



REVISED STRATEGIC ROLLING PLAN 2024 – 2029

January 2024

Minister's Statement

The Office of the Pension Funds Adjudicator presents its Annual Performance Plan during a challenging period for the country. South Africa faces a challenging fiscal and economic outlook, and unemployment and inequality remain elevated. To achieve higher, more inclusive economic growth and create jobs, the government must strengthen the capability of the state to deliver services and execute sorely needed structural reforms.

The enactment of the Financial Sector Regulation Act (Act no. 9 of 2017) indicates government's commitment to reforms in the financial services industry. The Act proposed regulatory transformation in the current ombud system and the establishment of the Ombud Council to enhance the policy goal of improving consumer protection and embedding principles of *Treating Customers Fairly*. In addition, the Act established a Financial Services Tribunal, an independent avenue for aggrieved persons to review decisions of the Pension Funds Adjudicator.

In this transition and reform period, I applaud the efforts demonstrated by the Office of the Pension Funds Adjudicator in discharging its mandate of a fair, cost effective and timely resolution of pension fund related complaints. Efforts will continue to ensure all reforms implemented and envisaged are for the benefit of pension fund members.

E Godongwana (Minister for Finance)
Executive Authority

Accounting Authority Statement

I have pleasure in presenting the reviewed 2024/2029 rolling Strategic Plan and 2024/25 Annual Performance Plan documents for the Office of the Pension Funds Adjudicator (OPFA). The review process amongst other things considered the recent changes in the Pension Funds Act and consequential change management for the OPFA, and the potential impact of the proposed regulatory reforms to the current ombud system.

Amendments to the Pension Funds Act and other relevant legislation

On 24 March 2023, the Minister of Finance proclaimed 1 April 2023 and 01 June 2023, as applicable, to be the commencement date of the Financial Sector and Deposit Insurance Levies Act, 2022, and the commencement of certain provisions of the Financial Sector Regulation Act, 2017, as well as amendments of the Pension Funds Act, No. 24 of 1956 (PFA Act). In essence, these new provisions assign the Adjudicator the role of accounting authority for the OPFA, while the Minister will directly consider the OPFA's budget and will have to concur with other aspects, as opposed to the previous arrangement where such matters were overseen by the FSCA Commissioner. These changes aim to improve governance and funding for the OPFA. A transitional plan was approved and is currently being implemented to ensure the smooth implementation of the new amendments.

Establishment of the Ombud Council

The mandate execution of the OPFA will be positively influenced by the establishment of the Ombud Council in terms of the Financial Sector Regulation Act, 2017 ("FSR Act"), to oversee the operations and governance of ombud in the financial services industry. The objective of the Ombud Council is to assist in ensuring that financial customers have access to affordable, effective, efficient, independent and fair alternative dispute resolution processes for complaints about financial institutions in relation to financial products and services. The outcomes of these reforms are expected to significantly improve in embedding the 'Treating Customers Fairly' principles throughout the financial services industry. The Council conducted an oversight visit in the OPFA offices during August 2023.

Measurement of the Refer-to-Fund complaints' management process

From 1 September 2020, the OPFA adjusted its processes and referred complaints to funds for internal dispute resolution before commencing a formal investigation in terms of section 30A(1) of the PFA Act. Should the complainant remain dissatisfied with the response or receives no response within the prescribed period, then the OPFA proceeds to investigate the complaint. An Early Resolution function was established to be responsible for this Refer-to-fund (RTF) process and report on its performance. The process is now considered sufficiently matured to be measured and two key performance indicators were introduced in the 2023/24 annual performance plan (APP). This process will continue to be monitored and its effectiveness reported on a regular basis to ensure optimal outcomes.

Financial Services Tribunal

The FSR Act came into effect on 1 April 2018. Prior to the FSR Act, a person aggrieved with a determination of the Adjudicator was constrained to make an application to the High Court in terms of section 30P of the PF Act. In terms of the FSR Act, the former FSB Appeal Board was disestablished and the FST was established. In the previous dispensation, parties to a complaint before the Adjudicator did not have recourse to the FSB Appeal Board. The FSR Act brought within the ambit of the FST, decisions made by the Adjudicator which could be remitted by the FST to the Adjudicator for reconsideration. The FST proceedings are presided over by experienced legal professionals and experts from the financial services industry. This has been a positive development available for aggrieved persons to utilise a process that is conducted with less formality and technicality, and as expeditiously as the requirements of the financial sector laws and a proper consideration of the matter permit. Section 30P High Court applications have shown a downward trend since the introduction of the FST. Simultaneously, more aggrieved persons have accessed the FST, which can be attributed to it being accessible, cost effective and efficient.

Conduct of Financial Institutions Bill

The Conduct of Financial Institutions (COFI) Bill is at an advanced stage. The COFI Bill aims to streamline the legal landscape for conduct regulation in the financial services sector. This includes repurposing the current legislative framework on retirement funds, rebranding the OPFA to Office of the Retirement Funds Adjudicator, widening the definition of what constitutes a pension fund

related complaint and ensuring the scope of the OPFA encompasses all relevant products and services.

Post-Covid-19 Stakeholder management plan

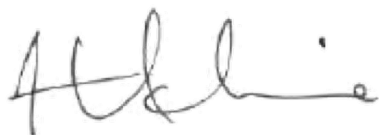
Post the Covid-19 pandemic, the OPFA continued with a hybrid model in executing its stakeholder engagement plan which recommenced the physical engagements with complaints through outreach programmes and industry engagements via participation in conferences. This is supplemented by enhanced use of digital platforms such as webinars, visiting community radio stations, conducting TV interviews and writing articles to enhance education and awareness.

Conclusion

The OPFA is earnestly preparing itself for these impending changes and demands within the financial services ombud space. Over the past 24 years the OPFA has developed professional and technical capabilities to deliver its mandate effectively. The trend for volume of complaints received is being monitored whilst the organisation's capability is strengthened to ensure continued operational efficiency. This will also include ability to attract and retain talent and offer competitive remuneration packages.

Over the medium term, the key strategic priorities for the OPFA are in the main to ensure operating effectiveness in complaints management processes; maintain and monitor performance of the RTF process; increase visibility on using a hybrid model to intensify outreach programmes and stakeholder engagements for improved education and awareness; and optimise the resources of the office to meet the volume of complaints.

I am satisfied that the OPFA has the necessary capacity and capability to respond effectively to the changes and challenges in the financial services landscape.



MA Lukhaimane - Pension Funds Adjudicator

Accounting Authority of the Office of the Pension Funds Adjudicator

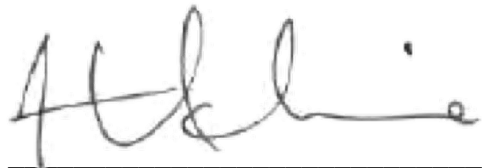
Official Sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the OPFA under the guidance of the Executive Authority and Accounting Authority;
- Considers all the relevant policies, legislation and other mandates for which the OPFA is responsible and;
- Accurately reflects the impact, outcomes and outputs which the OPFA will endeavour to achieve over the period 2024 to 2029. The plan will be reviewed throughout this period to consider the effect of the continuing Twin-Peaks implementation, where necessary.



B Makunga
Chief Financial Officer



MA Lukhaimane (Pension Funds Adjudicator)
Accounting Authority

Approved by:

E Godongwana (Minister for Finance)
Executive Authority

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DEFINITIONS

ACT	Pension Funds Act, 24 of 1956
BCM	Business Continuity Management
FSCA	Financial Sector Conduct Authority
FSR Act	Financial Sector Regulation Act, 9 of 2017
HR	Human Resources
ICT	Information and Communications Technology
NCU	New Complaints Unit
OPFA	Office of the Pension Funds Adjudicator
Adjudicator	Pension Funds Adjudicator and/or Deputy Pension Funds Adjudicator
PFA	Pension Funds Adjudicator
DPFA	Deputy Pension Funds Adjudicator
CFO	Chief Financial Officer
PFMA	Public Finance Management Act, 1 of 1999

PART A: OUR MANDATE

1. Constitutional Mandate

Section 34, Chapter 2: Bill of Rights, of the Constitution of the Republic of South Africa states that:

34. Access to courts. — Everyone has the right to have any dispute that can be resolved by the application of law decided in a fair public hearing before a court or, where appropriate, another independent and impartial tribunal or forum.

