

STRATEGIC PLAN

2009 - 2011

FREETOWN, SIERRA LEONE



Our Mission

"To administer a Social Security Scheme that Provides Financial Security to all employees in Sierra Leone in the form of Old age Benefits, Invalidation Benefits and Survivors' Benefits based on Social Insurance Principles."

Our Vision

"The National Social Security and Insurance Trust will be the centre of excellence providing quality Social Security Protection through promoting a culture of high quality performance among its staff."

Our Core Values

Our corporate Mission and Vision are strengthened by basic values that describe and underpin the way we carry out our business. Our core values are the touchstones that guide how we work and what qualities we value in ourselves and our stakeholders. These are:

Excellence

We aim to provide excellent services to our members and customers by:

- ◆ Striving to identify and understand their needs
- ◆ Recognizing them as the reason for our existence
- ◆ Encouraging feedback from them as an opportunity to improve

Teamwork

Our staff members think and act as a team as:

- ◆ We recognize the strength in teamwork
- ◆ We believe in matching staff rights with responsibilities
- ◆ We support personal endeavours for organisational achievements

Accountability

We demonstrate accountability to all our stakeholders through:

- ◆ Transparent decision-making
- ◆ Setting of achievable objectives
- ◆ Reporting of results and continuous improvements of processes and programmes

Respect

Our staff treat each other, our members and other stakeholders with dignity and civility since:

- ◆ We believe that the aged and disabled contributed to society's development and can still participate in society
- ◆ Combating poverty and promoting financial security and independence in retirement maintains self-dignity

Foreword

I am pleased to present the National Social Security and Insurance Trust Strategic Plan for the period 2009 - 2011. This Plan charts an ambitious course of our commitment to improve performance and service delivery over the next three years.



This Strategic Plan retains the four strategic goals that were first described in the 2007-2009 Plan and highlights important new challenges and opportunities that are likely to arise in the coming years. The Plan reflects our increasing emphasis on activities to improve the management of our members' records as well as the strategic management of our human capital. The Plan also expands on some of our more significant challenges and initiatives and the importance of the continuing collaboration with our stakeholders, especially Employers.

We extend our gratitude to the Board of Trustees and all our stakeholders for their continuing support in the attainment of our objectives. On our part, we pledge our unwavering commitment to the work we do and the realization of the goals set out in this plan.

A blue ink handwritten signature, appearing to read 'Edmund Koroma', written in a cursive style.

Edmund Koroma

Director General



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Our Organisation

The National Social Security and Insurance Trust (NASSIT) is a Statutory Public Trust set up by the National Social Security and Insurance Trust Act No. 5 of 2001 to administer Sierra Leone's National Pension Scheme. It is a defined benefits scheme based on social insurance principles. The scheme covers all formal sector employers and employees on a mandatory basis. It provides voluntary membership for the self employed.

The core functions of the Trust are:

- ◆ Registration of employers and employees
- ◆ Collection of contributions
- ◆ Processing and payment of benefits
- ◆ The maintenance of records on contributions and Insured earnings
- ◆ Compliance and enforcement procedures
- ◆ Management of the funds of the scheme

Characteristics of the Scheme

- ◆ It is a defined benefit social insurance scheme
- ◆ It is partially funded and financed on a scaled premium basis
- ◆ It is compulsory for all employees and voluntary for the self-employed
- ◆ It is portable i.e. one can move from one job to another without loss of pensions
- ◆ Benefits are indexed to maintain the real value of pensions

Contingencies

The three contingencies covered by the scheme are:

- ◆ Old-age
- ◆ Invalidity
- ◆ Survivor

Funding and Financing

The Scheme is financed from three sources:

- ◆ Contributions from Employers and Employees;
- ◆ Investment Income; and
- ◆ Penalties and interest on delayed contributions

Financing of the Scheme comes primarily from contributions and investment earnings. The portion of funds not used to pay current benefits are accumulated and invested to pay for future benefits since the Scheme is partially financed from contributions of employers and employees. There is no subsidy from Government.

Contributions

Social security contribution is deducted from basic salary. The contributions to the Scheme are shared between employers and employees in a ratio of 2:1. The current contribution is 15 percent of basic salary comprising 10 percent from the employer and 5 percent from the employee. Self-employed persons pay 15 percent of declared incomes.

The Government is paying an additional 2.5 percent contribution for its employees to validate their past services, i.e. recognise their years of labour prior to the establishment of the scheme. Thus, total contribution for public sector employees is 17.5 percent. The Government also pays an additional 2 percent contribution for the police and military personnel as the extra cost for the new benefit of full pension when these personnel retire at age 55. The 2007 Actuarial Valuation Report has maintained these rates for the new 20-year equilibrium period.

Operations

NASSIT has a decentralised contributions collection system. A set of pre-printed registration, contribution collection and benefit forms are available at all NASSIT branch offices in the country. The implementation of the Biometric Registration System is in progress. Data of existing members has been migrated into the system, and capturing of fingerprints, facial features and photographs of members is in progress. Re-registration of members with the new system is also in progress.

