

GOVERNMENT PENSIONS ADMINISTRATION AGENCY

ANNUAL PERFORMANCE PLAN

2025







MINISTER OF FINANCE ENOCH GODONGWANA

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Our focus extends beyond poverty alleviation but also contribute towards economic growth



FOREWORD BY THE EXECUTIVE AUTHORITY

It is with great confidence that
I acknowledge the remarkable
progress we have made in
strengthening our social security
systems.

As we move forward, the Government Pensions Administration Agency (GPAA) continues to play a pivotal role in transforming the lives of South Africans, by ensuring that our citizens can enjoy the dignity of a secure retirement and access to vital retirement benefits.

Despite the global economic uncertainties and the ongoing challenges of unemployment, poverty and inequality, I am pleased to report that the GPAA's Annual Performance Plan (APP) for 2025/26 sets an ambitious path for the agency to drive meaningful change. Key highlights of the plan include a strong commitment to enhancing service delivery through modernised systems and improving turnaround times for pension claims and unclaimed benefits. These are critical areas that directly impact the lives of millions of South Africans.

At the core of the GPAA's mission is its focus on women, youth and persons with disabilities, and ensuring that their specific needs are addressed through targeted programmes and inclusive policies. The GPAA's customer-centric approach continues to be a cornerstone of its work.

I commend the agency for the real progress it has made in reducing internal turnaround times and addressing the issue of unclaimed benefits, which will ensure that all members and beneficiaries receive the benefits they are entitled to within the agreed timelines. Additionally, the GPAA is focused on ongoing human capital development and equipping its workforce to meet the evolving needs of a rapidly changing environment.

As we navigate the complexities of industry reforms and the economic landscape, the GPAA's agility and forward-thinking approach will be crucial. It must not only respond to the changes but also anticipate them, in order to ensure continued operational efficiency and sustained service excellence. The agency's commitment to innovation, improved compliance and continuous improvement will help inspire greater confidence in our social security system and reinforce the image of the GPAA as a trusted administrator.

I want to extend my sincere gratitude to the GPAA leadership and its dedicated team for their unwavering commitment to improving the lives of our citizens. Your work is integral to the broader vision of a more prosperous, inclusive South Africa, and I am confident that the GPAA's Annual Performance Plan for 2025/26 will be achieved.

Together, we will ensure that the GPAA remains the administrator of choice, and that it empowers every member and beneficiary with the respect, dignity and support they deserve.

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ENOCH GODONGWANA,

MP Minister of Finance

CHIEF EXECUTIVE OFFICER **KEDIBONE MADIEHE**

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Our efforts yielded a commendable 94% client service satisfaction rate in the past audited financial year.



STATEMENT BY THE ACCOUNTING OFFICER

As I present the Annual Performance Plan (APP 2025/26) I would like to take this opportunity to thank all the stakeholders that made the delivery of the plan a reality.

GPAA remains steadfast in its mandate of benefits administration, within set timeframes. Our customers and clients remain at the heart of what we do. As the organisation steps into the new planning cycle, it reiterates its commitment of improving the lives of citizens through efficient service delivery.

In our last APP key deliverables were but not limited to reduced internal turnaround times, reduced unclaimed benefits, human capital development, modernised digital communication equal and inclusive workplace, modernised mobile offices, automated systems and strengthened internal controls. Significant strides have been made in these focus areas and we shall continue redoubling our efforts.

As we proceed to the year under review our focus will be on the following areas:

A customer and client centric organisation

Enhanced overall organisational performance: Commitment to service delivery through service excellence, continue to put in place robust and resilient systems that will enable us to pay on time. Understand the ripple effect of nonpayment and strive to put measures in place to mitigate risk thereof and aim to pay benefits timeously.

Aim to be an agent of impact and transformation by understanding the context in which GPAA operates in, a country that has elevated levels of unemployment, poverty, and inequality.

Improve our relationship with employer departments for timeous submissions, error identification and errors improvement.

Enhance Role of Client Liaison Officers (CLOs) through training initiatives.

Continue with member education through platforms such as HR Forums and Outreach Programmes.

A resilient and innovative organisation

Strive for a resilient GPAA that is equipped to adapt and overcome when faced with disruptions. An organisation that can prepare and respond to disruptive incidents. Continuous improvement on plans and procedures for how to continue critical functions during and after an incident. Improved stakeholder confidence and decision making, ensure compliance with regulation, resources, personnel, and that documentation are available for managing disruptive incidents. Aim to find new and novel ways of doing business whilst remaining rooted in our mandate and values.

A conducive work environment

Create an environment that will boost productivity, reduce staff turn-over rates, recognise and reward efforts, foster positivity, encourage professional growth.

Value- driven Organisational culture

Cultivate a culture where organisational values of transparency, respect, integrity, courtesy, service excellence and innovation are lived out. To put at the centre of what we do a dignified, cared, empowered, and satisfied member, pensioner, and beneficiary. Cultivate a culture of optimism, robustness, effectiveness, and continuous improvement.

Enhanced human capital development

To inspire employees to be the best as they strive towards a common goal of making GPAA an administrator of choice. Foster growth mindset, create opportunities to empower, avail initiatives that will inspire employees to fulfil their potential, prioritise succession planning and skills transfer and strive to maintain low staff turnover through fair workplace practices.

Keeping abreast with industry reforms GPAA

To create an environment of preparedness by understating industry reforms and the implications they have on our operational activities.

Accountable to our Governance structures

Remaining accountable to our governance structures such as Board of trustees, National Treasury (NT) and various Portfolio committees. Continue leading with integrity and foster collaboration.

Improving on our Broad-Based Economic Empowerment (B-BBE) Act 53 of 2003

In contributing towards economic transformation and enhancement of economic participation of black people in the economy we aim to improve on our scorecard which is currently a level 8.

Two pot retirement reform

Continue with processing of two pot and provide ongoing education to our members so they are equipped to understand its implications, benefits and the drawbacks and improve on our systems, capacitate our human capital and refine our processes.

Prioritising Women, Youth and Persons with Disabilities

To ensure realisation of WYPD priorities my performance agreement, programme managers and managers at all levels will include the Key Result Area (KRA) on Women, Youth and Persons with Disabilities during the current financial cycle.

Our interventions towards economic growth and empowerment of Women, Youth and Persons with Disabilities shall include a procurement spend on Women owned businesses, Youth owned enterprises and enterprises owned by persons with disabilities. Creating an enabling environment for our youth by availing Internship and learnership programmes to contribute towards skills development. Empowering and assigning designated mentors to our interns to facilitate skills transfer process.

I would like to extend a word of gratitude to the entire GPAA team for the hard work, resilience and optimism they have exhibited during the current financial cycle.

Sincerely,

Kedibone Madiehe

Chief Executive Officer

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the GPAA under the guidance of Enoch Godongwana
- Considers all the relevant policies, legislation and other mandates for which the GPAA is responsible
- Accurately reflects the Impact, Outcomes and Outputs which the GPAA will endeavour to achieve over the period 2025/26.



Leon Nieuwoudt Chief Director: Strategic Support Date:28-01-2025



Mervin Kemp Chief Director: Human Resources Management Date:27-01-2025



Meiring Coetzee Chief Information Officer Date:28-01-2025



Kgaile Molebatsi Acting Chief Financial Officer Date:29-01-2025



Lerato Kgoele Chief Risk Officer Date:24-01-2025

Esti de Witt

Chief Director: Legal Services Date:29-01-2025

Mongezi Mngqibisa Chief Director: National Treasury Programme 7 Date:28-01-2025

Yvonne Mpye

Acting Chief Director: Employee Benefits

Date:27-01-2025

Date: Eric Morudu

Acting Chief Director: Client Relationship Management

Date: 29-01-2025

Kedibone Madiehe Chief Executive Officer

Government Pensions Administration Agency

Date: 30-01-2025



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1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES



1.1 Constitutional Mandate

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

1.2 GPAA's Legislative and Policy Mandate

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

On behalf of the GEPF and its Board of Trustees, the GPAA administers government employees' pensions and funeral benefits in terms of the Government Employees Pension (GEP) Law of 1996. The provision of these services is regulated through Service Level Agreements (SLAs) between the GPAA and its customers.

The GPAA's financial affairs are governed by the Public Finance Management Act (PFMA), while its human resource falls under the ambit of the Public Service Act (PSA). The GPAA reports to the Minister of Finance as its Executive Authority and its mandate is to administer pensions on behalf of GEPF and National Treasury in respect of Post-Retirement Medical Subsidies, Military Pensions, Special Pensions, Injury on Duty payments and other Programme 7 functions.

1.3 Key Policy Developments and Legislative Changes

In recent years, the government, under the auspices of the National Treasury, has been actively formulating proposals for potential retirement reforms. It is important to note that this process is ongoing, and the implementation of new reforms will require a significant amount of time and effort.

Furthermore, the GPAA has been entrusted with a crucial role by the Department of Military Veterans (DMV) as the designated administrator for the Military Veterans Pension (MVP). The MVP will be disbursed in accordance with the provisions of the Military Veterans Act, 2011 (Act No. 18 of 2011), which serves several key purposes:

- To establish a comprehensive framework for the implementation of national policies and standards governing Military Veterans affairs.
- 2. To enhance the quality of life for Military Veterans and their dependents, facilitating their socio-economic advancement.
- To acknowledge and pay tribute to Military Veterans during their lifetimes and commemorate their sacrifices on behalf of the nation even after their passing.