The Office of the Pensions Adjudicator was established in terms of the Pension Funds Act to ensure that rights of consumers of pension products and services are protected and they are treated fairly within the prescripts of the law.

2. Legislative and policy mandates

The Office of the Pension Funds Adjudicator is a PFMA Schedule 3A entity established in terms of section 30B of the ACT with effect from 01 January 1998 to investigate and determine complaints lodged in terms of the ACT and those complaints designated to the PFA in the FSR Act. Section 30D of the ACT, as amended, requires that the Adjudicator, in disposing complaints:

- Applies, where appropriate, principles of equity;
- Has regard to the contractual arrangements or other legal relationship between complainants and any financial institution;
- Has regard to the provisions of the ACT; and
- Acts in a procedurally fair, economical, and expeditious manner.

The primary legislation relevant to the OPFA for the purposes of discharging its mandate include:

- Pension Funds Act, 24 of 1956, as amended.
- Financial Sector Regulation Act, 9 of 2017.
- Public Financial Management Act, 1 of 1999.
- Financial Sector and Deposit Insurance Levies Act 11 of 2022.

The planned policy changes that affect the OPFA are evaluated under the external environment analysis section below.

3. Institutional Policies and Strategic plan

The OPFA is guided by its mandate and is committed to achieving its strategic goals and contribute to social protection of consumers of pension products and services by:

- Being a trusted, independent and impartial Pension Funds Adjudicator
- An organisation that leads by example and committed to service excellence
- Providing access to consumers
- Educate and inform consumers of their rights
- Establish meaningful and collaborative relationships with stakeholders

Vision

To OPFA aspires to be a respected institution that is the arbiter of choice in pension fund complaints submitted to it in terms of the ACT.

Mission

The mission of the OPFA is to resolve complaints in terms of the ACT.

Values

The OPFA shall act professionally at all times and it promotes the following values:

- Professional and technical competence;
- Integrity;
- Collaboration;
- Stakeholder synergy;
- Respect and dignity; and
- Impartiality.

The OPFA's strategic objectives over this period focus on discharging the mandate of the OPFA; improving and maintaining its operations; and having informative and value adding interactions with its stakeholders. Namely:

- Strategic goal 1: Dispose of complaints received in terms of the ACT.
Outcome: *To be a trusted, independent, and impartial alternative dispute resolution avenue.*
- Strategic goal 2: Achieve operational excellence.
Outcome: *To be an organisation that leads by example and committed to service excellence.*
- Strategic goal 3: Effective Stakeholder Engagement.
Outcome: *To contribute to informed consumers and establish meaningful, collaborative relationships with stakeholders.*

The OPFA is committed to the realisation of the National Development Plan 2030. The OPFA holds role players in the retirement fund industry to account as it reinforces measures put in place by the State (Social Protection) to make pensions safe and sustainable. Through effective and efficient disposal of complaints, the OPFA lays the basis for more acceptance of envisaged mandatory savings and enhances integrity of the pension fund system in South Africa.

As an alternative dispute resolution mechanism, the OPFA provides a cost-effective and efficient legal action for dispute resolution that equalises the playing ground between consumers and financial institutions. Its accessibility as a fee-free Tribunal to consumers prevents costly and unnecessary escalations to courts where there are grievances; increases utilisation of the services as evidence by increasing trend of complaints; and improve overall public perceptions about government's commitment to protection of consumers at a policy level.

In addition, through its public education and awareness programmes the OPFA empowers consumers of pension products and services to know their rights and be informed about their options when they have grievances. This is expected to enhance legal compliance and service standards by pension funds and aims to foster trust and confidence from the public and financial institutions in general.

The OPFA's evidence-backed input to legislative changes guarantees policy clarity and more impactful policy outcomes for consumers of financial products and services. The

OPFA also visits various tertiary institutions providing pension law training and awareness. Through its determinations, the OPFA supports the development of specialised pension law programmes (further education and training), that in turn lay the basis for universities to conduct relevant training and further research in the sector.

Finally, its organisational development activities strive to create a society where equal opportunities are granted, talent is nurtured, and its employees are able to demonstrate their contribution to the meaningful mandate bestowed upon the OPFA (nation building and social cohesion).

PART B: OUR STRATEGIC FOCUS

4. Situational analysis

Performance environment

The OPFA has jurisdiction over complaints of over 10 million active members of pension funds in privately administered and underwritten funds registered in terms of the ACT. This environment has a majority of unskilled and low-skilled employees that are accommodated in large industrial sector funds or umbrella funds. There is a prevalence of non-compliance with fund contributions as required by section 13A of the ACT in industrial sector funds and umbrella funds.

The 2022/23 financial year saw the office receiving 9 190 (2022: 8 858) new complaints. New complaints represented an increase of 4% from the previous year. Some funds with a high volume of complaints did not submit responses timeously, resulting in delays in the finalisation of complaints. 7 809 (2022: 8 382) complaints were closed during this period. This closure rate represented a decrease of 7% from the previous period. Withdrawal benefits remained the highest category of complaints at 51%. Complaints relating to the non-payment of retirement fund contributions (section 13A compliance) came in second at 34%. Complaints relating to withdrawal benefit and section 13A complaints are caused by failure of employers to pay contributions and delays in payment of withdrawal benefits. The number of complaints relating to payment and distribution of death benefits have also increased.

Furthermore, the office did its best to finalise complaints expeditiously closing 82% within six months despite delays in responses from funds taking longer than the prescribed 30

day period. This behaviour stretches the organisational capacity and puts unnecessary strain on case officers who are expected to send multiple reminders to funds to file responses on matters that are mostly straightforward. The stability in the management team assisted in coping with a difficult operating environment.

The effectiveness of the OPFA to meet its mandate should be measured against the backdrop of applicable regulatory prescripts. The operational efficiency of the organisation is impacted by the relationship and response rate of key stakeholders as required by our regulatory prescripts as exercised by the FSCA. The critical stakeholders that influence our operational efficiency in resolving complaints are the following:

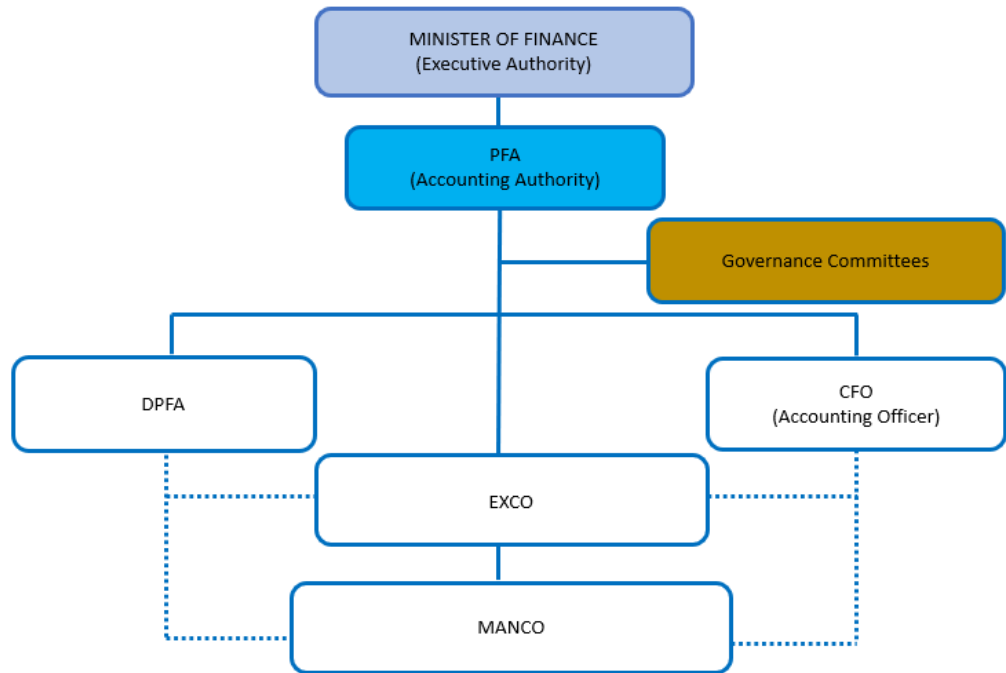
- Members/Complainants;
- Retirement funds;
- Administrators;
- Employers and;
- Value chain providers i.e. actuaries, asset managers, life insurers;
- FSCA as the regulator of retirement funds; and
- Ombud Council that oversees ombud schemes.