Benefits and Benefit Adjustment

NASSIT pays old age benefits to members aged 60 who meet the qualifying period of contributions. In the event of partial or total incapacity which renders a member unable to engage in gainful employment, the scheme pays invalidity benefits while a survivor's benefit is paid upon the death of a member. The indexation of pensions is linked to inflation using factors recommended by the actuary.

Strategic Goals and Objectives, 2009-2011

STRATEGIC GOALS	OBJECTIVES
<p>GOAL ONE To protect the integrity of the Scheme through Good Governance and ensure an effective and efficient Management of Members Records</p>	<ul style="list-style-type: none"> ◆ Extend Social Security Coverage ◆ Enhance Integrity of Management of Members Records ◆ Process and pay social security benefits accurately, securely and promptly to members ◆ Prevent and detect benefit fraud ◆ Ensure a sound financial management and efficient financial reporting system in line with international standards ◆ Ensure the Trust's Finances link resources effectively to performance outcomes ◆ Synchronize plans and programmes within the strategic plan into the budget process ◆ Strengthen internal control framework and quality assurance to ensure appropriate assurances in financial activities statements and quality assurance reports ◆ Mitigate the risks arising from the Trust's Operations ◆ Protect the legal interest of the Trust in all transactions ◆ Enforce Compliance with the provisions of the NASSIT Act No. 5 of 2001 ◆ Ensure that legislations and regulations relating to the Trust are responsive to socio-economic conditions ◆ Re-enforce knowledge of the legal framework of the Social Security Scheme ◆ Deepen knowledge of Scheme benefits ◆ Sustain and expand public confidence in the Scheme ◆ Enhance and deepen public awareness and understanding of the activities of the Trust
<p>GOAL TWO To advance economic and financial security at old age through the delivery of high-quality customer-centered service</p>	<ul style="list-style-type: none"> ◆ Service delivery strengthened through an enhanced Information and Communication Infrastructure technology ◆ Improve operational efficiency through enhanced data management ◆ Provide a seamless process for addressing customer complaints and public enquiries ◆ Achieve sustainable customer satisfaction

GOAL THREE

To achieve sustainable solvency through an adequate investment policy and ensure the financial soundness of the Scheme

- ◆ Optimal investment performance
- ◆ Sufficient liquidity for benefit payments and operating expenses
- ◆ Enhance research and actuarial capabilities to ensure sustainable solvency and more responsive benefit package
- ◆ Ensure effective data management of the Scheme
- ◆ Mitigate Risks on contingent liabilities for all investments
- ◆ Ensure investments are environmentally friendly

GOAL FOUR

To employ and develop quality staff that are compassionate, vigilant and committed to effective customer service

- ◆ Manage a workforce that delivers a high standard of service
- ◆ Pay for performance
- ◆ Improve the work environment for all staff and customers
- ◆ Good procurement practices

Strategic Planning Framework, 2009 - 2011

GOAL 1 - GOOD GOVERNANCE

Strategic Goals	Division/ Department	Strategic Objectives	Measures/Strategic	Long Term Outcomes
<p>Goal 1 To protect the integrity of the Scheme through Good Governance and ensure an effective and efficient Management of Members Records</p>	<p>Operations</p>	<ul style="list-style-type: none"> ◆ Extend Social Security Coverage 	<ul style="list-style-type: none"> ◆ Increase participation rate of formal/private sector workers ◆ Encourage self employed, especially skilled professionals - doctors, lawyers, engineers, accountants, etc to join Scheme ◆ Improve corporate governance by increasing transparency ◆ Strengthen contribution collections through effective inspection programme ◆ Strengthen contribution arrears collections through effective compliance actions ◆ Formulate a funding policy/objectives for the fund in collaboration with stakeholders 	<ul style="list-style-type: none"> ◆ Increased membership for private formal and informal sectors participants
		<ul style="list-style-type: none"> ◆ Enhance Integrity of Members Records 	<ul style="list-style-type: none"> ◆ Ensure accuracy of members records ◆ Develop a Data Management Programme to enhance reliability of existing records ◆ Issuance of social security statements of accounts on an annual basis to all members ◆ Establish an efficient and effective data storage and retrieval system 	<ul style="list-style-type: none"> ◆ Improved accuracy in benefits processed data