1.4 Institutional policies and strategies over the five- year planning period

The GPAA will embark on the following strategies.

- Reduce Unclaimed Benefits amount
- Modernise the environment
 - o Retire Legacy Systems
 - o Process reengineering
- Implement strategies to reduce internal and external turnaround time
 - o internally intelligent business processes and quality management system ISO9001
 - o externally collaboration with employer departments
- Meet and exceed client and customer expectations
 - o Data cleansing for accurate and reliable data
 - o Increase customer reach channels.

1.5 Updates to Relevant Court Rulings

The GPAA has no specific court rulings that have a significant, ongoing impact on its operations or service delivery obligations.

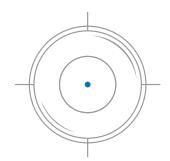


2. Strategic Framework



Vision

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



Mission

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

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



Values

Transparency

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

Respect

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

Integrity

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

Courtesy

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

Service excellence

We commit to giving our clients quality service.

Innovation

Encompasses new methods and ideas to improve on efficiency and service quality..

2.4 Strategic Oriented Outcomes

The GPAA's strategic outcomes are summarised in Figure 1 - Impact Statement and Strategic Outcomes. **Outcomes** Programme 1 Optimal benefits Support administration support Services **Impact Statement** A customer and client-base that is satisfied, served, valued, dignified, cared for and empowered. Programme 2 • Efficient member and contribution Benefits management **Administration** Improved benefits payment turnaround time (within set timeframes) Efficient client service management

Figure 1 - Impact Statement and Strategic Outcomes

2.5 Updated Situation Analysis

The GPAA adopted the PESTEL analytical tool. PESTEL analysis focused on uncontrollable macro variables in which the GPAA operates in. It was conducted to determine what factors and patterns in the environment that pose as threats to the GPAA's strategy and to determine what factors presented opportunities for the effective attainment of the outcomes of the organisation. The macro environment included Political, Socioeconomic, Technological, Legal and Environmental factors, and the insights gained from this analysis play a crucial role in shaping the GPAA's strategies. The analysis focused on global, continental and national level and the information obtained from the macro environmental analysis contributed into strategy formulation process.

2.5.1 External Environment Analysis

Political Perspective

The operational framework and regulatory environment for pension funds in South Africa are heavily influenced by government policies. The GPAA operates under several legislative frameworks designed to maintain the stability and fairness of pension administration.

Recent reforms, such as the Financial Sector Regulation Act of 2017, have enhanced oversight and compliance requirements, compelling the GPAA to strengthen its compliance. Furthermore, ongoing reforms under the Retirement Fund Reform framework aim to make pension systems more inclusive and efficient, with the GPAA actively engaged in these initiatives.

On July 21, 2024, the Pension Funds Amendment Bill became law, introducing a two-pot retirement system intended to improve retirement savings. This system modifies the existing Pension Funds Act of 1956 and the Government Employees Pension Law of 1996, allowing members to partially withdraw funds prior to retirement while preserving a portion for later use. This reform was implemented on September 1, 2024, and created a vested component, retirement component, and a savings component.

This flexibility aims to address financial hardships without sacrificing long-term retirement savings. However, frequent withdrawals from the savings pot may reduce

overall retirement funds and could increase reliance on state support in old age, countering the system's selfsufficiency goals.

To support its role effectively, the GPAA has updated its systems and trained personnel managing the expected influx of withdrawals, ensuring a seamless transition.

As the designated administrator of the Military Veterans Pension, the GPAA is committed to ensuring efficient management of Military Pension benefits. As of September 2024, the GPAA has successfully administered 2 117 members, highlighting its commitment to veterans' welfare.

This dedicated pension benefits acknowledges the unique challenges faced by veterans, offering tailored support that generic pension schemes may overlook. The GPAA ensures timely and accurate benefits disbursements while maintaining robust fraud prevention measures.

Transparent communication is prioritised through providing dedicated personnel to assist veterans with inquiries and to navigate the complexities of pension applications. This holistic approach underscores the government's commitment to not only support veterans but also their families.

By addressing veterans' specific needs and enhancing benefits administration, the GPAA aims to elevate their quality of life and provide the respect and support they deserve. Continuous reviews of the pension scheme will ensure it remains responsive to the evolving needs of military veterans and their families, reinforcing transparency and accountability in its administration.

The Conduct of Financial Institutions (COFI) Bill is still pending finalisation. This legislative reform aims to enhance financial sector regulation concerning customer treatment and market conduct. It represents the next phase of reforms following the Financial Sector Regulation Act (FSRA) No 9 of 2017, with specific requirements for institutions transitioning from a rules-based to a principles and outcomes-based approach.

The Financial Sector Conduct Authority (FSCA) has released its three-year Regulation Plan for the period from April 1, 2024, to March 31, 2027. This plan informs financial institutions of anticipated regulatory interventions and timelines for implementing relevant instruments. The FSCA aims to have the COFI Bill promulgated by the end of 2024, with National Treasury maintaining oversight until the bill passes in Parliament.

The FSCA will continue to support National Treasury in finalising the COFI Bill for submission to Parliament. Developing a comprehensive, cross-sector, customer-focused regulatory framework remains a priority. The COFI Bill is crucial for shaping future conduct regulations, and many of the FSCA's current projects depend on its passage.

For the GPAA, the COFI Bill is essential for ensuring robust governance, improved service delivery, and alignment with best practices in financial administration.

Economic Perspective

The macroeconomic landscape in South Africa significantly influences the operations of the GPAA and its management of the financial assets for the GEPF and the National Treasury. Understanding key economic indicators such as Gross Domestic Product (GDP), demographic trends, unemployment rates, inflation, and Debt-to-GDP ratios is essential for assessing their effects on the GPAA's strategies and activities.

As of mid-2024, South Africa's government debt was approximately 74.1% of nominal GDP, an increase from 72.7% in June 2023. The real GDP growth rate has shown slight improvement, with a 0.5% increase in the first quarter of 2024, recovering from a 1.2% contraction in the preceding quarter.

Tax revenue, a vital indicator of fiscal health, has steadily risen, with total collections growing from R1,563.8 billion in 2021/22 to R1,740.1 billion in 2022/23, yielding a compound annual growth rate (CAGR) of about 5.6%. However, the tax-to-GDP ratio has seen fluctuations, declining from 24.9% in 2021/22 to 23.4% in 2022/23.

Inflation remains a pressing issue, with fuel price inflation recorded at -3.2% and food price inflation revised to 10.2% for 2024. Forecasts indicate power price hikes of 12.3% for this year and 11.2% for 2025. Core inflation is expected to stabilise at 5.1% in 2024, a decrease compared to previous years.

Disposable personal income in South Africa rose from R4,412,509 million in early 2023 to R4,565,832 million by mid-2024, reflecting a recovering economy, albeit challenged by high inflation and other economic strains.

Global events, including geopolitical tensions and economic slowdowns, continue to impact South Africa's economy. The ongoing Russia-Ukraine conflict and global inflationary pressures affect export performance and contribute to domestic economic instability.

In the first quarter of 2024, the GEPF's administrative report indicated that 5,250 public sector members resigned, with 18.2% of these resignations occurring among individuals aged 51 to 64. This trend raises concerns regarding financial security and an increased demand for state support, underscoring the importance of effective pension fund management.

To improve operational efficiency amid economic challenges, the GPAA has implemented several initiatives, including decentralising operations. Phase 1 of this project focuses on decentralisation of Funeral Benefits aimed at enhancing service delivery and resource management. Public Awareness Campaigns such as outreach programmes "roadshows, preretirement member campaigns" increase awareness about the importance of pension savings, especially among younger workers. Educational programs could help foster a culture of savings and improve long-term financial security. The GPAA has continued to collaborate with the National Treasury to align pension fund management with broader fiscal policies, ensuring that pension assets are safeguarded amid rising government debt and fluctuating tax revenues.

Social Perspective

The current social climate in South Africa is characterised by significant pessimism due to various challenges, including inadequate service delivery, high unemployment particularly among women, youth, and individuals with disabilities persistent corruption, elevated crime rates, and issues related to electricity and water supply. Gender-based violence remains a critical concern. The GPAA supports its workforce and the public through initiatives like the 16 Days of Activism Against Gender-Based Violence and training on workplace harassment.

Economic instability is compounded by frequent strikes and protests, which communities often use to voice their dissatisfaction.

Considering these disruptions, the GPAA has equipped its staff with technology for remote work, ensuring continuity during crises.

South Africa's population, which surpassed 60 million

in 2021, continues to grow at about 1% annually, with projections indicating a slowdown to 0.5% post-2030. Life expectancy at birth has slightly improved from 61.7 years in 2021 to 62.8 years in 2022. Given the aging population and economic challenges, the GPAA's role in efficient pension administration is increasingly vital.

The issue of unclaimed and unpaid benefits remains pressing, exacerbated by high unemployment rates and factors such as missing or incorrect banking details and deceased members without nominated beneficiaries. To tackle this, the GPAA has implemented an Unclaimed Benefits Strategy that includes a comprehensive database, beneficiary tracing schedules, and the use of tracing agents.

To enhance client service, the GPAA has Mobile office/roaming buses to increase reachability by bringing services directly to underserved or remote areas, allowing clients to access assistance without the barriers of travel. This mobility can improve client engagement and service delivery, particularly for those with limited access to traditional offices.