Organisational environment

The PFA is the Accounting Authority of the OPFA and reports to the Minister of Finance in terms of the ACT. The OPFA is a Schedule 3A listed entity in terms of the PFMA. The OPFA has appointed its governance subcommittees to assist the PFA in providing oversight over the affairs of the OPFA. The governance subcommittees comprise of a Risk Committee, an Audit Committee, Social and Ethics Committee and Remuneration Committee. Internal governance structure comprises of EXCO which the highest decision-making committee where the PFA, DPFA and CFO are permanent members. Then a Management Committee (MANCO) that is constituted by the senior management team of the OPFA.

The OPFA is audited by the Office of the Auditor General South Africa as its external auditors and outsources its internal audit function to optimise independent overall assurance regarding the adequacy and effectiveness of organisational processes, risk management, governance and control environment.

OPFA Governance Structure (Draft)



The organisation has a staff complement of 78 as of 31 December 2023 including fixed term contract employees. The operations are structured into two major inter-dependent functions, adjudication, and corporate services. The adjudication function consists of 3 departments, New Complaints Unit, Early Resolution Unit and Case Management.

The New Complaints Unit (NCU) timeously registers and assesses new complaints, allocates to the Early Resolution Team (ERU) if out of jurisdiction, requests further information if needed, serves parties where a complainant did not liaise with a fund and / or employer prior to lodging a complaint with our office, assesses responses received and allocates to ER and or Case Management Teams (CM). The Early Resolution Team (ERU) deals with and close Out of Jurisdiction-matters, assesses RtF-responses received, closes RtF-complaints as Resolved by Fund and or allocate complaints to Case Management Teams (CM) as formal complaints.

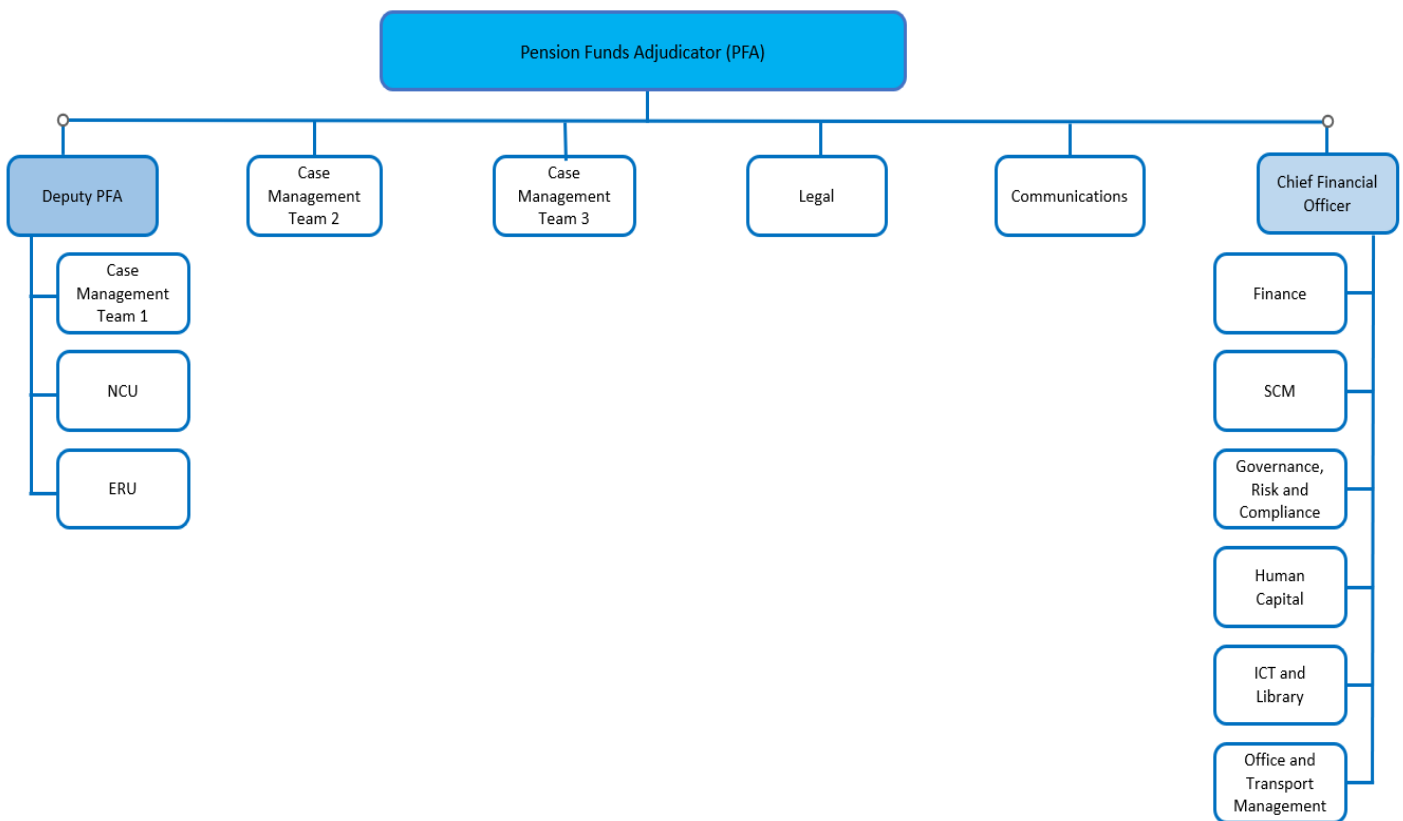
The case management teams investigate complaints, where possible pursue settlements, refer matters for conciliation and draft determinations in terms of section 30M of the ACT. The Investigation phase is aimed at soliciting further information in respect of complaints from the parties concerned. Where determinations are drafted, they are then submitted to the Adjudicator for consideration and finalisation. Once all requirements are satisfied, the Adjudicator approves and signs off determinations.

The corporate services function consists of the following departments:

- *Finance department* — is responsible for the management of financial resources of the OPFA in terms of the ACT, the PFMA and Treasury Regulations, Supply Chain Management and Office Administration.
- *Operations Departments* – is responsible for all operations that include ICT, Human Resources Management, Library Services and Risk and Compliance. The OPFA leverages off the FSCA’s sound ICT environment as most of its ICT infrastructure, maintenance and support is managed by the FSCA in terms of a service level agreement.

The illustration below presents a picture on how the operations of the OPFA are organised (Draft):

OPFA Organisational Structure (Draft)



Internal Environment Analysis

Over the years the OPFA has developed professional and technical capabilities to address its mandate effectively. As the volume of complaints from the industry increases the organisational capability would need to be bolstered to ensure continued operational efficiency.

The current strengths of the organisation as listed below are viewed as sufficient to cope with both the volume and complexity of the current challenges. The predicted future demands may require a review and upgrade in our existing capabilities, but this will be done in a measured manner. The current weaknesses of the organisation constantly receive attention by the management team and interventions to mitigate them are implemented on an ongoing basis.