<p>Goal 1 To protect the integrity of the Scheme through Good Governance and, to enhance an effective and efficient Management of Membership Data</p>	<p>Benefits</p>	<ul style="list-style-type: none"> ◆ Process and pay social security benefits accurately, securely and promptly to members. ◆ Prevent and detect benefit fraud 	<ul style="list-style-type: none"> ◆ Provide our members with a seamless process for collecting benefit ◆ Provide access to transaction information for benefit payments ◆ Provide a baseline of Benefit take-up data ◆ Reduce hearing times for medical and appellate tribunals ◆ Track statistics about the number of benefit applications processed ◆ Track statistics on the number of days required to compute the benefit application process ◆ Update head office benefits module regularly ◆ Maintain an accurate pension data base ◆ De-activation of pensioners from the system 	<ul style="list-style-type: none"> ◆ Reduced Processing time for all claims ◆ Processed benefits through NAPOS II
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<p>Goal 1 To protect the integrity of the Scheme through Good Governance and, to enhance an effective and efficient Management of Membership Data</p>	<p>Finance</p>	<ul style="list-style-type: none"> ◆ Ensure a Sound financial management and efficient financial reporting system in line with international standards 	<ul style="list-style-type: none"> ◆ Provide a robust financial framework to assist in the decision making process ◆ Prioritize resources to align spending plans and programmes with the Trust's vision and strategic objectives ◆ Maintain a balanced budget position for the medium term financial plan ◆ Preparing financial statement using IFRS ◆ Exercise probity, prudence and strong financial controls ◆ Continuously review the budget to ensure that resources are targeted on key objectives and programmes 	<ul style="list-style-type: none"> ◆ Financial resources are utilized judiciously
	<ul style="list-style-type: none"> ◆ Ensure the Trust's Finances link resources effectively to performance outcomes ◆ Synchronize plans and programmes within the strategic plan into the budget process 	<ul style="list-style-type: none"> ◆ Restructuring of account code to account and report on plan and programme ◆ Monitor corrective action plans on quality audit and assurance ◆ Strengthen the utilization and prioritization of resources by introduction of plans and programmes in the budget process ◆ Ensure effective cost management of service commitments by all regional offices ◆ Improve all aspects of administration, including a progressively tighter cap (as a declining percentage of insurable earnings) on permissible administrative expenses ◆ Handle incoming work in line with budget allocations and in compliance with legal rules 	<ul style="list-style-type: none"> ◆ Projected Actuarial target 3.5% of insurable earnings for administrative expenses achieved. 	

<p>Goal 1 To protect the integrity of the Scheme through Good Governance and, to enhance an effective and efficient Management of Membership Data To protect the integrity of the Scheme through Good Governance and, to enhance an effective and efficient Management of Membership Data</p>	<p>Internal Audit, Quality Assurance & Risk Management</p>	<ul style="list-style-type: none"> ◆ Strengthen internal control framework and quality assurance to ensure appropriate assurances in financial activities statements and quality assurance reports. ◆ Mitigate the risks arising from the Trust's Operations 	<ul style="list-style-type: none"> ◆ Review the accuracy of the Trust payments systems and outlays on an ongoing basis ◆ Monitor the internal control framework to provide assurance that it is appropriately implemented. ◆ Conduct Internal quality Audits as and when necessary ◆ Monitor corrective actions taken in implementing the recommended solutions highlighted in the financial statement audits, risk assessment reports and quality assurance reports. ◆ Pre audit major financial outlays for investment and capital projects. ◆ To conduct IT audit from time to time. ◆ Monitor and manage all the risks associated with the scheme within the risk management framework. ◆ Ensure that laid down policies and procedures are adhered to at all times 	<ul style="list-style-type: none"> ◆ Appropriate assurances in financial statements are guaranteed ◆ Organizational Risks are controlled and managed effectively
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<p>Goal 1 To protect the integrity of the Scheme through Good Governance and, to enhance an effective and efficient Management of Membership Data</p>	<p>Legal Affairs and Board Secretariat</p>	<ul style="list-style-type: none"> ◆ Protect the legal interest of the Trust in all transactions ◆ Enforce Compliance with the provisions of the NASSIT Act, No. 5 of 2001. 	<ul style="list-style-type: none"> ◆ Enhance internal capacity to handle legal matters relating to the Trust ◆ Proffer opinions to the Trust on the Legal aspects of the Trust's investments and development projects. ◆ Make legal representations on behalf of the Trust ◆ Ensure that all contracts entered into by the Trust are covered by Standard Agreements. ◆ Foster corporate confidentiality, secrecy and security. ◆ Collaborate with relevant Departments/Division and outside bodies to enforce compliance with the provisions of the NASSIT Act. ◆ Track the number of days required to complete Compliance Action ◆ Enforce strict requirements for the issuance of Social Security Clearance Certificates ◆ Collaborate with the Operations Division to ensure that the proper procedures had been followed in preparing cases against Defaulters. 	<ul style="list-style-type: none"> ◆ Effective and efficient Legal Services ◆ Full Compliance with the Social Security law and the Laws of Sierra Leone achieved
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<p>Goal 1 To protect the integrity of the Scheme through Good Governance and, to enhance an effective and efficient Management of Membership Data</p>	<p>Legal Affairs and Board Secretariat</p>	<ul style="list-style-type: none"> ◆ Ensure that legislations and regulations relating to the Trust are responsive to socio-economic conditions 	<ul style="list-style-type: none"> ◆ Facilitate and spearhead the formation of a Legislations Review Committee with the involvement of all stakeholders in the process. ◆ Progressive improvement on the Trust's ◆ Draft appropriate legislation for the attention ◆ Develop a mechanism for involving stakeholders in the implementation of the social security provisions 	<ul style="list-style-type: none"> ◆ A clear and simplified legal framework governing the Scheme achieved
<ul style="list-style-type: none"> ◆ Re-enforce knowledge of the legal framework of the Social Security Scheme. 	<ul style="list-style-type: none"> ◆ Educate stakeholders on the Act and Regulation and other related legal framework. ◆ Establish a resource base that provides the Trust and other stakeholders with access to social security Law, Administrative decisions and commentaries on the Law. 	<ul style="list-style-type: none"> ◆ Enhanced knowledge of Social Security Laws. 		