The importance of a GIS (Geographic Information System) project lies in its ability to analyse and visualize data regarding the concentration of members in specific locations. By identifying where clients are clustered, the GPAA can strategically deploy mobile offices and optimise routes for roaming buses, ensuring that resources are allocated efficiently. This targeted approach enhances service accessibility and helps reduce pension payout turnaround times by making it easier for clients to receive the necessary support and information.

Technological Perspective

Cyber reports have shown that in Africa, South Africa is among the top countries facing information security threats and common attacks including email compromise, ransomware, online fraud, and data theft. These cyber-attacks have become frequent and have severely affected different industries in the country and critical infrastructure. Governments and businesses are designing and implementing measures to defend themselves against these attacks. These measures include Cybersecurity or Information Security strategies which include gathering and analysing threat intelligence

to stay ahead of potential attacks. This includes monitoring emerging threats and understanding the tactics employed by cybercriminals. The GPAA invests in training and resources for staff as this focuses on developing skills in cybersecurity practices and incident response to ensure employees can recognise and react to threats effectively.

The GPAA is committed to enhancing its systems and protocols to withstand and quickly recover from cyber incidents. This includes regular risk assessments, incident response planning, and implementing robust backup solutions. By adopting this comprehensive I/S strategy, the GPAA aims to safeguard its operations and sensitive information, contributing to the overall cybersecurity posture of South Africa amidst rising cybercrimes.

The GPAAs' five-year strategic outcomes include optimal benefit administration support which amongst others aim to digitise the GPAA's processes. The GPAA's has developed Information Security strategy to guard against cyber-attacks. Some of the controls implemented include time-limited access to systems and roles-based segmentation of access privileges, training of personnel.

The Government Pension Administration Agency (GPAA) has implemented a self-service app designed to enhance member accessibility and engagement. This app features multi-factor authentication (MFA) to ensure the security of sensitive personal and financial information. To access the app, members must verify their identity through multiple methods, such as a password combined with a one-time code sent to their registered mobile number or email. This adds an extra layer of security, protecting against unauthorised access. The app provides a straightforward and intuitive design, allowing members to easily navigate through various features and services. Members can view their pension information, update personal details, and manage their contributions directly through the app, promoting greater control over their accounts. By integrating these features, the GPAA selfservice app not only enhances member convenience but also ensures that personal data remains secure, ultimately supporting members in managing their pension benefits effectively.

Environmental Perspective

The GPAA is committed to environmental sustainability through innovative practices and initiatives. A central focus is the transition to a paperless environment, which significantly reduces paper dependency. This shift is supported by a strict printing policy aimed at minimising unnecessary printing and promoting efficient resource use.

Digital signatures are integral to this transition, enhancing document security and authenticity while reducing paper usage. By ensuring the integrity of digital communications, these signatures help mitigate fraud risks and ensure regulatory compliance, further facilitating a paperless workflow.

The GPAA's modernisation program is a crucial aspect of its environmental strategy, improving operational efficiency and directly contributing to Sustainable Development Goal 13: Climate Action. By encouraging online applications and submissions, the GPAA minimises the environmental impact associated with traditional paper-based processes, such as printing and emailing, while accelerating service delivery.

The GPAA has also implemented energy-preserving sensors to monitor and optimise energy consumption throughout its offices.

Moreover, the GPAA adheres to rigorous health, safety, environmental, risk, and quality (SHERQ) standards, ensuring all environmental protocols are followed. This comprehensive approach to environmental stewardship integrates digital solutions, recycling practices, and modern technologies, effectively reducing the agency's ecological impact while advancing sustainable development.

Legal Perspective

The GPAA operates under several essential legislations, primarily the Government Employees Pension Law 21 of 1996, which regulates pensions for approximately 1.7 million government employees and their dependents. This law, alongside other significant acts such as the Temporary Employees Pension Fund Act 75 of 1979, the Military Pensions Act 84 of 1976, the Compensation for Occupational Injuries and Diseases Act 130 of 1993, and the Special Pensions Act 69 of 1996, provides a robust framework for managing and disbursing pension

benefits. These legislations ensure standardised, equitable processes that instill confidence in government employees regarding the security of their retirement benefits.

Transparency is fundamental to this legislation, essential for maintaining public trust in the pension system. The Government Employees Pension Law mandates clear guidelines on eligibility, contribution rates, and benefits calculations, thereby enhancing accountability within the GPAA. It requires the agency to maintain accurate records and openly disclose information to stakeholders, including pensioners and oversight bodies. This transparency not only promotes accountability but also empowers employees to understand and track their pension entitlements, fostering a sense of security in the system.

Aligned with the Batho Pele Principles, which emphasise people-centered public service, this legislation promote equitable access to pension services and ensure fair treatment in administration. They encourage diversity within the GPAA by mandating non-discriminatory practices, guaranteeing equal treatment and opportunities for all government employees regarding their retirement benefits.

The impact of this legislation on the GPAA's functions is significant, defining its mandate to manage pension funds prudently, process claims efficiently, and provide timely information to pensioners. Adhering to these legal standards enables the GPAA to streamline operations, minimise administrative errors, and improve service delivery. The legislations also empower the agency to adapt to changing requirements and technological advancements, ensuring effective pension administration.

The Protection of Personal Information Act (POPIA) plays a crucial role in safeguarding the privacy and security of government employees' personal data, including pension records. POPIA requires the GPAA to implement stringent data protection measures, ensuring that pensioners' information is handled confidentially and protected from unauthorised access. Compliance with POPIA enhances trust among pensioners regarding the confidentiality of their personal data, reinforcing the GPAA's commitment to ethical and accountable practices.

Collectively, this legislation establishes a robust framework for administering government pensions in

South Africa, promoting transparency, fairness, and accountability. They ensure that government employees, pensioners, and beneficiaries receive their entitlements with confidence in the integrity of the system.

2.5.2 Internal Environment Analysis

2.5.2.1 Organisational Overview

The organisational structure of the GPAA is led by the Chief Executive Officer (CEO). The structure consists of two programmes, namely: Support Services and Benefits Administration. The two programmes are divided into eight sub-programmes as shown in Figure 2 - GPAA's Organisational Structure

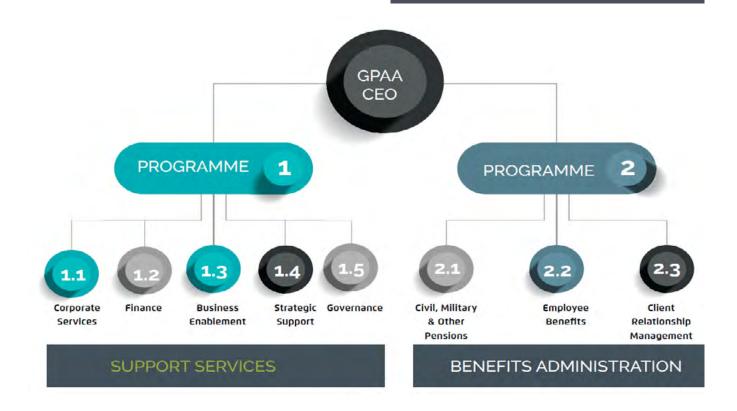


Figure 2 - GPAA's Organisational Structure

The GPAA has an approved structure with a total of 1 244 approved positions. As of 31 December 2024, the GPAA staff complement was as follows: 925 permanent employees,160 contract workers and 92 interns, resulting in the actual staff complement of 1 177. The GPAA will promptly ensure that all vacant positions that includes the Head: Corporate Services and Chief Operations Officer are filled upon lifting of national moratorium. The figure below shows the GPAA's staff members per sub-programme.

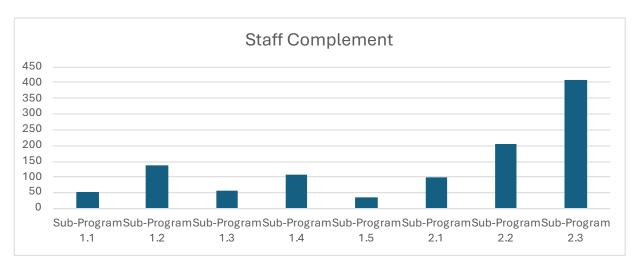


Figure 3- GPAA Staff Complement as of 31 March 2024

To improve professionalism and ensure standardisation during the appointments, all the GPAA's Senior Management Services (SMS) employed since 2017 have obtained Nyukela Certificate. Successful completion of Nyukela implies that the SMS have a good understanding and knowledge of the public sector. Furthermore, there is a skills audit done through the recruitment process and that form part of development programme over a period. The GPAA monitors the appointment of capable and suitably qualified senior managers in compliance with the prescribed legislation.

With respect to Middle Management Services (MMS), the GPAA will align with the requirement that all new recruited MMS complete the Nyukela programme.

Regarding Skills Gap, yearly, the GPAA requires that all employees through consultation with their supervisor identify the skills gap and training needs through Personal Development Plan (PDP), this to ensure that the identified skills gap is attended to and performance improved.

2.5.2.2 Organisational review

The GPAA will perform an institutional review to review its service delivery model (functions and performance)

as a government component and administrator every five years to ascertain its efficacy, fit for purpose and performance in relation to its mandate. The review will also take into consideration alignment to the Medium-Term Development Plan (MTDP).

This includes, but is not limited to, functional performance, human resource management and arrangements, financial model, organisational structure, and institutional form. The recommendations of the last review performed have successfully been implemented with a few still in the implementation process.