The current organisational strengths and weaknesses are listed below:

Organisational Strengths

<i>Capability</i>	<i>Description</i>
<i>Human resources</i>	<ul style="list-style-type: none">• Commitment by staff to achieve the mandate• Mainly professional staff• Key management positions filled and stable
<i>Stakeholder relations</i>	<ul style="list-style-type: none">• Good relations with National Treasury as executive authority• Satisfactory level of co-operation and respect from the Industry and the Regulator
<i>Operational efficiencies</i>	<ul style="list-style-type: none">• Continued improvement of business processes and overall performance.• Tender processes are transparent.• Service providers paid within 30 days.
<i>Governance</i>	<ul style="list-style-type: none">• Clean audit outcome from the AGSA• Stable and experienced governance committees

The strength of these current capabilities enables the organisation to maintain its current efficiencies, performance, and sound relationships with key stakeholders.

Organisational Weaknesses

Capability	Description
Human resources	<ul style="list-style-type: none">• Organisational development not refined.• Limited skilled pool of adjudicators and case managers for complaints resolution with pension law experience.
Operational efficiencies	<ul style="list-style-type: none">• The standard resolution time of six months remains long.• IT solutions not being utilised optimally.• Outdated internal records management and data warehousing systems. The OPFA needs to improve its records management systems to ensure that no internal records are misplaced or lost.
Governance	<ul style="list-style-type: none">• Internal audit services currently under procurement.

The current strategic plan includes initiatives to address the identified weaknesses in Human Resources and operational efficiencies. This includes a measurable timeframe regarding filling of key vacancies and a commitment to clean administration as an organisation. The ICT environment is currently under restructuring to align capabilities with strategic goals of the organisation. This is to ensure that the newly upgraded infrastructure and improved systems support business and create efficiencies.

External environment analysis

Legislative changes

FSR Act Ombuds System Revision

Amendments to the Financial Sector Regulation Act, 2017 (“FSR Act”) have been proposed in the FSR Act Ombuds Revision Bill which will have a direct effect on the OPFA. It is proposed that Chapter VA of the Pension Funds Act, 1956 (“PF Act”) (which established the OPFA), be imported into the FSR Act. Similar proposals have been made in respect of the FAIS Ombud. Along with the proposed transfer, is a name change for the Adjudicator to be called the “Retirement Funds Ombud” and for the PF Act to be

renamed the “Retirement Funds Act”. This is in line with the project that has been underway by National Treasury and the FSCA to eliminate unnecessary jargon and for all types of pension funds to fall within the umbrella term “retirement fund”. If these changes are implemented during the upcoming period, it will present an opportunity for rebranding and an awareness campaign.

The mandate of the OPFA may also be extended via the expansion of the definition of “complaint”. The proposed amendment seeks to carry over the current requirements set out in the definition and also introduce “advice” in relation to a retirement fund and types of complaints that may be specified by the Ombud Council. This will naturally necessitate upskilling of the professional staff to handle the new types of complaints that may be received.

The proposed amendments will also mandate the sharing of information between ombuds and the regulator. This is positive as it creates an opportunity to establish a system for the exchange of information the objective of which should be to reduce systemic issues giving rise to common types of complaints in specific retirement funds.

COFI Bill

Whilst the FSR Act was intended to legislate the manner in which regulators and ombuds conduct themselves, the Conduct of Financial Institutions Bill (“COFI Bill”) is intended to legislate for the manner in which financial institutions such as retirement funds are expected to conduct themselves.

A third draft of the COFI Bill was provided by National Treasury to the OPFA for comment and the OPFA used the opportunity to submit comments on the draft. In the third draft, certain consequential amendments to the PF Act were proposed which if passed would likely have a significant impact on the OPFA’s mandate. Of importance, was the proposals made pertaining to section 37C of the PF Act which deals with the manner in which death benefits in a pension fund should be disposed of. In the OPFA comments, concerns were raised, and it was accordingly proposed that a full consultation process takes place which must include workshops held with relevant stakeholders in the retirement funds industry before amendments to section 37C are effected. If the proposal is accepted by National Treasury, this will present an opportunity for the OPFA to engage meaningfully with the

relevant stakeholders on appropriate ways to address the issues pertaining to section 37C of the PF Act. Similar comments were submitted by the OPFA on the second draft of the COFI Bill.

All conduct issues will be exported from the PF Act into the COFI Bill as an overarching piece of legislation that applies to the conduct of all financial institutions, including retirement funds. The sectoral legislations that currently exist are expected to be repealed either in whole or in part. It is also expected that the prudential issues relating to the financial soundness of retirement funds will remain within the PF Act. Conduct issues pertaining to specific types of financial institutions are expected to be addressed in conduct standards issued by the FSCA.

Conduct Standards

The publication of conduct standards in terms of both the FSR Act and COFI Bill will also form part of the legislative framework that retirement funds will be expected to abide. Naturally, these are also likely to form the basis of complaints received by the OPFA.

The conduct standards for comment are usually published on the FSCA website and a period of at least 30 days is allowed for comment. In the past, the FSCA published a conduct standard pertaining to section 13A and the collection of arrear contributions. The OPFA made submissions to the FSCA on the proposed conduct standard. The final version of the Conduct Standard was published on 19 August 2022. FSCA Conduct Standard 1 of 2022 (RF) – Requirements related to the payment of pension contributions became effective on 19 February 2023.

It is anticipated that there will be various other conduct standards issued by the FSCA relating to retirement funds for comment and the OPFA will most likely make submissions to the FSCA for consideration prior to the finalisation of any conduct standards. A similar process will obviously apply for prudential standards and joint standards.

Ombud Council and Chief Ombud

The FSR Act also established the Ombud Council (“OC”) and the Chief Ombud. The OC consists of the Chief Ombud, the Commissioner (of the FSCA), and at least four, but not more than six, other members appointed by the Minister of Finance.

The OC is empowered to:

- make rules relating to ombud schemes including governing rules, definitions of types of complaints to be dealt with by specific ombud schemes, dispute resolution processes, and any rule that is appropriate and necessary for ensuring that financial customers have access to, and are able to use affordable and effective independent and fair alternative dispute resolution processes for complaints about financial institutions in relation to financial products, financial services, and services provided by market infrastructures.
- issue directives to a person who is an ombud, or to an ombud scheme, requiring the person to take action specified in the directive if the person has contravened or is likely to contravene a financial sector law in so far as it relates to ombud schemes.
- accept written enforceable undertakings by an ombud scheme regarding the ombud scheme’s future conduct in relation to a financial sector law in so far as it relates to ombud schemes.
- commence proceedings against an ombud scheme in the High Court for an order to ensure compliance with a financial sector law in so far as it relates to ombud schemes.
- make a debarment order in respect of a natural person if the person has contravened a financial sector law in so far as it relates to ombud schemes, or an Ombud Council rule; or attempted, or conspired with, aided, abetted, induced, incited or procured another person to contravene a financial sector law in so far as it relates to ombud schemes.
- impose an administrative penalty on an ombud scheme, a member of the governing body of an ombud scheme, or an ombud.
- the OC may also conduct supervisory on-site inspections and investigations on ombud schemes, as well as request specified information from an ombud scheme which is relevant to the OC’s assessment of compliance by the ombud scheme with a financial sector law in so far as it relates to ombuds; an OC rule; a directive issued by the OC; or an enforceable undertaking accepted by the OC.

In essence, the OC acts as a regulator of ombud schemes and the OPFA will be subject to such regulation. It is anticipated that the OC may determine certain reporting requirements to assess compliance by ombud schemes including annual reports in terms of the FSR Act. The OPFA has had engagements with the Chief Ombud and provided information to assist the Ombud Council in performing its mandate. This included an on-site inspection conducted on 17 August 2023.