<p>Goal 1 To protect the integrity of the Scheme through Good Governance and enhance an effective and efficient Management of Membership Data</p>	<p>Public Affairs and Customer Service (Public Affairs)</p>	<ul style="list-style-type: none"> ◆ Deepen knowledge of Scheme benefits ◆ Sustain and expand public confidence in the Scheme ◆ Enhance and deepen public awareness and understanding of the activities of the Trust 	<ul style="list-style-type: none"> ◆ Design outreach programmes including public lectures, seminars and workshops for Chief Executive Officers of institutions and other stakeholders such as Permanent Secretaries, Members of Parliament, Opinion Leaders, etc ◆ Use the media and promotional items to inform our publics on the activities of the Scheme ◆ Provide timely information, and answer to queries and concerns using website ◆ Send out marketing messages to the media ◆ Participate in Trade fairs, sports programmes, and other public events ◆ Collaborate with educational institutions in their orientation programmes to educate potential members on the Scheme's benefits and activities ◆ Provide timely information to our members and potential members through sms on mobile phones ◆ Conduct regular press conferences and facilitate response to queries and concerns from the media ◆ Continue to conduct face-to-face sensitisation 	<ul style="list-style-type: none"> ◆ Enhanced positive corporate image of the Trust ◆ Public confidence on the Scheme sustained ◆ Increased penetration or coverage rate
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GOAL 2 - HIGH-QUALITY CUSTOMER CENTERED SERVICE

Strategic Goals	Divison/ Department	Strategic Objectives	Measures/Strategic	Long Term Outcomes
<p>Goal 2 To advance economic and financial security at old age through the delivery of high-quality customer-centered service</p>	<p>Systems and Technology</p>	<ul style="list-style-type: none"> ◆ Service delivery strengthened through enhanced Information and Communication Infrastructure technology 	<ul style="list-style-type: none"> ◆ Upgrade of the NASSIT Website to provide e-services ◆ Incorporate a web-based component into the BRS NAPOS II System for members to access their statements of accounts using the internet ◆ Implement a data warehouse for sharing of information across the Trust management and actuarial reporting using IT ◆ Ensure the implementation of services and shared resources ◆ Ensure back-up strategy and disaster recovery for business continuity ◆ Provide technical assistance to users ◆ Provide for virus prevention and cure through tools and to keep track of updates on the virus protection ◆ Ensure security of information and all ICT operations ◆ Analyze and register problems faced by users on different software platforms ◆ Integrate the SUN Account System, HRS Tool and other management information systems with the Biometric Registration System - NAPOS II ◆ Monitor strict adherence to the Trust ICT policy 	<ul style="list-style-type: none"> ◆ Information systems are effective and secured
		<ul style="list-style-type: none"> ◆ Improve operational efficiency through enhanced data management 	<ul style="list-style-type: none"> ◆ Ensure an efficient and effective information storage and retrieval system ◆ Prepare and implement a data improvement programme ◆ Prepare and implement a data management policy ◆ Implement a Document Management System 	<ul style="list-style-type: none"> ◆ Improved Data Integrity and full functioning of IT services

Strategic Goals	Division/ Department	Strategic Objectives	Measures/Strategic	Long Term Outcomes
<p>Goal 2 To advance economic and financial security at old age through the delivery of high-quality customer-centered service</p>	<p>Public Affairs and Customer Service (Customer Service)</p>	<ul style="list-style-type: none"> ◆ Provide a seamless process for addressing customer complaints and public enquiries ◆ Achieve sustainable customer satisfaction 	<ul style="list-style-type: none"> ◆ Speedy and efficient response to customers ◆ Improve attendance to customers/members ◆ Facilitate and monitor the timely processing of benefit claims ◆ Provide specific client information and facilitate benefit payments ◆ Track statistics on the number of complaints/enquiries addressed satisfactorily ◆ Track the percentage of claims processed within the statutory period of 15 days for old pension ◆ Track the number of claimant calls answered ◆ Assess customer satisfaction levels ◆ Organize social activities for internal customer satisfaction 	<ul style="list-style-type: none"> ◆ Eliminated delays in accessing services ◆ Customer satisfaction levels increased ◆ Employee satisfaction levels increased

GOAL 3 - A SOLVENT AND FINANCIALLY SOUND SCHEME

Strategic Goals	Division/ Department	Strategic Objectives	Measures/Strategic	Long Term Outcomes
<p>Goal 3 To achieve sustainable solvency through an adequate investment policy and ensure the financial soundness of the scheme</p>	<p>Investments and Projects</p>	<ul style="list-style-type: none"> ◆ Optimal investment performance ◆ Sufficient liquidity for benefit payments and operating expenses 	<ul style="list-style-type: none"> ◆ Ensure integrity of the Fund through an effective global asset allocation ◆ Diversify the investment portfolio through outsourcing off-shore ◆ Undertake investment in social and economic projects through SRI and ETI ◆ Ensure an efficient Treasury Management system ◆ Conduct impact assessments of the Trust's investment ◆ Minimise risk exposure in selected investments ◆ Adhere strictly to Investment Guidelines approved by the Board ◆ Match long-term liabilities with long-term assets. Ensure liquidity to pay benefits. ◆ Regular review of investment performance. ◆ Continuously engage independent professionals (Accountants/Actuarial Specialist) to undertake quality assurance of all investments ◆ Incorporate statement on environmental protection reasonability in all reports on existing and future investments 	<ul style="list-style-type: none"> ◆ Returns on investment are maximized ◆ Contingent liabilities minimized and Investments are environmentally friendly.