2.5.2.3 Unauthorised, Irregular, Fruitless and Wasteful (UIF) expenditure

The GPAA successfully implemented internal financial controls to guard against UIF. These controls resulted in reduction in both irregular and fruitless and wasteful expenditure wherein irregular expenditure decreased by 87% in 2023/24 financial year.

2.5.2.4 Anti-corruption/fraud measures

The GPAA has an approved Fraud Prevention Plan. This plan is aimed at ensuring that employees and management act legally, ethically and in the public interest. Furthermore, it promotes a culture that does not tolerate any act of fraud or corruption. It seeks to reduce the risk of fraud occurring, it provides guidance on the detection and investigation of fraud when it occurs and it ensures that appropriate corrective action is taken.

The GPAA has established the ethics function as part of its control for fraud prevention. The GPAA also complies fully with the DPSA's Integrity Management Framework. In addition, the GPAA introduced Biometric which was embedded in the core processes.

2.5.2.5 The GPAA's Core Business

Programme 2 – Benefits Administration will render the GPAA's core business within the distinct areas outlined in Table below:

FUNDS AND SCHEMES:	APPLICABLE LEGISLATION:	ADMINISTERED ON BEHALF OF:
Government Employees Pension Fund (GEPF)	Government Employees Pension Law of 1996	GEPF's Board of Trustees
Temporary Employees Pension Fund (TEPF)	Temporary Employees Pension Fund Act 75 of 1979	National Treasury's Programme 7
Associated Institutions Pension Fund (AIPF)	Associated Institutions Pension Fund Act 41 of 1963	National Treasury's Programme 7
Military Pensions	Military Pensions Act 84 of 1976	National Treasury's Programme 7
Injury on Duty payments	Compensation for Occupational Injuries and Diseases Act 130 of 1993	National Treasury's Programme 7
Special Pensions	Special Pensions Act 69 of 1996	National Treasury's Programme 7
Post-Retirement Medical Subsidies	Public Service Co-Ordinating Bargaining Council (PSCBC) resolutions as provided for and regulated	National Treasury's Programme 7
Other Benefits	Different Acts and Resolutions	National Treasury's Programme 7
Military Veterans Pension (MVP)	Military Veterans Act 18 of 2011	Department of Military Veterans

Table 1-Legislations that Govern Schemes and Funds Administered by the GPAA

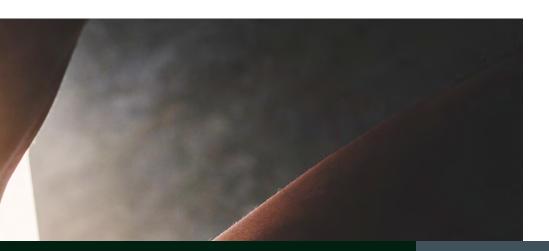
2.5.2.6 Stakeholder Analysis

The GPAA is committed to building and strengthening relationships with all its stakeholders. The organisation's stakeholders, its core services and the interactions associated with each person or group are as indicated on Table 2 -GPAA Stakeholders:

STAKEHOLDER	CORE SERVICES PROVIDED / INTERACTION POINTS	
EXTERNAL STAKEHOLDERS		
Minister of Finance / Deputy Minister of Finance	Provides information (in the form of briefing notes, submissions, or presentations) and support in relation to governance and finance. Regular meetings to discuss workflow, dashboard matters as well as risk and fraud management.	
Cabinet	Addresses cabinet memoranda and legislation.	
National Treasury (NT)	Feedback on core services and the administration of Programme 7 on administration agreements, funding budgets and SLAs. Submissions of ENE, budgets, reports, strategic plans and annual performance plans. Quarterly feedback to the National Treasury and DG. Ad-Hoc meetings as and when required,	
Government Employees Pension Fund (GEPF)	Quarterly feedback to the Board of Trustees, subcommittees, and the Principal Executive Officer. Managing the administration agreements, funding budgets and SLAs. Ad-Hoc meetings as and when required.	
Parliamentary Committees	Feedback, clarifications, and meetings on request	
Auditor-General of SA (AGSA)	Provides performance information. Responses to audit findings	
Government departments and Parliament	The GPAA provides administrative support to the departments in terms of responding to Parliamentary questions, Cabinet memoranda and other departmental requests.	
Government Employees Pensions Ombud (GEPO)	The Government Employees Pension Ombud (GEPO) was established by the Board of Trustees of the GEPF as a non-statutory ombud to provide a voluntary complaint handling mechanism	
Department of Military Veterans (DMV)	A sub-department of the Department of Defence that is responsible for providing support and services to veterans of the South African military, including veterans of the armed wings of anti-apartheid movements (Umkhonto we Sizwe and APLA). Managing the administration agreements, funding budgets and SLAs.	
Advisory Board	Advises the Minister on pension administration matters, the performance, governance and operations of the GPAA and any specific issue that the Minister may determine in writing.	
INTERNAL STAKEHOLDERS		
Executive Committee (EXCO)	Delivers on the GPAA mandate through its strategy, annual performance plans and operational plans. Its members are accountable to the CEO for organisational performance. Conducts regular meetings to discuss risk, governance and financial matters; administration and sub-programme performance; workflow; dashboard matters; and fraud prevention.	
Audit Committee (AC)	Provides internal audit reports and assurance on the management controls and governance processes of the GPAA	
Risk Committee	Provides risk management oversight and assurance on the risk management controls, mitigation progress and fraud prevention.	
GPAA employees	Live and demonstrate the value system of GPAA in a conducive environment with their employer of choice. Manage systems, allowing for an open-door approach to problem solving and health care.	

Table 2 - GPAA Stakeholders





2.5.2.7 GPAA's Capability Model

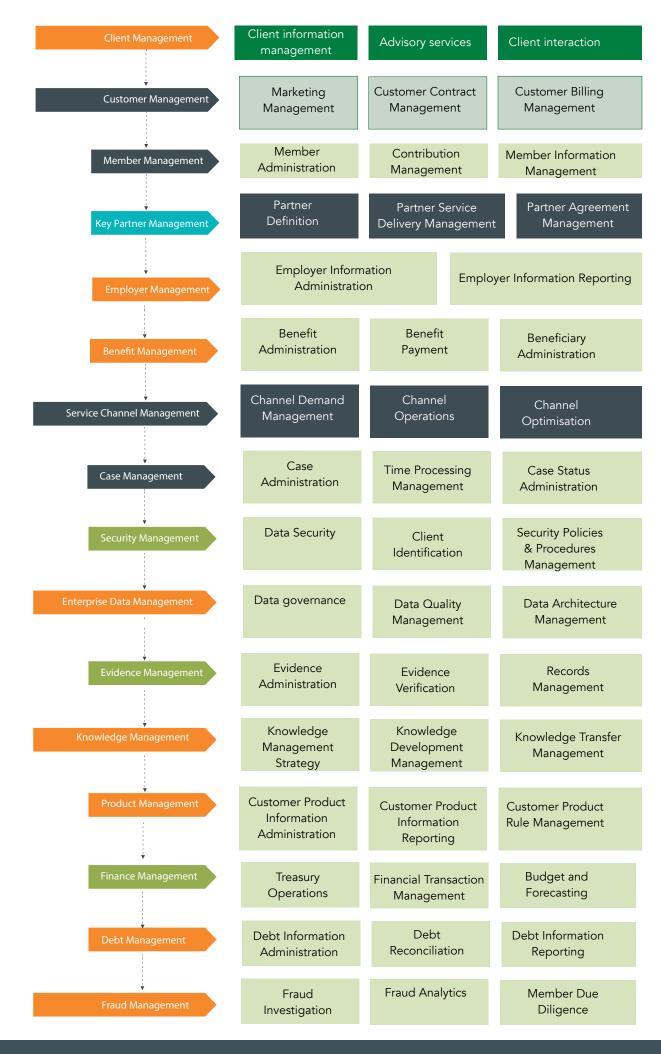
The capability model was initially published by the GPAA in 2014, based on scientific evidence and benchmarking against other pension administrators. It was established as the working model to ensure that the Modernisation Programme and related business structures aligned with the capabilities necessary for serving the GPAA's two primary customers and a client base of nearly 1.9 million citizens.

Since then, the model has evolved to incorporate additional required capabilities. A total of sixteen performance areas of pension administration have been identified: Customer Management, Client Management, Member Management, Key Partner Management, Employer Management, Benefits

Management, Service Channel Management, Case Management, Security Management, Enterprise Data Management, Evidence Management, Knowledge Management, Product Management, Finance Management, Debt Management, and Fraud Management.

This model enhances the GPAA's ability to provide accurate and timely benefits payments, manage documents, clients, and contributions. It aligns with the GPAA's structure, processes, and capabilities, as illustrated in Figure 4 - The GPAA Capability Model.





Customer Information Management

Customer Support Management Customer Service Performance Management

Channel Planning Work Queue Case Information Case Routing Management Management **Evidence Security** Master Data & Reference Data Development Audit Trail Data Metadata Enterprise Data Archiving Data Management Management Management Management **Evidence Information Evidence Route** Reporting Management Knowledge Storage Knowledge Source Knowledge Tools Management Management Management

Figure 4 - The GPAA Capability Model

Financial

Governance

Finance

Reconciliation

Tax Management

Finance Strategy

Management

Accounting

2.5.2.8 The GPAA's Value Chain

The core processes of the GPAA, particularly in benefits administration which includes client administration, member admissions, contribution collection, member and pensioner maintenance, and benefits processing are supported by various Support Services. These services include Corporate Services, Financial Services, Business Enablement (ICT), Strategic Support, and Governance. Enhancements have been made to the core processes and support services to achieve the GPAA's strategic goals, as shown in Figure 5 - GPAA Value Chain.