The OPFA has also submitted draft procedural rules for consideration by the OC.

POPIA

The OPFA has adopted policies to comply with POPIA as far as corporate records are concerned. The OPFA had embarked on a readiness project since August 2020 and held training and awareness sessions for all its staff members. It also registered the Information Officer (Adjudicator) and Deputy Information Officer (Senior Legal Advisor) within the prescribed timelines. The OPFA has engaged with the Information Regulator to confirm its position in relation to the handling of complaints by the OPFA i.e. that they form part of the public record and are not subject to POPIA. Pursuant to such engagements, the Information Regulator confirmed that it would not be necessary for the OPFA to apply for an exemption. However, the Information Regulator has requested that submissions be made on the OPFA's compliance with section 30L of the PF Act pertaining to the manner in which the OPFA maintains records of complaints permanently. These submissions are being compiled.

World Bank Group report

During 2021, the World Bank Group ("WBG"), as commissioned by National Treasury, published a report in terms of which it evaluated the current financial-sector ombud system in South Africa, compared it against international good practice, and recommended reforms to provide good-quality outcomes and good value for money for the future.

The report proposes consolidation of all of the industry ombud schemes (the Banking, Credit, LTI, STI, and JSE Ombuds) plus that of the statutory FAIS Ombud into a non-statutory National Financial Ombud (NFO). Further, it proposes that the OPFA evolve into

Retirement Funds Ombud (RFO) and be retained separately. The reasons for a separate retention, which should be reviewed after 5 years, include the avoidance of further complexity to an already complex transition, and to allow for the non-payment of pension contributions to be resolved by FSCA before consolidation.

The OPFA has made submissions to National Treasury on whether the proposed NFO should be statutory or non-statutory. The OPFA is of the firm view that the NFO should be statutory scheme. The WBG report remains under consideration by National Treasury.

Two-pot system

Comments on the proposed legislative amendments to the Income Tax Act, 1962 incorporating the so-called two-pot system were submitted by the OPFA to National Treasury for consideration.

Broadly speaking, the plan in the draft bill is to create two “pots” for retirement fund members. From the date the new system comes into effect, members will be able to make one taxable withdrawal a year from their “savings pot” (one-third of contributions), but the “retirement pot” (the other two-thirds) has to be preserved until retirement and used to purchase an annuity. There is a third pot, being the vested amount in the fund at the implementation date.

Taking public comments into account, the proposed implementation date has been changed from 1 March 2024 to 1 September 2024. The final legislation has not yet been passed. OPFA staff may require upskilling since the two-pot system is required to be contained in the rules of a fund and would therefore fall within the definition of “complaint”.

The current external environment presents the following opportunities and threats:

Opportunities

Opportunity	Description
Stakeholder relations	<ul style="list-style-type: none"> • Hybrid model with increased digital interaction with stakeholders. • OPFA can demonstrate how to operate a public entity with ethical leadership and credible governance. • Leverage goodwill of stakeholders to improve on response times. • Develop proactive training programmes for pension fund administrators and board members to reduce complaints. • Enhance relationships with media and increased use of channels that reach scattered areas. • Participate in legislative reform discussions. • Conduct public education about OPFA determinations. • Establish partnerships with other Ombuds, state institutions and consumer bodies.
Operational efficiencies	<ul style="list-style-type: none"> • Invest and maximise on IT capabilities. • Promote use of website and emails to lodge complaints.

Threats

Threat	Description
Human resources	<ul style="list-style-type: none"> • Training requirements for OPFA staff on implementation of extended mandate and amended definition of a “complaint”. • Change management from amalgamation with public pensions ombudsmen.

<i>Threat</i>	<i>Description</i>
<i>Operational efficiencies</i>	<ul style="list-style-type: none"> • Increased complaints due to teething problems of Two-pot system. • Cost implications of rebranding, extended mandate and amalgamation with public pensions ombudsmen.
<i>Stakeholder relations</i>	<ul style="list-style-type: none"> • Office access to complainants across provinces due to single location in Gauteng. • Continuous avoidable non-compliance by some pension funds may undermine public confidence and trust in the office and industry. • Branding and awareness requirements for new entity name

The OPFA considers the emerging opportunities and threats within its capability to respond effectively. The organisation will reposition its stakeholder engagement strategy to respond to its current challenges of misconduct by specific pension funds and enhance its media relations.

PART C: MEASURING OUR PERFORMANCE

5. Strategic outcome-oriented goals

The OPFA has three strategic goals that are based on the mission and mandate of the OPFA and are supported by clearly defined objectives and well-defined key performance indicators, namely:

Strategic Outcome Oriented Goal 1	Resolve Complaints in accordance with our mandate.
Goal Statement	To resolve complaints in a procedurally fair, economical and expeditious manner by complying with the ACT and Financial Sector Regulation Act.
Strategic Outcome Oriented Goal 2	Achieve Operational Excellence.
Goal Statement	To ensure clean administration and build capacity to optimally deliver on the mandate of the OPFA.
Strategic Outcome Oriented Goal 3	Effective Stakeholder Engagement.
Goal Statement	Identify, develop and maintain key stakeholder relationships in the pension funds industry, government, public and governing bodies to enhance performance, accountability, and public confidence.

STRATEGIC GOAL 1: DISPOSE OF COMPLAINTS RECEIVED

5.1.1.1 Measuring the Impact

Impact statement	A trusted, independent and impartial Office of the Pension Funds Adjudicator
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5.1.1.2 Measuring Outcomes

Outcome	Outcome Indicator	Baseline (2022/23)	Five-year target
1.1 New Complaints Unit (NCU) to finalise matters received expeditiously	1.1.1 Percentage (%) of complaints received and acknowledged within 2 working days (Excluding walk-ins)	99.75%	100%
	1.1.2 Percentage (%) of RTF complaints referred to respondents within 5 working days from date of instruction by NCU supervisor.	97.30%	100%

Outcome	Outcome Indicator	Baseline (2022/23)	Five-year target
	1.1.3 Percentage (%) of complaints closed by the NCU Supervisor within 2 working days from instruction task received to close matter as: <ul style="list-style-type: none"> • Abandoned • Withdrawn • Duplicates • Reformulation 	100%	100%
	1.1.4 Percentage (%) of complaints closed by the ERU within 2 working days as: <ul style="list-style-type: none"> • Out of Jurisdiction • Settlements (Resolved by Fund) 	New KPI	100%

8.1.2.1 Measuring the Impact

Impact statement	A trusted, independent and impartial Office of the Pension Funds Adjudicator
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8.1.2.2 Measuring Outcomes

Outcome	Outcome Indicator	Baseline	Five-year target
1.2 Dispose of complaints in a procedurally, fair, expeditious resolution of complaints in terms of the ACT	1.2.1 Percentage (%) of unresolved RTF complaints received from NCU/ERU to be referred to respondents by CMU within 5 working days from the date of receipt	87%	100%
	1.2.2 Percentage (%) of complaints finalised within set timeframes	82% complaints finalised within six, 97% complaints finalised within nine months 7 076 cases were finalised as follows: Determinations: 4 368 Settlements: 1382	To finalise 85% of the complaints within six months of receipt, 100% within nine months with an exception of cases that are under curatorship

Outcome	Outcome Indicator	Baseline	Five-year target
		Out of jurisdiction: 1326	and/or re-opened/delayed due to reasons not within the OPFAs control.
	1.2.3 Percentage (%) of matters allocated for closure at CMU closed within 2 working days as: <ul style="list-style-type: none"> • Abandoned • Withdrawn • Duplicates • Out of jurisdiction 	99%	100%
	1.2.4 Percentage (%) of OPFA determinations issued remitted for reconsideration by the FST on the same facts	≤1% of signed-off determinations remitted on the same facts	≤1% of signed-off/issued determinations remitted on the same facts
	1.2.5 Percentage (%) of complaints finalised within 90 days at ERU	New KPI	100%