Strategic Goals	Division/ Department	Strategic Objectives	Measures/Strategic	Long Term Outcomes
<p>Goal 3 To achieve sustainable solvency through an adequate investment policy to ensure the financial soundness of the scheme</p>	<p>Research, Planning and Actuarial</p>	<ul style="list-style-type: none"> ◆ Enhance research and actuarial capabilities to ensure sustainable solvency and more responsive benefit package ◆ Ensure effective data management of the scheme 	<ul style="list-style-type: none"> ◆ Conduct periodic actuarial valuation of the scheme and perform ad hoc assessments to inform on key policy decisions ◆ External training in actuarial science and social protection financing ◆ Facilitate and coordinate the preparation of corporate/strategic plans as well as individual action and division/departamental plans ◆ Ensure effective data handling systems and processes ◆ Periodically collect, compile and report on relevant statistical data on the scheme ◆ Report regularly on Scheme performance indicators 	<ul style="list-style-type: none"> ◆ The scheme is financially and actuarially sound ◆ Projected Actuarial target of 3.5% of insurable earnings for administrative expenses achieved. ◆ Reliable data/information available for actuarial projections.

GOAL 4 - HIGH QUALITY STAFF

Strategic Goals	Divison/ Department	Strategic Objectives	Measures/Strategic	Long Term Outcomes
<p>Goal 4 To employ and develop quality staff that are compassionate, vigilant and committed to effective customer service</p>	<p>Human Resources Development</p>	<ul style="list-style-type: none"> ◆ Manage a workforce that delivers a high standard of service. ◆ Pay for Performance 	<ul style="list-style-type: none"> ◆ Ensure optimum staff level for quality service delivery ◆ Train, develop and retain high quality staff ◆ Minimize skills and knowledge gaps in Mission critical areas ◆ Encourage career advancement for staff ◆ Reward staff for excellent performance 	<ul style="list-style-type: none"> ◆ Employees are committed to excellent service delivery

Strategic Goals	Division/ Department	Strategic Objectives	Measures/Strategic	Long Term Outcomes
<p>Goal 4 To employ and develop quality staff that are compassionate, vigilant and committed to effective customer service</p>	<p>Administration and Facilities</p>	<ul style="list-style-type: none"> ◆ Improve the work environment for all staff and customers ◆ Good procurement practices 	<ul style="list-style-type: none"> ◆ Ensure an adequate and functional operating office equipment ◆ Regular inspection of office buildings ◆ Provide functional office furniture ◆ Minimize work related injuries ◆ Ensure all office facilities are fully functioning ◆ Good procurement practices through enforce controls 	<ul style="list-style-type: none"> ◆ Customer friendly, safe and conducive working office environment ◆ Efficient cost management and value for money

Performance Indicators and Targets, 2009 - 2011

GOAL 1 - GOOD GOVERNANCE

Area	Strategic Objectives	Measures and Strategies	Key Performance Indicators	Outcomes			Targets		
				2006	2007	2008	2009	2010	2011
Operations	<ul style="list-style-type: none"> ◆ Extend Social Security Coverage ◆ Enhance Integrity of Members Records 	<ul style="list-style-type: none"> ◆ Increase participation ◆ Production and issuance of Social Security Cards to new members 	<ul style="list-style-type: none"> ◆ Coverage^{KPI} <ul style="list-style-type: none"> ○ Formal - Coverage ratio (%) ○ Active Membership (No.) <ul style="list-style-type: none"> □ Govt □ Formal Private □ Self employed ◆ Biometric Registration of existing members (%) <ul style="list-style-type: none"> ○ Govt ○ Formal Private ◆ Time taken to issue cards after receipt of completed registration forms (SS1A) (No. of days)^{KPI} ◆ Social Security cards issued free of critical errors (%) ◆ Contribution Income (Lebn)^{KPI} <ul style="list-style-type: none"> ○ Govt ○ Private ◆ Compliance rate (%)^{KPI} <ul style="list-style-type: none"> ○ Government ○ Private ◆ Contribution Collection Arrears(%)^{KPI} 	63.0	70.6	75.3	77.3	78.7	80.1
				126,749	138,240	147,393	151,317	154,246	156,841
				72,767	75,889	77,368	79,016	79,957	80,881
				53,443	61,731	69,258	71,509	73,475	75,128
				539	620	767	792	814	832
				na	na	21.9	80	100	na
				na	na	9.7	35	100	na
				na	na	12.2	45	100	na
				20	20	20	20	15	15
				98	100	100	100	100	100
				49.6	58.0	69.0	71.0	77.0	81.0
				23.7	29.1	32.5	36.0	40.0	42.0
				25.9	28.9	36.5	35.0	37.0	39.0
				77.5	71.5	75.5	79.2	83.4	87.6
				90	80.2	85.3	87.4	89.5	92.4
				65	62.7	65.7	71.0	77.3	82.8
				30	35	40	45	49	53

