarked on the process of reviewing the current organizational structure. The aim is to ensure that the revised structure accommodates the newly introduced technologies, future technologies and will make GPAA's vision realised.

With regard to the eight principles, the GPAA's Human Resources unit has made significant strides in implementing the principles.

As at 31 March 2019, the GPAA employed 696 (63.79%) female employees of which 11 are at Senior Management Service level (SMS), while 124 are at Middle Management level. With regard to disabilities, the GPAA plays a vital role in the transformation towards eradicating prejudices against people with disabilities. To this effect it employed 5.13% people living with disabilities. In addition, the GPAA has formulated policy on disabilities and conducted presentations to staff to create awareness about disabilities. The policy was approved in March 2019.

To achieve gender equality and empower all women and girls, government departments are required to adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels (SDG 5: achieve gender equality and empower all women and girls).

To promote this equality in the public service workplace, the GPAA holds initiatives with the aim of actualising the following:

- **Transformation for non-sexism**

Promoting and protecting human dignity and human rights of women, people with disability and all racial groups.

- **Establishing a policy environment**

The full implementation of national policies and implementation guidelines on women's empowerment, gender equality, non-racism, and accommodating people with disabilities and through the development of departmental and sector-specific guidelines and standard operating procedures.

- **Meeting equity targets**

  - Ensure women's full participation in decision making through the employment of women at management levels.
  - Ensure equalization of opportunities by putting in place disability responsive recruitment, selection and retention strategies and ensuring adherence to affirmative action measures.
  - Providing Black Economic Empowerment (BEE).

- **Creating an enabling environment**

Putting in place departmental and sector gender and disability mainstreaming, adequate institutional mechanisms and dedicated gender and non – racist units.

- **Mainstreaming gender and non racism**

Incorporate gender, non-racial and disability perspectives into all work of the organisation.

- **Empowerment**

Capacity development for women's advancement, integration of people living with disabilities, gender equality and adhering to demographic quotas for business management.

- **Providing adequate human, physical and financial resources**

Availing adequate human, physical and financial resources for advancing gender equality, non-racism and people living with disabilities accommodation.

- **Accountability, reporting, monitoring and evaluation**

Ensuring full responsibility, ownership for and reporting on advancing gender equality, people with disability accommodation and non-racism within the Public Service.

The GPAA produces a progress report to the Department of Planning, Monitoring and Evaluation (DPME) detailing the implementation of the 8 point plan.

In a drive to empower its workforce, the GPAA has introduced and made available programs such as Training and the Bursary Schemes for staff. This is to ensure that the staff complement within the organisation is developed.

The GPAA will embark on the following projects in the next five years:

- Formalisation of Human Capital Management strategy
- Reviving the CAN structure
- Implementing talent management
- Staff retention measures
- Introduction of knowledge management
- Automation of the leave management system by integrating it to Persal system
- Introduction of e-Learning
- Combining FTC and Human Resource training
- Employee Health and Wellness programmes
- Development and implementation of Business Partnership Model
- Self-Development and empowerment programmes.

In creating an enabling environment, the GPAA through Facilities Management unit have begun the process of acquiring alternative accommodation to house the GPAA employees. A commitment was made to acquire accommodation which will accommodate people with disabilities and adhere to gender friendly ergonomic environment requirements.

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

TECHNICAL INDICATOR DESCRIPTION

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

Indicator 1

Indicator Title	% administrative capacity (excluding clean audit)
Definition	The indicator measures the extent to which Programme 1: Support Services provides both human and financial resources to support and enable the core business (Programme 2: Benefits Administration) to successfully execute the GPAA's mandate.
Source of data	• HR PERSAL reports (Black employees; Disabilities and Women) • Business Continuity Test reports • GPAA annual report • Accounts payable report / Ledger account • Digital communications analytics report
Method of calculation/ assessment	Increase of average administrative capacity = Average annual achievement of Optimal Core Support Indicators x100
Assumptions	That sub-programme managers have the necessary budgets and procurement plans in place
Disaggregation of beneficiaries (where applicable)	• Increase the number of female employees at management level • Maintain the targets of disabled employees in line with government national prescripts.
Spatial Transformation	N/A
Reporting cycle	Annually
Desired performance	Increase of average administrative capacity and capability
Indicator Responsibility	CEO

Indicator 2

Indicator Title	% of digital communications
Definition	Refers to the GPAA quest to automate and move towards paperless environment. The indicator measures the reduction in the use of paper.
Source of data	Equitrac report
Method of calculation/ assessment	% reduction in printing of paper year on year = Total volume of paper printed in the current year/ total volume of paper printed in the previous year * 100
Assumptions	Full automation will happen in the next 5 years.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation	N/A
Reporting cycle	Annually
Desired performance	Paperless environment
Indicator Responsibility	CEO