STRATEGIC GOAL 2: ACHIEVE OPERATIONAL EXCELLENCE

8.1.3.1 Measuring the Impact

Impact statement	An organisation that leads by example and committed to service excellence
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8.1.3.2 Measuring Outcomes

Outcome	Outcome Indicator	Baseline (2021/22)	Five-year target
2.1 Achieve operational excellence and clean administration and enhance reporting	2.1.1 Unqualified audit opinion	Unqualified audit opinion with no material findings	Unqualified audit opinion
	2.1.2 A percentage of valid OPFA Supplier invoices paid within 30 days	100%	100% except in cases where the invoice is under a dispute process or requires an approval outside of the approved delegation of authority

8.1.4.1 Measuring the Impact

Impact statement	An organisation that leads by example and committed to service excellence
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8.1.4.2 Measuring Outcomes

Outcome	Outcome Indicator	Baseline	Five-year target
2.2 Achieve operational excellence and establish an effective value proposition that will ensure that the OPFA attracts and retains talent	2.2. Percentage implementation of Employment Equity plan for the specific areas: % Black employees (including Africans, Indians and Coloureds) % Female employees % Employees with disabilities	92% Black employees 62% Female employees 1% Employees with disabilities	92% Black employees 51% Female employees 2% Employees with disabilities

STRATEGIC GOAL 3: EFFECTIVE STAKEHOLDER ENGAGEMENT

8.1.5.1 Measuring the Impact

Impact statement	Informed consumers and establish meaningful, collaborative relationships with stakeholders
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8.1.5.2 Measuring Outcomes

Outcome	Outcome Indicator	Baseline	Five-year target
3.1 Conduct impactful awareness programmes; build meaningful and collaborative stakeholder relationships	3.1 Percentage implementation of activities for stakeholder engagement	469% implementation of activities for stakeholder engagement implemented: 14x webinars/industry conference 36 x Group sessions with industry stakeholders 3 x visits to tertiary institutions 12x media engagements 1x Annual report	100% implementation of activities for stakeholder engagement (As listed below): 4 x Industry Conferences and Seminars participation 2 x Group sessions with industry stakeholders 2 x visits to Tertiary institutions

Outcome	Outcome Indicator	Baseline	Five-year target
		4 x outreach programmes 4x internal staff meetings	12 x Media releases 1 x Annual Report issued 4 x Outreach programmes (Broadcast/Radio Interviews - Roadshows 4 x Internal Staff meetings

8.1.6.1 Measuring the Impact

Impact statement	Committed to good customer service experience and interactions that add value to our stakeholders
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8.1.6.2 Measuring Outcomes

Outcome	Outcome Indicator	Baseline	Five-year target
3.2 High quality stakeholder service experience and impactful stakeholder engagement	3.2 Overall percentage of stakeholder satisfaction survey – the survey will be conducted at least once every three years	Not applicable	60% satisfaction rate from Stakeholder satisfaction survey

6. Resource considerations

Legislative Mandate

The OPFA is a PFMA Schedule 3A entity established in terms of section 30B of the Pension Funds Act with effect from 01 January 1998 to investigate and determine complaints lodged in terms of the Pension Funds Act and FSR Act. It is funded by the FSCA in terms of section 30R of the Pension Funds Act.

The mandate of the OPFA in terms of the revised section 30D of the Pension Funds Act requires that the Pension Funds Adjudicator, when disposing complaints:

- Applies where appropriate, principles of equity;
- Has regard to the contractual arrangements or other legal relationship between complaints and any financial institution;
- Have regard to the provisions of the Pension Funds Act; and
- Act in a procedurally fair, economical, and expeditious manner

Background and context

As part of the OPFA strategic planning process, three strategic outcomes were considered to ensure optimum performance and allocation of resources in the medium term. These strategic outcomes are stated in the organisational Annual Performance Plan for 2023/2024 namely, (i) to be a trusted, independent and impartial pension funds adjudicator, (ii) an organisation that leads by example and committed to service excellence when resolving complaints, and (iii) establish meaningful and collaborative relationships with its stakeholders.

The OPFA has a set of clearly articulated and measurable strategic objectives to guide its operations to achieve its mission which are aligned to the mandate of the OPFA as stipulated in the Pension Funds Act. They include the timeous resolution of complaints in a procedurally fair and economical manner; building effective relationships with key stakeholders; and striving for operational excellence in its work.

The capabilities that will enable the OPFA to achieve its strategic objectives are its professional and technically competent staff members; an efficient technological infrastructure and business processes; an organisational culture based on high performance; and ethical conduct.

The OPFA has resolved more than 90 per cent of complaints received within 9 months of receipt over the past financial year while maintaining the same professional level of delivery capacity. Staff continues to work together to streamline processes and share information speedily to maintain our turnaround times without compromising the quality of the output.

During the strategic planning process, it was identified that the organisation requires additional investment for its modernisation ambition to enhance in its current capabilities to ensure a continuous high level of quality and performance when executing its mandate. The plan is to invest in staff development through formalised training programmes that will ensure continuous professional development and improvement in technical skills and competencies. The OPFA is delivering on its plans of enhancing its current IT systems to provide for a more efficient and resilient environment with strong ICT security controls.

The analysis of complaints from the past financial years continues to indicate a trend of weak governance processes within funds and administrators, failure by employers to pay over/transfer the pension contributions of members to the fund and a failure by funds/administrators to pay benefits when they accrue to members. The organisation will be focusing on strengthening the engagement with stakeholders to address the underlying causes that result in complaints that we consider administrative and avoidable.

For more than 20 years, the OPFA has contributed to providing much-needed access to alternative dispute resolution in a specialised area of law. We have contributed to the development of retirement fund policy, legislation and regulatory amendments.

The introduction of the Financial Sector Regulation Act no. 9 of 2017 which establishes the Ombud Council, will enhance the policy goal of improving market conduct and consumer protection in the financial services industry. The expected outcome of these reforms is a significant improvement in embedding the principles of Treating Customers Fairly throughout the financial services industry. The OPFA is poised to join the new ombud schemes dispensation with much vigour in the knowledge that stakeholders, especially fund members, stand to be the biggest beneficiaries in a more integrated and streamlined financial services complaints' management landscape.

Medium-term estimates – 2024 to 2027

ITEM	REFERENCES	BUDGET 2024/25 R'(000)	BUDGET 2025/26 R'(000)	% VARIANCE 2024/25 vs 2025/26	BUDGET 2026/27 R'(000)	% VARIANCE 2025/26 vs 2026/27
REVENUE						
LEVY INCOME		(99,487)	(111,743)	12%	(117,330)	5%
SPECIAL LEVY		(7,462)	-	-100%	-	0%
INTEREST INCOME		(1,068)	(1,121)	5%	(1,177)	5%
GROSS REVENUE	2.1.1	(108,017)	(112,864)	4%	(118,507)	5%
EXPENDITURE						
OPERATING COSTS	2.1.2	38,200	40,110	5%	42,116	5%
STAFF COSTS	2.1.3	61,913	65,009	5%	68,259	5%
GENERAL EXPENDITURE		100,113	105,119	5%	110,375	5%
CAPITAL EXPENDITURE	2.1.4	7,904	7,746	-2%	8,133	5%
TOTAL ESTIMATED EXPENDITURE		108,017	112,864	4%	118,507	5%
BUDGET SHORTFALL/(SURPLUS)		-	-		-	

2.1.1 Gross Revenue R113 million 2025/26 and R119 million 2026/27

Gross revenue is expected to increase by an average of 4% in 2025/26 and 5% in 2026/27 respectively, marginally lower than the CPI projections. This is because a base line would have been established in 2024/25 with the significant levy increase of 35% and the levy increment will stabilise consistent with CPI.

2.1.2 Operating costs R40 million 2025/26 and R42 million 2026/27

Operating costs is budgeted to increase by 5% on average for 2025/26 and 2026/27 respectively to account for CPI related increases in costs.