* Actual contribution collection exclusive correct

Area	Strategic Objectives	Measures and Strategies	Key Performance Indicators	Outcomes				Targets		
				2006	2007	2008	2009	2010	2011	
Benefits	<ul style="list-style-type: none"> ◆ Process and pay social security benefits accurately, securely and promptly to members 	<ul style="list-style-type: none"> ◆ Process benefits promptly 	<ul style="list-style-type: none"> ◆ Seamless process for processing benefits (No. of days) ^{KPI} <ul style="list-style-type: none"> ○ Old age ○ Invalidity ○ Survivors' 	15	15	15	15	15	15	15
	<ul style="list-style-type: none"> ◆ Prevent and detect benefit fraud 	<ul style="list-style-type: none"> ◆ Process claims accurately 	<ul style="list-style-type: none"> ◆ Rate of incorrectness of payments (%) ^{KPI} 	2	1	1	1	1	1	1

Area	Strategic Objectives	Measures and Strategies	Key Performance Indicators	Outcomes				Targets	
				2006	2007	2008	2009	2010	2011
Finance	<ul style="list-style-type: none"> Ensure a sound financial management and efficient financial reporting system in line with international standards Synchronize plans and programmes within the strategic plan into the budget process Ensure the Trust's finances link resources effectively to performance outcomes 	<ul style="list-style-type: none"> Ensure strict budgetary discipline Standardized budget format across Regional Offices Ensure timely preparation and approval of the budget Audit of Financial Statements by external Auditors Accurate, reliable and timely reporting on the Trust's finances Provide financial statements and Annual reports to Ministers and Parliament 	<ul style="list-style-type: none"> Adverse budget variance on Admin expenses (%) ^{KPI} Audit Opinion ^{KPI} Reporting time (Benchmark: End of period + X Days) Reporting time ^{KPI}(days) 	2	2	2	2	2	2
				na	na	na	na	na	na
				14	15	15	15	15	15
				180	180	180	180	180	180

Area	Strategic Objectives	Measures and Strategies	Key Performance Indicators	Outcomes			Targets		
				2006	2007	2008	2009	2010	2011
Internal Audit and Quality Assurance	<ul style="list-style-type: none"> ◆ Strengthen internal control framework and quality assurance to ensure appropriate assurances in financial activities statements and quality assurance reports 	<ul style="list-style-type: none"> ◆ Review the accuracy of the payment system and outlays ◆ Conduct internal quarterly audit ◆ Monitor corrective action plans on quarterly audit and assurance 	<ul style="list-style-type: none"> ◆ Audit Reviews (No.) ^{KPI} <ul style="list-style-type: none"> ○ Core processes including payment systems ○ Financial Audits ○ Risk Assurance ○ Quality Assurance and Controls ○ Operational Report 	4	4	4	4	4	4
				12	12	12	12	12	12
	<ul style="list-style-type: none"> ◆ Mitigate the risks arising from the Trust's Operations 	<ul style="list-style-type: none"> ◆ Monitor and manage all risks 	<ul style="list-style-type: none"> ◆ Implementation of Recommendations of reviews (%) <ul style="list-style-type: none"> ○ Core processes including payment systems ○ Financial Audits ○ Risk Assurance ○ Quality Assurance and Controls 	90	95	95	98	98	100
				90	95	95	98	98	100

Area	Strategic Objectives	Measures and Strategies	Key Performance Indicators	Outcomes			Targets		
				2006	2007	2008	2009	2010	2011
Legal	<ul style="list-style-type: none"> ◆ Protect the legal interests of the Trust in all transactions ◆ Enforce compliance with the provisions of the NASSIT Act No. 5 of 2001 ◆ Ensure that legislations and regulations relating to the Trust are responsive to socio-economic conditions ◆ Re-enforce knowledge of the legal framework of the Social Security Scheme 	<ul style="list-style-type: none"> ◆ Ensure legal contracts follow established norms and standards ◆ Prosecute Delinquent establishments ◆ Resolve complaints to Medical and Appellate Tribunals speedily and accurately 	<ul style="list-style-type: none"> ◆ Legal contracts (commercial/investment) successfully executed/enforced (%) ◆ Total no. of files for prosecution/total no. of writ issued (%) KPI <ul style="list-style-type: none"> ○ Formal Private ○ Formal Public ◆ Delinquent cases successfully prosecuted (%) <ul style="list-style-type: none"> ○ Formal Private ○ Formal Public ◆ Average processing time for <ul style="list-style-type: none"> ○ Old age ○ Invalidity ○ Survivors' ◆ Decisional Accuracy - Medical and Appellate Tribunal (%) <ul style="list-style-type: none"> ○ Old age ○ Invalidity ○ Survivors' 	90	90	90	90	90	90
				na	na	na	90	95	100
				na	na	na	90	95	100
				9	15	15	15	15	15
				12	15	15	15	15	15
				7	15	15	15	15	15
				95	95	95	90	90	90
				95	95	95	90	90	90
				95	95	95	90	90	90