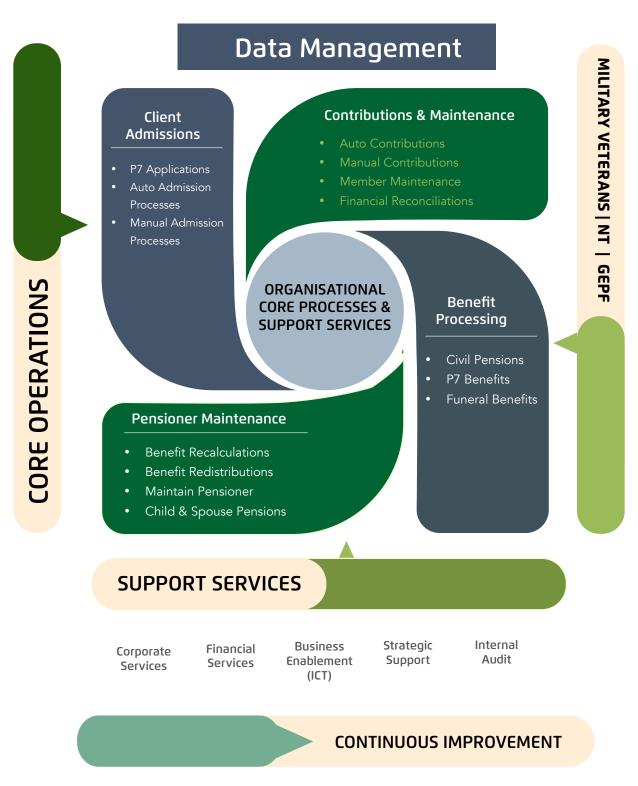


Figure 5 - GPAA's Value Chain

2.5.2.9 Demographics of the GPAA's Client Base

The GPAA has a client base of approximately 1.9 million people, with the largest populace in the GEPF at 1 826 667 members. National Treasury's Programme 7 follows with 175 247 members. AIPF accounts for 8 022 members, while MVP includes 2 117. TEPF is the smallest group, comprising just 255 members. Overall, GEPF dominates the demographic landscape. The demographics of the client base are shown on Figure 6- Member count:

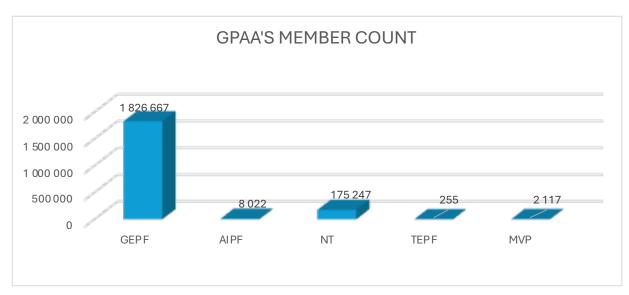


Figure 6- Member count as of 31 March 2024

The Table 3 below provides a breakdown of Funds per member type:

Fund	Member type	Members Count
CEDE .	GEPF Member	1 277 902
	GEPF Pensioner	351 100
GEPF	GEPF Spouses	174 188
	GEPF Orphans	23 477
	Post-Retirement Medical Subsidies	159 379
	Military Pensions	4 500
National Treasury's Programme 7	IOD	9 959
	Other	714
	Special Pensions	5 336
	AIPF Member	2 485
AIPF	AIPF Pensioner	3 191
	AIPF Spouses	9 959 714 5 336 2 485 3 191 2 346 7 148
	TEPF Member	7
TEPF	TEPF Pensioners	148
	TEPF Spouses	100
MVP	Pensioners	2 117
GPAA total members administered		2 016 949

Table 3- Member count as of 31 March 2024

2.5.2.10 Government Employees Pension Fund (GEPF) Active Membership

Active Membership

The GEPF has seen a growth in membership. The total membership grew from **1.267 million** in 2022/23 to **1.277 million** in 2023/24. This could be attributed to government creating new employment opportunities.

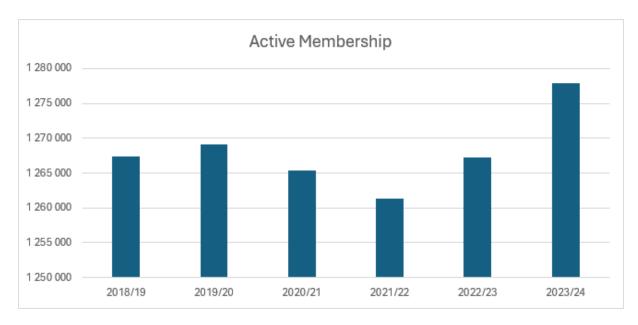


Figure 7 - GEPF Active Members

2.5.2.11 Cases administered and finalised

An analysis of cases managed by the GPAA over the past two financial years reveals an increase in resignation cases, as evidenced by a rise in paid cases. There has also been a significant decrease in retirement, transfer, and death cases during the 2022/2023 and 2023/2024 periods, detailed in Table 4 - Cases Administered and Paid.

Cases administered and Finalised at the GPAA	CASES PAID 2021/22	CASES PAID 2022/23	CASES PAID 2023/24
Resignations from GEPF	20 659	23 850	22 671
Retirement from GEPF	33 627	37 440	35 523
Transfer from GEPF	11 776	3 379	2 755
Beneficiaries paid due to death of members	11 776	8 770	6 077
Total	77 838	73 439	67 026

Table 4 - Cases Administered and paid

On average, the GPAA, processed and paid 669 677 monthly benefits in 2022/23. The number increased to 730 256 in 2023/24. Table 5 – outlines the monthly payment by the Fund per recipient.

Recipients of monthly pensions from the fund	Monthly payments	Monthly payments	Monthly payments
	2021/22	2022/23	2023/24
Injury on Duty (IOD) payments	9 744	9 992	10 092
Post-retirement medical benefits	142 123	148 454	154 501
Military Pensions	4 606	4 636	4 596
Special Pensions	6 043	5 552	5 336
Other Benefits	774	750	722
Pensions Benefits (GEPF)	322 223	336 629	351 100
Spouses Benefits (GEPF)	167 679	171 592	174 188
Children's Benefits (GEPF)	9 824	15 809	23 477
Pensions Benefits (AIPF)	3 774	3 518	3 282
Spouses Benefits (AIPF)	2 567	2 483	2704
Pensions Benefits (TEPF)	163	155	151
Spouses Benefits (TEPF)	111	107	109
Total Benefits Paid Per Month	669 631	699 677	730 258

Table 5 - Recipients of monthly payments from the fund

2.5.2.12 Two-Pot Claims

As of 18 January 2025, the total number of two pot claims received is **478 823**. The total number of claims processed and awaiting payment is 1 877. The total number of claims with payment run error is **572** and the total number of claims processed and paid is **458 538**.

Claims received and processed for the period : 01 September 2024-18 January 2025	
Total Claims Received	478 823
Total claims AHV Done or to be Done	13 795
Total claims TD Done or To Be Done	4 041
AHV and TD Processed - Awaiting Payment	1 877
AHV and processed- Payment Run Error	572
Total Claims Paid	458 538

Table 6 - Claims received and processed for the period: 01 September 2024-18 January 202

2.5.2.13 Analysis of the GEPF Day

GEPF Outreach Programmes are a crucial awareness campaign tool for GPAA, as they provide an interactive platform for direct engagement and information dissemination. These events allow the GPAA to effectively communicate vital information about pension benefits, updates, and services in a personalised manner. By reaching members in their communities, roadshows foster trust and transparency, encouraging active participation and informed decision-making regarding their pensions. Additionally, they create opportunities for members to ask questions and receive immediate support, ultimately strengthening the relationship between the GPAA and members.

GEPF Day

A summary of the total number of attendees who attended the GEPF roadshow and compared to the targeted number is depicted in the table below. As of December 2024, the total number of attendees was 11 070 compared to a target of 6 750.

Province	Town	Date	Target	Attend
Northern Cape	Upington	20 April 2024	250	334
Kwa-Zulu Natal	Stanger	18 May 2024	400	1 250
Kwa-Zulu Natal	Kokstad	25 May 2024	600	721
Gauteng	Hammanskraal	08 June 2024	500	687
Gauteng	Sebokeng	22 June 2024	500	1 769
Limpopo	Thohoyandou	27 July 2024	800	2 475
Mpumalanga	Ermelo	17 August 2024	500	425
North West	Zeerust	21 September 2024	400	329
Eastern Cape	Bizana	12 October 2024	1 000	595
Eastern Cape	East London	19 October 2024	1 000	1 489
Free State	Qwaqwa	09 November 2024	800	996
TOTAL			6 750	11 070

Table 7 - GEPF Day of attendees (December 2024)

Pre-Retirement Workshop

This event is designed to share information with members who are about to retire. Category is 54 years old to older. Members are educated about retirement processes, encouraged and assisted with updating of their records. As of end of December, a total number of 3 814 members from a target of 2 650 attended the workshops as depicted the table below.