2.1.3 Staff costs R65 million 2025/26 and 68 million 2026/27

Staff costs for 2025/26 and 2026/27 is also projected to increase by an average of 5% to account for cost-of-living adjustments in salaries and related contributions.

2.1.4 Capex Costs R8 million 2025/26 and 2026/27

Capex costs is set to decrease by 2% in 2025/26 and subsequently increase by 5% in 2026/27 to cover capital expenditure because of refurbishment of the ICT environment and replacement of capital assets that would have reached end of useful life.

Conclusion

The OPFA funding model is expected to change for the 2024/25 financial year as part of the Twin-peaks implementation as the Financial Sector Levies Act has been approved by the President. The total OPFA estimated expenditure over the MTEF is expected to increase by an average of 6% with income expected to increase by an average of 9% due to special levy imposed in terms of the Levies Act. The budget will be funded from both levy income and retained reserves from prior years especially for capital expenditure. This budget is considered adequate to fund the operations of the OPFA and its key priorities from the 2024/25 financial year.

The key strategic priorities for the OPFA are to improve operating efficiencies to respond to changing mandate requirements, invest in its ICT capacity and capability, intensify consumer awareness using digital platforms, continue to build its technical competence, and focus on the impact made by the office on its stakeholders when resolving complaints. The OPFA is confident that it has the necessary capacity and capability to respond effectively to changes in mandate, economic challenges expected ahead and the resources it has at its disposal would be optimised to achieve maximum value and impact, when discharging its mandate.

7. Summary of Key Risks

Outcome	Key Risks	Current Controls	Residual Risk Rating	Action Plan	Risk Owner
Dispose of complaints received in terms of the ACT	Inadequate collaboration between FSCA and OPFA	<ul style="list-style-type: none"> • Periodic engagement and escalation to the FSCA of matters of concerns, trends and challenges • Periodic engagements with FSCA Divisional Executive Retirement Funds • Real time access by FSCA pensions to OPFA determinations 	High	<ul style="list-style-type: none"> • Establish a MOU with the FSCA to facilitate engagement and share information 	PFA/DPFA
Dispose of complaints received in terms of the ACT Achieve operational excellence	HR data risk	<ul style="list-style-type: none"> • Review signed off records • Employee checklists in all Employee files • Partially implemented audit findings of data transferred from manual to electronic system • All manual employee information has been captured electronically 	Medium	<ul style="list-style-type: none"> • Managers to submit information timeously and keep copies where necessary • Monthly monitoring of manual HR records • Procurement of new HR System 	HHC

Outcome	Key Risks	Current Controls	Residual Risk Rating	Action Plan	Risk Owner
		<ul style="list-style-type: none"> • Manual records updated • Gap and needs analysis conducted for HR system 		<ul style="list-style-type: none"> • HR system to provide module for Data Analytics 	
<p>Dispose of complaints received in terms of the ACT</p> <p>Achieve operational excellence</p> <p>Effective stakeholder engagement</p>	Funding shortfall due to changes in funding model	<ul style="list-style-type: none"> • Regular Budget reviews and realignment • Regular engagements with the FSCA and National Treasury • Cost containment measures 	Medium	<ul style="list-style-type: none"> • Continuous engagement with the FSCA, National Treasury and other relevant stakeholders regarding funding • Implement cost-cutting measures and optimally utilise reserves • Establishment of a contingency reserve to fund operations 	CFO
Dispose of complaints received in terms of the ACT	Information and cybersecurity risk	<ul style="list-style-type: none"> • Information and Cyber Security Policy in place. • Consolidated ICT Security managed service with one ICT service provider • Technology Implemented (Antivirus, Firewall, URL Filtering, 	Medium	<ul style="list-style-type: none"> • Conduct monthly ICT environment vulnerability assessment and remediate, where required • Conduct a penetration test once per annum 	ICT Senior Manager

Outcome	Key Risks	Current Controls	Residual Risk Rating	Action Plan	Risk Owner
<p>Achieve operational excellence</p>		<p>Identity Awareness, Anti bot, IPS and Monitoring)</p> <ul style="list-style-type: none"> ● ICT Business Continuity Plan in place 		<ul style="list-style-type: none"> ● Conduct/implement regular ICT security awareness interventions for the users ● Update the DR manuals and conduct two ICT DR test per annum ● Perform daily, weekly and monthly backups ● Update identified ICT security standards and guidelines ● Participate in all internal and external audits and remediate any findings identified ● Development of the Information and Cybersecurity Program and Architecture 	

Outcome	Key Risks	Current Controls	Residual Risk Rating	Action Plan	Risk Owner
<p>Dispose of complaints received in terms of the ACT</p> <p>Achieve operational excellence</p> <p>Effective stakeholder engagement</p>	<p>Changes in legislative framework with regards to Pension Funds</p>	<ul style="list-style-type: none"> ● Engagements with other stakeholders such as the National Treasury on effective ways to implement changes ● Constant monitoring of developments to ensure readiness ● Update to staff on key developments ● Submit comments on draft legislation that is proposed ● Media articles on the upcoming legislative changes 	<p>Medium</p>	<ul style="list-style-type: none"> ● Development of training interventions 	<p>PFA</p>

Risk Management and mitigation factors

The OPFA regards good corporate governance and risk management as a core to the way it conducts its affairs. As such the OPFA has implemented a risk management strategy that provides for a coherent and structured approach in identifying, reviewing and managing the risks of the OPFA. This process is regulated by the establishment of a Risk Committee that meets at least quarterly a year and a management committee that meets on a monthly basis. Risks identified by the organisation are documented in operational risk registers which culminate in an organisational risk register. All risks identified are assessed for their potential impact on the organisation and mitigation plans implemented thereon. The OPFA has also implemented a Fraud and Corruption Prevention strategy and plan in line with its undertaking not to tolerate fraud and corrupt activities. The strategy and plan are monitored in line with OPFA's risk management policy.

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

GOAL 1

Key Performance Indicator 1.1

<p>Indicator title</p>	<p>New Complaints Unit (NCU) to finalise matters received expeditiously:</p> <p>1.1.1 Percentage (%) of complaints received and acknowledged within 2 working days (Excluding walk-ins)</p> <p>1.1.2 Percentage (%) of RTF complaints referred to respondents within 5 working days from date of instruction by NCU supervisor</p> <p>1.1.3 Percentage (%) of complaints closed by the NCU Supervisor within 2 working days from instruction task received to close matter as:</p> <ul style="list-style-type: none"> • Abandoned • Withdrawn • Duplicates • Reformulations <p>1.1.4 Percentage (%) of complaints closed by the ERU within 2 working days as:</p> <ul style="list-style-type: none"> • Out of Jurisdiction • Settlements (Resolved by Fund)
<p>Definition</p>	<p>The indicator measures the percentage of complaints received and acknowledged, assessed and finalised by the New Complaints Unit within set timeframes. Matters are either closed at assessment or allocated to Early Resolution and Case Management teams for processing. Complaints that are prematurely lodged with the OPFA before consideration by the respondent are referred back to the respondents prior to allocation to Early Resolution and Case Management teams for processing. The amount of time taken needs to be measured to ensure that the assessment and refer-to-fund processes from the time a matter is received is efficient.</p>