Area	Strategic Objectives	Measures and Strategies	Key Performance Indicators	Outcomes			Targets		
				2006	2007	2008	2009	2010	2011
Public Affairs and Customer Service (Public Affairs)	<ul style="list-style-type: none"> ◆ Deepen knowledge of Scheme Benefits ◆ Sustain and expand confidence in the Scheme ◆ Enhance and deepen public awareness and understanding of the activities of the Trust 	<ul style="list-style-type: none"> ◆ Send out marketing Messages to general public ◆ Ensure strict observation of core values by staff ◆ Organize public education - face-to-face sensitization, seminars, workshops and radio/TV programmes 	<ul style="list-style-type: none"> ◆ Knowledge of Scheme Benefits KPI (% of insured members) ◆ Proportion of public rating the institution as good ◆ Better understanding of the operations of the Scheme (% of insured members) 	96.7	96.7	97	97	97	98
				75	75	na	80	83	85.0
				na	na	na	65	70	75

GOAL 2 - HIGH-QUALITY CUSTOMER CENTERED SERVICE

Area	Strategic Objectives	Measures and Strategies	Key Performance Indicators	Outcomes				Targets	
				2006	2007	2008	2009	2010	2011
Systems and Technology	<ul style="list-style-type: none"> Service delivery strengthened through an enhanced Information and Communication Infrastructure-technology 	<ul style="list-style-type: none"> Integrate all operational systems with NAPOS and the Biometric Registration System 	<ul style="list-style-type: none"> Completion of Biometric Registration System - NAPOS II (%) Online interface to mission critical systems (% completion) 	20	60	85	100	na	na
				na	60	65	80	100	na
	<ul style="list-style-type: none"> Improve data integrity 	<ul style="list-style-type: none"> Improve data integrity 	<ul style="list-style-type: none"> Records maintenance ratio <ul style="list-style-type: none"> Bio data Financial data 	na	0.6	0.7	0.8	1	na
na				na	na	0.95	0.95	100	1
	<ul style="list-style-type: none"> Effective and secure information systems 	<ul style="list-style-type: none"> Effective and secure information systems 	<ul style="list-style-type: none"> Social Security Statements and cards free from critical errors (%) 	95	95	95	95	95	100
	<ul style="list-style-type: none"> Improve operational efficiency through enhanced data management 	<ul style="list-style-type: none"> Effective and secure information systems 	<ul style="list-style-type: none"> IT services functioning during office hours (%) Fraud free system - tolerable levels (%) 	99	99	99	99	99	99
				na	na	na	0.5	0.5	0.5

Area	Strategic Objectives	Measures and Strategies	Key Performance Indicators	Outcomes				Targets	
				2006	2007	2008	2009	2010	2011
♦ Public Affairs and Customer Service (Customer Service)	♦ Provide a seamless process for addressing customer complaints and public enquiries	♦ Speedy and efficient customer response	♦ Complaints Addressed and Assessed as Satisfactory (%) ○ Members ○ General Public	95	95	96	99	99	99
				98	98	98	99	99	99
		♦ Improve attendance to customers/members	♦ Telephone answering time (Sec) ♦ Time taken to attend to customers (Mins)	20	15	15	15	15	15
			♦ Availability of help desk during office hours (%)	3	3	3	2	2	2
				na	100	100	100	100	100
	♦ Achieve sustainable customer satisfaction	♦ Assess customer satisfaction levels	♦ Customers Satisfied with Service Delivery (%)	89	90	95	95	98	98

GOAL 3 - A SOLVENT AND FINANCIALLY SOUND SCHEME

Area	Strategic Objectives	Measures and Strategies	Key Performance Indicators	Outcomes			Targets		
				2006	2007	2008	2009	2010	2011
Investment and Projects	<ul style="list-style-type: none"> ♦ Optimum investment performance ♦ Sufficient liquidity for benefit payments and operating expenses 	<ul style="list-style-type: none"> ♦ Achieve benchmark rate of return on investment ♦ Match long term liabilities with long term assets ♦ Monitor and report on investment performance 	<ul style="list-style-type: none"> ♦ Average rate of return on fixed income assets (%)^{KPI1} ♦ Real rates of return ♦ Fixed Income Assets/Reserve Fund (%) ♦ Reporting time (Benchmark: end of period + X Days) 	15.0	12.65	11.62	10	12	14
				7.1	0.37	-2.23	3	4	4
				75	62.3	51.5	50.0	45	30
				15	14	14	12	10	10

Area	Strategic Objectives	Measures and Strategies	Key Performance Indicators	Outcomes			Targets		
				2006	2007	2008	2009	2010	2011
Research Planning and Actuarial	<ul style="list-style-type: none"> Enhance research and actuarial capabilities to ensure sustainable solvency and more responsive benefit package 	<ul style="list-style-type: none"> Regular review of organisational performance measures 	<ul style="list-style-type: none"> Number of Reviews 	4	4	4	4	4	4
	<ul style="list-style-type: none"> Ensure effective data management of the Scheme 	<ul style="list-style-type: none"> Produce Monthly Operational Reports and Annual Report on a timely basis 	<ul style="list-style-type: none"> Reporting time (Benchmark: end of period + X Days) 	25	25	25	25	25	25