Indicator 3

Indicator Title	% of business workflow automated
Definition	The indicator measures the % progress of workflow implemented
Source of data	Business workflow dashboard; project schedules for implementation of each business workflow
Method of calculation/ assessment	Determine baselines from the baseline project plan. Add the percentage project implementation progress per business workflow project plan (from Microsoft project) and divide by number of business workflows (identified for the financial year), to determine average. Determine variance between this average and the baseline. Variance over baseline, i.e. variance / baseline = % progress
Assumptions	Approved business cases Approved funds
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation	N/A
Reporting cycle	Annually
Desired performance	Automated processes
Indicator Responsibility	Chief Information Officer: Meiring

Indicator 4

Indicator Title	% admission efficiency
Definition	The indicator measures the reduction of errors overtime for admission of member into the Fund.
Source of data	OSS data and life certificate spread-sheet report. EDMS CivPen
Method of calculation/ assessment	Reduction of admission data errors = total amount of cases referred back to employer / total number of cases received *100 (compared to annual achievement in previous year [actual])
Assumptions	Availability and capacitated member maintenance unit
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation	N/A
Reporting cycle	Annually
Desired performance	0.2 tolerable member admission data errors
Indicator Responsibility	GM: Employee Benefits GM: Special, Military and Other Benefits

Indicator 5

Indicator Title	% contributions efficiency
Definition	The indicator measures whether the contributions received are accurately allocated to the respective member. Reconciliation will be performed to ensure that member's contribution is accurately allocated.
Source of data	Oracle OBIEE for medical benefits administration; Civpen for manual admissions
Method of calculation/ assessment	Member contributions reconciled on a monthly basis = inspecting whether contributions received are allocated and suspense account is cleared.
Assumptions	Human and financial resources are allocated Reconciliation system automated
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation	N/A
Reporting cycle	Annually
Desired performance	Automated reconciliation process
Indicator Responsibility	GM: Employee Benefits

Indicator 6

Indicator Title	% case management efficiency
Definition	It refers to employer submission of exit documents to the GPAA. The indicator measures reduction in employer submission errors.
Source of data	CivPen
Method of calculation/ assessment	Reduction of employer submission errors = total amount of cases referred back to employer / total number of cases received *100 (compared to annual achievement in previous year [actual])
Assumptions	MOU's signed with employer departments Memoranda will address the matter with departmental heads at ministerial level.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation	N/A
Reporting cycle	Annually
Desired performance	0.2 tolerance in employer submission errors
Indicator Responsibility	GM: Employee Benefits

Indicator 7

Indicator Title	% Reduction of internal and external (total) turnaround time
Definition	The indicator measures the time it takes to process the exit case from the date of exit to the date of payment.
Source of data	PCM, OSS and manual applications from employer departments
Method of calculation/ assessment	Reduction of internal and external turnaround time = average of: payment date per member or beneficiary – date an member or beneficiary submitted valid exit documentation
Assumptions	• Automated Systems • Rearranged operations (Teams and Streams) • Memorandum of Understanding (MOU) signed with employer departments
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation	N/A
Reporting cycle	Annually
Desired performance	Benefits payment to less than 30 days.
Indicator Responsibility	GM: Employee Benefits

ANNEXURE A – GLOSSARY OF TERMS AND ABBREVIATIONS

GLOSSARY OF TERMS AND ABBREVIATIONS

Term	Definition
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.
Customer	An entity that receives or consumes products (goods or services) and has the ability to choose between different products and suppliers or an entity directly served by an organisation.
EDP	Executive Development Plan
Elements of the PI used for Measuring (indicator / Measure)	Quantitative or qualitative factors or variables that provide a simple and reliable means to measure achievement and/or to reflect the changes connected to an intervention.
Employers	Any government entity employing persons into government services.
Expected results	Outputs, outcomes or impacts
External audit	Periodic or specific purpose (ad hoc) audit conducted by external (independent) qualified accountant(s). Its objective is to determine, among other things, whether: (1) the accounting records are accurate and complete, (2) prepared in accordance with the provisions of Generally Accepted Accounting Principles (GAAP), and (3) the statements prepared from the accounts present fairly the organisation's financial position and the results of its financial operations.
GEP LAW	Government Employees Pension Law of 1996, as amended.
GEPF	The Government Employees Pension Fund. A pension fund governed by the Government Employees Pension (GEP) Law of 1996, as amended, administered by the GPAA on behalf of GEPF's Board of Trustees.
Government	The government of the Republic of South Africa
Government component	A government component can be established through Proclamation by the President on a recommendation from the Minister of Public Service and Administration.
GPAA	Government Pensions Administration Agency
Human capital	Human capital refers to the collective value of the organisation's intellectual capital (competencies, knowledge, and skills).
ICT	Information and Communication Technology
MDP	Management Development Programme
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)
PSA	Public Service Act of 1994
SLA	Service Level Agreement
Stakeholder	A person, group or organisation that has a direct or indirect stake in an organisation because it can affect or be affected by the organisation's actions, objectives and/or policies. Key stakeholders in an organisation include creditors, clients, directors, employees, government (and its agencies), owners (shareholders), suppliers, unions and the community from which the business draws its resources.
TEPF	The Temporary Employees Pension Fund, as per the TEPF Act 75 of 1979, administered by GPAA on behalf of National Treasury.

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