Province	Town	Date	Target	Attend
Northern Cape	Kimberley	18 April 2024	150	196
Kwa-Zulu Natal	Greytown	23 May 2024	200	562
Gauteng	Johannesburg	11 June 2024	500	804
Gauteng	Kagiso	13 June 2024	300	593
Limpopo	Giyani	25 July 2024	500	632
Mpumalanga	Nkomazi	16 August 2024	500	666
North West	Taung	19 September 2024	500	361
Eastern Cape	Mthatha	17 October 2024	1 000	970
Free State	Bethlehem	07 November 2024	800	651
TOTAL			4 450	5 435

Table 8 - Pre-Retirement Workshop Attendance Statistics

Human Resource and Finance Forum (HRF)

The events are aimed at strengthening the working relations between Client Liaison Officer and HR practitioners from employer departments. As of end of December 2024, a total number of 1110 HR Practitioners attended the forums, details on the table below:

Province	Town	Date	Target	Attend
Northern Cape	Kimberley	16 April 2024	50	78
Kwa-Zulu Natal	Pietermaritzburg	21 May 2024	150	234
Gauteng	Pretoria	06 June 2024	150	110
Gauteng	Krugersdorp	20 June 2024	300	124
Limpopo	Polokwane	23 July 2024	200	151
Mpumalanga	Secunda	16 August 2024	200	103
North West	Rustenburg	17 September 2024	70	101
Eastern Cape	Mthatha	15 October 2024	150	106
Free State	Bloemfontein	04 November 2024	100	103
TOTAL			1 370	1 110

Table 9 - HR forums number of attendees (December 2024)

2.5.2.14 SWOT Analysis

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



Strengths

- 1. Institutional knowledge
- 2. Stable interface with 3rd parties, including PERSAL, SARS and the Department of Home Affairs
- 3. Comply with industry standards, i.e. Information Security. Standards for Data Centres
- 4. Dedicated and skilled employees
- 5. Leadership stability
- 6. Knowledge of members needs
- 7. Strong client or member loyalty due to current legislation.
- 8. Access to significant data for insights and decision-making
- 9. Approved structure



Weaknesses

- 1. Legacy systems (PEKWA, CIVPEN, Oracle portal)
- 2. Manual processes
- 3. Inadequate collaboration between ICT and business
- 4. Lengthy Supply Chain Management processes
- 5. Lengthy recruitment processes
- 6. Poor Data
- 7. Lack of system integration
- 8. Organisational form not fit for purpose.
- 9. Lack of tracing abilities
- 10. Value chain not aligned to the business needs.
- 11. No contingency planning minimise downtime during disruptions.



Opportunities

- Clean data
- 2. Automated processes
- 3. Agile Supply Chain Management processes
- 4. Embraced technology advances
- 5. Stabilised human resources
- 6. Teams and Streams
- 7. Decentralised processes
- 8. Improved workflow
- 9. Improved value chain
- 10. Reduced Unclaimed Benefits
- 11. Hybrid approach
- 12. Developing new products or services based on emerging market needs.
- 13. Leveraging data analytics to better understand and serve members.



Threats

- 1. Cyber security
- 2. Syndicates colluding to get Benefits
- 3. Loss of GEPF business
- 4. Non-compliance to legislation
- 5. Political uncertainty
- 6. Legislative changes impacting work
- 7. Rapid technological changes making existing systems obsolete.
- 8. Increased competition in the industry, leading to client loss.
- 9. Economic downturns affecting member contributions or organisational budgets.

2.5.2.15 Overview of 2025/26 Budget and MTEF Estimates

The GPAA received **R 70 million** from National Treasury and **R 1 590 million** from GEPF in the current financial year. The revenue over the MTEF period is expected to be **R1 660 million** for 2025/26, **R1 763 million** 2026/27 and **R2 110 million** in 2027/28, providing a total of **R5 533million** over the MTEF period.

The table below depicts the expenditure analysis per economic classification.

DESCRIPTION	Expenditure Outcome		Adjusted Appropriation		MTEF		
	2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Advertising and promotion	13990	17553	20434	20,444	21168	22,438	23,785
Agency fees	0	9080	12583	14,525	15699	16,641	17,640
Audit fees	3600	4000	6000	6,200	6572	6,966	7,384
Communication	34663	63151	50664	55,721	59064	62,608	66,364
Compensation of employees	568511	610535	641565	622,342	665405	699,974	736,373
Computer services	70890	103062	124077	129886	150062	159,066	168,610
Consulting and professional services	112794	113941	137128	110,880	197068	208,893	221,426
Leases	71335	63788	86623	92,781	154026	163,268	173,064
Repairs, cleaning and maintenance	20915	26579	28295	30,029	30214	32,027	33,949
Stationery, consumable, printing and publications	12689	23090	43750	42,749	45364	48,080	50,958
Training and workshops	10216	7355	10226	8,092	9334	9,894	10,488
Other	32240	31157	30117	40,865	38,501	40,811	43,260
Capital Expenditure	91263	117852	143831				
Travel and subsistence	14819	18461	27807	20,923	22178	23,509	24,919
Total	1,057,925	1,209,604	1,363,100	1,024,686	1,414,655	1,290,096	1,578,220

Table 10 - Expenditure analysis per economic classification



3 INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

3.1 Programme 1: Support Services

Purpose

Programme 1 oversees the business and governance functions of the GPAA, providing support to Programme 2 (Benefits Administration) in fulfilling its strategic objectives

Sub-programme 1.1 - Corporate Services

Corporate Services supports the GPAA's primary functions, particularly in human resources. Its goal is to help the GPAA achieve its strategic objectives by managing and coordinating management support, human and physical resources, and various internal services. Key areas within Human Resources include Labour Relations, Employee Health and Wellness, Basic Conditions of Employment, Employee Life Cycle, Human Resource Development, Organisational Development Design, Performance Management, and Training.

Sub-programme 1.2 - Financial Services

This sub-programme oversees the financial resources required to manage pensions and other benefits, adhering to best practices. It handles Unclaimed Benefits, ensuring beneficiaries are tracked, traced, and paid. Financial Services ensures compliance with financial policies, maintains accurate records, and manages cash flow for operations. It also prepares financial statements for the organisation and its stakeholders. The main areas within Financial Services are Taxation, Unclaimed Benefits, Budgets and Management Accounts, Investment Accounting, Cash Flow Management, and Supply Chain Management.

Sub-programme 1.3 - Business Enablement

This sub-programme manages the GPAA's ICT infrastructure, including two data centres with server, storage, and application systems, as well as Local Area Networks (LAN) and Wide Area Networks (WAN). It supports a national network of end-user devices such as desktops, laptops, tablets, printers, and scanners. Business Enablement provides the technology and capabilities needed for the GPAA to fulfill its mandate. Key business units include Application Middleware, Business Knowledge Management, Business Support Services, Demand and Acquisition, ICT Infrastructure Management, ICT Service Configuration Management, Information Security, and Process Innovation and Modernisation.



Sub-programme 1.4 - Strategic Support

Strategic Support plans, directs, and supports the GPAA to ensure that employee benefits, pensions, and retirement funds are administered according to relevant legislation and Service Level Agreements (SLAs). This sub-programme is responsible for the effective management of the GPAA, ensuring services meet or exceed client requirements. It involves planning, oversight, stakeholder engagement, and promoting government priorities. Key business units include Corporate Monitoring and Evaluation, Facilities and Security Management, Strategic Management, Project Management Office, and Communications.

Sub-programme 1.5 - Governance

The Governance sub-programme includes Internal Audit, Legal and Advisory Services, Enterprise-wide Risk Management, and Forensic and Fraud Prevention Management. It ensures that processes and advisory services are in place for effective decision-making and implementation. This sub-programme upholds principles of accountability, transparency, compliance, legality, responsiveness, effectiveness, and efficiency in the GPAA's processes and policies. It also ensures the GPAA can withstand risks that might damage its reputation or that of its stakeholders.

Programme 1: Support Services - Outcomes, Outputs Indicators and Targets

Outcomes	Outputs	Output	Audited /Actual Estimated Performance Performance		Estimated Performance	Annual Targets		MTEF Period	
		Indicators	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Disabled employees	1. % of disabled employees	5.69%	5. 54%	2%	2%	2%	2%	2%
	Female employees	2. % of female employees	63.29%	61.12%	51%	51%	51%	51%	51%
	Black employees	3. % of black employees	90.70%	91.60%	91%	91%	91%	91%	91%
	Women-Owned Businesses	4. % Total Preferencial Procurement spend on Women-Owned Businesses		New Indica	tor	40%	40%	40%	40%
Ontine	Valid invoices paid	5. % of accurate payment of valid invoices paid within 30 working days	99.90%	100%	100%	100%	100%	100%	100%
Optimal benefits administration support	Reduced Unclaimed Benefits	6. % reduction of unclaimed benefits balance in rands from the baseline (excluding interest)	42.85%	53.10%	50%	35%	50%	60%	70%
	Clients reached through the digital communication channels	7. % of clients reached through the digital communication channel	61.47%	62.03%	68%	70%	72%	74%	76%
	ICT systems up-time	8. % of time ICT system is available during required times	99.97%	87.52%	97%	97%	97%	97%	97%
	ICT digitisation	9. Funeral Benefits submissions process digitised	New Indicator			Funeral Benefit submission process digitised	50% Funeral Benefits submitted through digital platforms	75% Funeral Benefits submitted through digital platforms	100% Funeral Benefits submitted through digital platforms