GOAL 4 - HIGH QUALITY STAFF

Area	Strategic Objectives	Measures and Strategies	Key Performance Indicators	Outcomes			Targets		
				2006	2007	2008	2009	2010	2011
Human Resource Development	<ul style="list-style-type: none"> ♦ Manage a workforce that delivers a high standard of service 	<ul style="list-style-type: none"> ♦ Ensure optimum staff level 	<ul style="list-style-type: none"> ♦ Strength (No.)^{KPI} ♦ Absenteeism Rate (%) ♦ Percentage of employees record filed electronically ♦ Staff turnover ratio ♦ Stability index KPI 	227 0.014	250 0.02	271 0.02	285 0.02	294 0.02	300 0.02
	<ul style="list-style-type: none"> ♦ Pay for performance 	<ul style="list-style-type: none"> ♦ Recruit, train and retain high quality staff ♦ Minimise skills and knowledge gaps in mission critical areas ♦ Encourage career advancement for staff 	<ul style="list-style-type: none"> ♦ Employees trained in <ul style="list-style-type: none"> ○ Social Security (No.) ○ Customer Care (%) ♦ Align employees' performance with NASSIT's mission, strategic goals and milestones (%)^{KPI} ♦ Staff Development Plan 	80 na	na 60	2 80	10 90	10 95	10 95

Area	Strategic Objectives	Measures and Strategies	Key Performance Indicators	Outcomes				Targets		
				2006	2007	2008	2009	2010	2011	
Admin and Facilities	<ul style="list-style-type: none"> Improve the work environment for all staff and customers Good Procurement practices 	<ul style="list-style-type: none"> Efficient provision of working tools, equipment and logistics necessary for all staff State of office facilities inspection conducted once every three months Ensure a 'value for money' approach in procurement to achieve economies of scale 	<ul style="list-style-type: none"> Functional computers, printers, photocopiers and fax machines (%) ^{KPI} Functional Telephone and other utilities (%) ^{KPI} Functional office facilities (%) Tolerable Levels for Misprocurement (%) 	na	90	95	95	100	100	
				na	90	95	95	100	100	
				5	2	2	2	1	1	

Operational and Financial performance 2005 - 2008

Indicator	2007 (Outcomes)	2008 (Outcomes)	2009 (Targets)	2010 (Targets)	2011 (Targets)
INSURED POPULATION (No. of)	138,240	147,393	151,317	154,246	156,841
Formal Public	75,889	77,368	79,016	79,957	80,881
Formal Private	61,731	69,258	71,509	73,475	75,128
Self Employed	620	767	792	814	832
CONTRIBUTION INCOME* (Le bn)					
<i>with Receivable</i>	72.20	87.6			
Formal Public Sector (Le bn)	37.5	43.9			
Formal Private Sector (Le bn)	34.7	43.7			
<i>without Receivable</i>	58.0	69.0	71.0	77.0	81.0
Formal Public Sector (Le bn)	29.1	32.5	36.0	40.0	42.0
Formal Private Sector (Le bn)	28.9	36.5	35.0	37.0	39.0
INVESTMENT INCOME (Le bn)	20.8	24.1	26.3		
BENEFIT CLAIMANTS (No. of)	1,148	1,624			
BENEFIT PAYMENTS (Le bn)	4.46	7.87			
ADMIN EXPENSES*					
with Terminal Benefit (Le bn)	22.17	24.86	26.11		
without Terminal Benefit (Le bn)	19.37	20.76	20.49		
RESERVE END OF YEAR (Le bn)	231.3	287.84			
RESERVE RATIO	8.69	8.79			

* From 2007, IFRS requires provision for terminal benefits in Admin Expenses and contribution receivables in Contribution Incomes..

Actuarial Ratios, 2007 - 2008

Indicator	2007 (Outcomes)	2008 (Outcomes)
CONTRIBUTION INCOME* (Le bn)	72.20	87.6
INVESTMENT INCOME (Le bn)	20.8	24.1
ADMIN EXPENSES		
with Terminal Benefit (Le bn)	22.17	24.86
without Terminal Benefit (Le bn)	19.37	20.76
TOTAL RESERVES (End Year) (Le bn)	231.3	287.84
INSURABLE EARNINGS (Le bn)	481.3	584.0
GDP (Le bn)	4,595.4	5,826.1
ADMIN. EXPENSES /CONTRIBUTION INCOME(%)		
with Terminal Benefit (Le bn)	30.71	28.38
without Terminal Benefit (Le bn)	26.83	23.70
ADMIN. EXPENSES / INSURANCE EARNINGS(%)		
with Terminal Benefit (Le bn)	4.61	4.26
without Terminal Benefit (Le bn)	4.02	3.55
Total Reserves/GDP (%)	5.03	4.94
Reserve Ratio	8.43	8.79
Pensioners/Contributors	0.009	0.017

* Contribution income includes current contribution and contribution receivables (based on IFRS provision)



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