	A complete complaint refers to a valid complaint that is supported by the minimum required documentation.
Source/ collection of data	Respond system; quarterly case management reports; email and website automated responses
Method of calculation	<ul style="list-style-type: none"> • Number of complaints received and acknowledged within 2 working days / Number of complaints received x 100 (percentage of complaints received and acknowledged within 2 working days). NB. This calculation excludes walk-in complaints as those do not require acknowledgement, they are processed physically in the presence of the complainant. • Number of complete premature complaints referred within 5 working days / Number of complete premature complaints referred x 100 (percentage of complete premature complaints referred within 5 working days) • Number of complaints closed by the NCU within 2 working days / Number of complaints closed by the NCU x 100 (percentage of complaints closed by the NCU within 2 working days) as abandoned, withdrawn, duplicates and out of jurisdiction. • Number of complaints closed by the ERU within 2 working days / Number of complaints closed by the ERU x 100 (percentage of complaints closed by the ERU within 2 working days) as abandoned, withdrawn, duplicates and out of jurisdiction.
Link to National Development Plan	OUTCOME 13: SOCIAL PROTECTION
Data limitations	Dependent on the accuracy of the Respond system reports
Type of indicator	Output and efficiency
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes – Indicator 1.1.4
Desired performance	<ul style="list-style-type: none"> • 90% • 90% • 90% • 90%

Indicator responsibility	New Complaints Unit Supervisor, Early Resolution Manager
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Key Performance Indicator 1.2

Indicator title	<p>1.2.1 Percentage (%) of unresolved RTF complaints received from NCU/ERU to be referred to respondents by CMU within 5 working days from the date of receipt</p> <p>1.2.2 Percentage (%) of complaints finalised within set timeframes.</p> <p>1.2.3 Percentage (%) of matters allocated for closure at CMU closed within 2 working as:</p> <ul style="list-style-type: none"> • Abandoned • Withdrawn • Duplicates • Out of jurisdiction <p>1.2.4 Percentage (%) of OPFA determinations issued remitted for reconsideration by the FST on the same facts.</p> <p>1.2.5 Percentage (%) of complaints finalised within 90 days at ERU.</p>
Definition	Measures the effectiveness and efficiency of the complaints resolution process using a Percentage and time as unit measures. Case Management teams (CMU) includes Early Resolution team, a new unit established to refer matters to funds.
Source/ collection of data	Respond system; quarterly case management reports
Method of calculation	<ul style="list-style-type: none"> • $\frac{\text{Complaints referred by CMU, that were initially referred by the NCU to respondents, for a reply within 5 working days of receipt from NCU/ER}}{\text{Total number of complaints referred by CMU that were initially referred by the NCU/ERU to respondents for a reply}} \times 100$

	<ul style="list-style-type: none"> Complaints finalised within a specific period / total number complaints finalised x 100 (percentage of complaints finalised within given time) Finalised – Determinations, Out of jurisdiction (by Case Management teams) and settlement matters. Number of matters allocated for closure at CMU closed within 2 working days / Number of matters allocated for closure at CMU x 100 Number of determinations remitted (on the same facts) / total determinations issued/signed-off x 100 (percentage of signed-off/issued determinations remitted) Complaints finalised within 90 days at ERU / total number complaints finalised at ERU x 100 (percentage of complaints finalised within given time)
Link to National Development Plan	OUTCOME 13: SOCIAL PROTECTION
Data limitations	Dependent on the accuracy of the Respond system reports
Type of indicator	Output and efficiency
Calculation type	Cumulative
Reporting cycle	Annually (Indicator 1.2.1 and 1.2.3 – Quarterly)
New indicator	Yes – Indicator 1.2.1 and 1.2.5
Desired performance	<ul style="list-style-type: none"> 90% To finalise 85% of the complaints within six months of receipt with an exception of cases that are under curatorship and/or reopened/delayed due to reasons not within the OPFA's control. 90% ≤1% of signed-off/issued determinations remitted on the same facts. 90%

Indicator responsibility	Team leaders: Case Management, Early Resolution Manager, Senior Legal Advisor
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GOAL 2

Key Performance Indicator 2.1.1

Indicator title	Unqualified audit opinion
Definition	Remain within budget and comply with all regulatory prescripts applicable to the OPFA including the requirements of the PFMA and Treasury Regulations. Ensure financial soundness and clean administration.
Source/ collection of data	External Auditor's report
Method of calculation	No material findings giving rise to a qualified Audit opinion.
Link to National Development Plan	OUTCOME 5: A SKILLED AND CAPABLE WORKFORCE TO SUPPORT AN INCLUSIVE GROWTH PATH
Data limitations	No specific limitations
Type of indicator	Outcome and impact
Calculation type	Non — Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Unqualified audit opinion
Indicator responsibility	Chief Financial Officer

Key Performance Indicator 2.1.2

Indicator title	A percentage of valid OPFA Supplier invoices paid within 30 days
Definition	To ensure supplier invoices are paid on time
Source/ collection of data	Payments made to suppliers
Method of calculation	Total supplier invoices paid within 30 days/ Total supplier invoices paid during period under review
Link to National Development Plan	OUTCOME 5: A SKILLED AND CAPABLE WORKFORCE TO SUPPORT AN INCLUSIVE GROWTH PATH
Data limitations	No specific limitations

Type of indicator	Outcome and impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% except in cases where the invoice is under a dispute process or requires an approval outside the approved delegation of authority
Indicator responsibility	Chief Financial Officer

Key Performance Indicator 2.2

Indicator title	2.2. Percentage implementation of Employment Equity plan for the specific areas: % Black employees (including Africans, Indians and Coloureds) % Female employees % Employees with disabilities
Definition	To ensure that appropriate talent is recruited, developed and retained to support the execution of the PFA's mandate whilst complying with employment legislation.
Source/ collection of data	Human resources management and EE reports
Method of calculation	Percentage compliance with EE plan for specific areas or National Treasury instruction.
Link to National Development Plan	OUTCOME 5: A SKILLED AND CAPABLE WORKFORCE TO SUPPORT AN INCLUSIVE GROWTH PATH
Data limitations	Change in staff complement may impact on %
Type of indicator	Outcome and impact
Calculation type	Cumulative
Reporting cycle	Quarterly

New indicator	No
Desired performance	92% Black employees 51% Female employees 2% Employees with disabilities
Indicator responsibility	HR manager

GOAL 3

Key Performance Indicator 3.1

Indicator title	Percentage implementation of activities for stakeholder engagement.
Short definition	Engagement of key stakeholders involved in industry, public and governing bodies to enhance performance, accountability, and public confidence.
Source/ collection of data	Implementation Reports/Agenda/Meeting requests/Minutes of meetings/approval MEMO's/invoices etc.
Method of calculation	% implementation of approved annual Stakeholder Engagement Plan for the identified activities
Link to the National Development Plan	OUTCOME 12: AN EFFICIENT, EFFECTIVE AND DEVELOPMENT ORIENTED PUBLIC SERVICE
Data limitations	No specific limitations
Type of Indicator	Outcome and impact
Calculation type	Non — Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	<p>90% implementation of activities for stakeholder engagement (As listed below):</p> <p>4 x Industry Conferences and Seminars participation (Physical and virtual)</p> <p>2 x Group sessions with industry stakeholders</p> <p>2 x visits to Tertiary institutions</p> <p>12 x Media releases</p> <p>1 x Annual Report issued</p> <p>4 x Outreach programmes (Physical and Broadcast/Radio Interviews - Roadshows)</p> <p>4 x Internal Staff meetings</p>
Indicator responsibility	DPFA, Team Leaders

Key Performance Indicator 3.2

Indicator title	Overall percentage of stakeholder satisfaction survey – the survey will be conducted at least once every three years.
Short definition	Obtain feedback to improve services provided to complainants and ensure meaningful engagement with the OPFA relevant stakeholders.
Source/ collection of data	Stakeholder engagement satisfaction survey report.
Method of calculation	Measure Overall Percentage/rate of stakeholder engagement satisfaction
Link to the National Development Plan	OUTCOME 12: AN EFFICIENT, EFFECTIVE AND DEVELOPMENT ORIENTED PUBLIC SERVICE
Data limitations	No specific limitations
Type of Indicator	Impact
Calculation type	Non — Cumulative
Reporting cycle	Annually – At least once every three years
New indicator	No
Desired performance	60 % satisfaction rate from Stakeholder satisfaction survey
Indicator responsibility	DPFA, Team Leaders