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1. % of disabled employees	2%	2%	2%	2%	2%
2. % of female employees	51%	51%	51%	51%	51%
3. % of black employees	91%	91%	91%	91%	91%
4. % Women-Owned Businesses	40%	40%	40%	40%	40%
5. % of accurate payment of valid invoices paid within 30 working days	100%	100%	100%	100%	100%
6. % reduction of unclaimed benefits balance in rands from the baseline (excluding interest)	35%	5%	20%	30%	35%
7. % clients reached through Digital Communication channel	70%	60%	64%	66%	70%
8. % of time ICT system is available during required times	97%	97%	97%	97%	97%
9. Funeral Benefits submissions process digitised	Funeral Benefit submission process digitised	Approved requirement definition and design	Develop and test	User acceptance testing	Deploy and commission

Table 12 - Programme 1 Support Services Quarterly Targets

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

	2025/26 Budget	2025/26 Quarterly budget					
D 4.6		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total	
Programme 1: Support Services	1,092,920	273,230	273,230	273,230	273,230	1,092,920	

3.1.2 Explanation of planned performance over the medium-term period

Outcome 1: Optimal Benefits Administration Support is designed to enhance the effectiveness and governance of the organisation's core functions. This outcome is integral to achieving the GPAA's mandate and supports the overarching goals outlined in the Medium-Term Development Plan. By focusing on optimal benefits administration, the GPAA aims to provide accessible and equitable pension services, particularly prioritising the needs of women, children, and people with disabilities.

Optimal Benefits Administration Support directly contributes to the Medium-Term Development Plan by promoting social inclusion and equity in pension access. By ensuring that administrative processes are efficient and supportive, the GPAA enhances its capacity to reach marginalised groups, thereby addressing social inequalities. Additionally, aligning with the STI Decadal Plan will foster innovation in service delivery, improving overall accessibility and responsiveness to member needs.

The GPAA Programme 1, which focuses on support services, to enhance its overall effectiveness of the organisation. This programme plays a crucial role in assisting the GPAA by streamlining operations and providing the necessary resources for staff. Programme 1 ensures that employees are equipped to meet the established key performance indicators, such as service delivery times, accuracy of benefit calculations, and member satisfaction.

By integrating advanced technology and automated processes, Programme 1 not only facilitates quicker and more accurate benefit assessments but also contributes to the GPAA's strategic objectives. Furthermore, the programme 1 fosters a culture of continuous improvement, enabling staff to adapt to changing needs and innovate solutions. This alignment with the GPAA's broader goals helps to track progress effectively and identify areas for enhancement, ultimately driving accountability and better outcomes for members.

The successful delivery of these indicators will significantly enhance the GPAA's impact by improving the quality and accessibility of pension services. As the organisation strengthens its operational capabilities, it will increase member trust and satisfaction, ultimately leading to better financial security for beneficiaries.

This outcome will not only support the GPAA's mandate but will also contribute to broader socio-economic development in South Africa, particularly for vulnerable populations. By effectively managing its resources and ensuring transparency, the GPAA will play a crucial role in promoting social justice and equity in pension administration

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3.1.3 Programme Resource Considerations

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

	APPROVED BUDGET	MTEF		TOTAL
DESCRIPTION	2025/26	2026/27	2027/28	TOTAL
	R '000	R '000	R '000	R '000
SUPPORT SERVICES				
Sub-Programme 1.1 - Corporate Services	76,468	80,694	85,154	242,317
Sub-Programme 1.2 - Financial Services	124,533	138,638	394,566	657,737
Sub-Programme 1.3 - Business Enablement	423,347	448,145	474,399	1,345,891
Sub-Programme 1.4 - Strategic support	394,812	417,880	442,301	1,254,993
Sub-Programme 1.5 - Governance	73,760	77,801	82,065	233,626
Total costs	1,092,920	1,163,158	1,478,485	3,734,563

3.2 PROGRAMME 2: BENEFITS ADMINISTRATION

Purpose

Programme 2 administers a range of benefits and is responsible for client relationship management. This programme consists of three sub-programmes that administer a range of benefits and offer client relationship management.

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

Sub-programme 2.1 encompasses non-contributory pensions funded by the National Treasury for beneficiaries from various public sector entities, based on different statutes and agreements. This sub-programme includes benefits such as Military Pensions, Post-Retirement Medical Subsidies, Special Pensions, and Injury on Duty (IOD) payments. Specifically, Military Pensions and IOD payments cater to military pension benefits and medical claims related to disability treatments and associated expenses, adhering to statutory requirements.

The business units within this sub-programme include Post-Retirement Medical Benefits Administration, Military Pensions, Injury on Duty, Special Pensions, VIP Benefits, and Military Medical Accounts. Notably, the GPAA has also been appointed as the administrator of the Military Veterans Pension (MVP), which is critical for ensuring the effective management of pension benefits for military veterans and their families. This role aligns with the Department of Military Veterans (DMV) within the Department of Defense, which manages national policies aimed at assisting military veterans.

Sub-programme 2.2 - Employee Benefits (GEPF)

The GEPF is a contributory defined benefits pension fund administered by the GPAA, in accordance with the Government Employees Pension (GEP) Law of 1996. The GPAA delivers comprehensive benefits administration services, including member admissions, contribution collection, and the maintenance of members, pensioners, and beneficiaries. Benefits processing begins with an application and concludes with the final payment from the Fund, ensuring accurate and timely benefits disbursement to GEPF members and beneficiaries. The relevant business units are EB Operations, Membership, and Contributions.

Sub-programme 2.3 - Client Relationship Management

Client Relationship Management (CRM) oversees relationships with all stakeholders, including members, beneficiaries, third parties, and employer departments, delivering high-quality, responsive services in line with Batho Pele principles. The CRM unit ensures fair treatment of clients in daily operations and adheres to Treating Customers Fairly (TCF) principles. Service channels including a Contact Centre, Mobile Offices, Co-locations, and Client Service Centres facilitate effective interaction with the GPAA's client base, addressing and monitoring all service requests and inquiries.

CRM also provides education and training for employers through client liaison officers and outreach initiatives such as GEPF Day events and Pre-Retiring Member Campaigns. Additionally, CRM manages the document process, converting paper documents to electronic formats and overseeing their indexing, tracking, and storage to support the GPAA's core functions and business processes.

Outcomes, Outputs, Output Indicators and Targets

Outcomes	Outputs	Output Indicators	
	Satisfied clients	10.% of client satisfaction levels	
Efficient client service management	Handled calls	11. % of first contact calls handled	
	Visitors serviced	12. % of visitors serviced	
	Admitted members (NT)	13. % of NT members with duly completed documents admitted within 14 working days	
	Admitted members (GEPF)	14. % of GEPF members with duly completed documents admitted within 14 working days	
Efficient member	Received and Reconciled GEPF contributions	15. % of GEPF contributions reconciled by the 22nd of the month	
and contribution management	Maintained NT clients' records	16. % of NT clients records maintained within 21 working days	
	NT suspended pensioners (overseas) reinstated	17. % of NT suspended foreign or manual pensioners reinstated within 21 working days after receipt of Life Certificates	
	NT membership certificates issued	18. % of NT membership certificates issued within 30 working days of admission	
	Admitted DMV members	19. % of DMV members duly completed documents admitted within 45 working days	
	NT Death benefits paid	20. % of NT Death benefits with duly completed documents paid within 60 working days	
	Paid GEPF benefits.	21. % of GEPF benefits paid within 45 working days of liability date (excluding Death claims and claims paid to unclaimed accounts)	
Improved benefits payment turnaround	Paid NT benefits	22. % of NT benefits with duly completed documents paid within 20 working days (excluding Death benefits)	
time (within set timeframes)	Paid GEPF death benefits	23. % of GEPF Death benefits paid within 60 working days of liability date	
	Paid DMV Death benefits	24. % of DMV Death benefits with duly completed documents paid within 60 working days	
	Paid DMV benefits	25. % of DMV benefits with duly completed documents paid within 30 working days (excluding Death benefits)	

Table 13 - Programme 2: Benefits Administration Indicators

Audited /Actual Performance		Estimated Performance	Annual Targets		MTEF Period	
2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
94.98%	94.80%	92%	90%	91%	92%	93%
23.06%	99.08%	80%	80%	80%	80%	80%
99.80%	99.77%	95%	90%	91%	92%	93%
99.80%	99.98%	99%	99%	99%	99%	99%
100%	100%	98%	98%	98%	98%	98%
99.96%	99.95%	97%	97%	97%	97%	97%
100%	99.97%	99%	99%	99%	99%	99%
100%	100%	99%	99%	99%	99%	99%
100%	100%	99%	99%	99%	99%	99%
	New Indicator		65%	70%	75%	80%
100%	100%	90%	90%	90%	90%	90%
93.81%	94.05%	87%	80%	87%	87%	87%
99.99%	99.99%	90%	91%	92%	93%	94%
48.68%	74.29%	50%	50%	50%	50%	50%
New Indicator			75%	80%	85%	90%
	New Indicator		80%	82%	84%	86%

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
10.% of client satisfaction levels	90%	90%	90%	90%	90%
11. % of first contact calls handled	80%	80%	80%	80%	80%
12. % of visitors serviced	90%	90%	90%	90%	90%
13. % of NT members with duly completed documents admitted within 14 working days	99%	99%	99%	99%	99%
14. % of GEPF members with duly completed documents admitted within 14 working days	98%	98%	98%	98%	98%
15. % of GEPF contributions reconciled by the 22nd of the month	97%	97%	97%	97%	97%
16. % of NT clients records maintained within 21 working days	99%	99%	99%	99%	99%
17. % of NT suspended foreign or manual pensioners reinstated within 21 working days after receipt of Life Certificates	99%	99%	99%	99%	99%
18. % of NT membership certificates issued within 30 working days of admission	99%	99%	99%	99%	99%
19. % of DMV members duly completed documents admitted within 45 working days	65%	65%	65%	65%	65%
20. % of NT Death benefits with duly completed documents paid within 60 working days	90%	90%	90%	90%	90%
21. % of GEPF benefits paid within 45 working days of liability date (excluding Death claims and claims paid to unclaimed accounts)	80%	80%	80%	80%	80%
22. % of NT benefits with duly completed documents paid within 20 working days (excluding Death benefits)	91%	91%	91%	91%	91%
23. % of GEPF Death benefits paid within 60 working days of liability date	50%	50%	50%	50%	50%
24. % of DMV Death benefits with duly completed documents paid within 60 working days	75%	75%	75%	75%	75%
25. % of DMV benefits with duly completed documents paid within 30 working days (excluding Death benefits)	80%	80%	80%	80%	80%

Table 14 - Programme 2 Benefits Administration Quarterly Targets

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

	2025/26	2025/26 Quarterly budget				
Programme 2: Benefits Administration	Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
	567,338	141,834	141,834	141,834	141,834	567,338

3.2.2 Explanation of planned performance over the medium-term period

The planned outcomes, i. efficient member and contribution management, ii. improved benefits payment turnaround time, and iii. efficient client service management, align closely with the Medium-Term Development Plan and the institution's mandate.

Faster benefits payments ensure timely assistance, addressing immediate needs and fostering long-term stability. Efficient client service management enhances user experience, leading to higher satisfaction and engagement from our target groups.

The indicators are crucial for measuring our success in achieving the desired results. For member and contribution management, indicators will focus on processing times and accuracy rates, which directly affect member satisfaction and financial health. For benefits payment turnaround time, indicators will measure the time taken from application to payment, ensuring we meet our service level commitments. Finally, client service management indicators will assess response times and resolution rates, providing insights into how well we are serving our clients. These indicators are designed to be specific, measurable, achievable, relevant, and time-bound (SMART), allowing us to track progress effectively and make informed adjustments as needed.

To achieve the outlined outcomes, Programme 2 has several enablers will be essential:

Implementing advanced information systems will streamline member management and benefit processing, reducing errors and improving efficiency. Investing in staff training will enhance skills in client service and operational management, ensuring that personnel are equipped to meet the demands of the service. Collaborating with community organisations and advocacy groups will ensure that we remain aligned with the needs of women, children, and people with disabilities, allowing for tailored service delivery. Establishing a robust monitoring and evaluation framework will enable continuous assessment of our performance against the set indicators, facilitating timely interventions.

The outcomes of efficient member and contribution management, improved benefits payment turnaround time, and efficient client service management will collectively contribute to significant impact. By ensuring that services are delivered promptly and effectively, we enhance the quality of life for our target populations.

Efficient management processes lead to greater trust and satisfaction among members, which in turn fosters community engagement and support for institutional programs. Timely benefits payments alleviate financial pressures on vulnerable groups, contributing to improved well-being and stability. Lastly, high-quality client service builds strong relationships between the institution and its clients, enhancing overall program effectiveness.

Through these outcomes, we will not only fulfill our mandate but also support broader developmental goals, including poverty alleviation, gender equity, and the empowerment of marginalised groups, ultimately contributing to a more inclusive society.

3.2.3 Programme Resource Considerations

	APPROVED BUDGET	MTEF		TOTAL
DESCRIPTION	2025/26	2026/27	2027/28	
	R '000	R '000	R '000	R '000
BENEFITS ADMINISTRATION				
Sub-Programme 2.1 – National Treasury	70,175	75,940	78,862	301,652
Sub-Programme 2.2 - Employee Benefits	123,407	129,865	136,661	389,932
Sub-Programme 2.3 - Client Relations Management	373,757	394,348	416,112	1,184,216
Total costs	567,338	600,153	631,635	1,875,800

3.3 Updated Key Risks

The Risk Management unit assists the GPAA in accurately identifying and mitigating risks, enhancing the organisation's ability to achieve its strategic objectives. The profile of the GPAA's key strategic risks was established through structured risk assessment workshops involving the GPAA's Executive Committee (EXCO) and the management teams of each business unit.

Outcomes	Key Risk	Mitigating Actions
Optimal benefits administration support Improved benefits payment turnaround time (within set timeframes)	Failure to pay benefits timely	1. Monitoring and reporting on performance against operational level agreements 2. Implementation of Decentralisation project 3. Development and implementation of the data management framework to address data quality issues 4. Implementation of the Modernisation project 5. ICT to configure all available infrastructure to optimise response 6. ICT to procure new infrastructure (Next Generation - GEN 11) to ensure available capacity for all environments 7. Separation of production and non-production environment 8. Conduct a diagnostic exercise on performance management (target setting aligned to organisational objectives, achieving targets vs performance bonus)
 Optimal benefits administration support Efficient member and contribution management Efficient client service management 	Inadequate ownership to manage change within the organisation (Change adverse culture)	1. Conduct an assessment to determine and adopt the appropriate change management strategy for the GPAA i.e. Incremental, transformational or a combination of both. 2. Develop and implement the change management strategy based on the outcome of the assessment. The strategy to cover how change management can be the strategic enabler and how it will be embedded in business operations.

Out	comes	Key Risk	Mitigating Actions
•	Efficient client service management Improved benefits payment turnaround time (within set timeframes)	Stakeholder pressure	Optimise the contact centre with additional capabilities such as call me back, WhatsApp and Toll-free number
•	Optimal benefits administration support Improved benefits payment turnaround time (within set timeframes) Efficient member and contribution management	1. Technology Obsolescence, which might impact negatively on strategy execution	Interim solution: Host Civpen in the cloud until itis replaced by Modernisation Replace CIVPEN as part of the Modernisation Project
•	Optimal benefits administration support Efficient member and contribution management	Competition by the private pension administrators	Review a talent and succession management strategy.
Opt sup	imal benefits administration port	Delays in filling of critical and senior leadership positions	1. Regular follow-ups will be made from the Office of the CEO: GPAA to the Ministry to follow-up on progress. The Office of the Minister will also be sensitized on the urgency of filling these positions and the resulting non-compliance of the GPAA with Regulation 65(7) stating that a position should be filled within 12 months of becoming vacant.
•	Optimal benefits administration support Improved benefits payment turnaround time (within set timeframes)	Regulatory changes as a result of the introduction of two- pot system	Acquisition of additional resources System development to accommodate regulatory changes for phase 1: Vested pot and savings withdrawal System development to accommodate regulatory changes for phase 2: Service adjustments, benefit statement and exit benefit revision Staff training
•	Optimal benefits administration support Efficient member and contribution management	Failure to ensure security, confidentiality, integrity and availability of data/information systems.	1. Network infrastructure refreshment project to include Next Generation Firewall and implementation of Network Access Control planned for 2024/2025 financial year 2. Review the information security incident plan to address gaps identified during the breach 3. Deploy a security operation centre solution (SOC) to monitor and proactively control incidents timeously 4. Implement next generation firewalls that will include audit trails and logs 5. Implement periodic reviews of the firewalls by the Information Security Team 6. Implement the maintenance of firewall rules 7. Align ICT infrastructure and services to comply with business recovery time objectives (RTO) and recovery point objective (RPO) for critical business functions 8. Identify all possible types of security attacks and assess the GPAA's vulnerability and preparedness to deal with each threat 9. Conduct scenario-based testing on the identified threats 10. Development and Implementation of the IAM system is underway. This project will also streamline the user accounts management processes. 11. Retire legacy systems and applications (excluding CIVPEN) to mitigate security vulnerabilities of the old systems

Table 15 - GPAA's Strategic Risk Management

3.4 Public Entities

Name of Public Entity	Mandate	Key Outputs	Current Annual Budget (R thousand)
Not applicable			

3.5 Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure	Longitude (East/ West/+X)	Latitude (North/ South/Y)
Not ap	plicable									

3.6 Public Private Partnerships

PPP Name	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
Not applicable				_



Owner - Chief Director: Human Resources Management

Indicator title	% of disabled employees
Definition	The indicator measures the number of employees with disabilities as a percentage of all GPAA employees. A disability is any continuing condition that restricts everyday activities, which is attributable to an intellectual, psychiatric, cognitive, neurological, sensory, or physical impairment or a combination of those impairments.
Source of data	Employment Equity report or PERSAL report
Method of calculation	% of disabled employees = number of disabled employees / GPAA Total employees*100
Means of verification	Review employment equity report or PERSAL report that reflects the GPAA's employees with disabilities
Assumptions	That employees will disclose their disability. The recruitment process will yield suitably qualified disabled candidates
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Increased employment of employees with disabilities

Owner - Chief Director: Human Resources Management

Indicator title	% of female employees
Definition	The indicator measures the percentage of female employees versus all GPAA employees
Source of data	Employment Equity report or the PERSAL report.
Method of calculation	% of female employees as total employees = number of Female employees / GPAA total employees*100
Means of verification	Review employment equity report or PERSAL report that reflects the GPAA's employees with disabilities
Assumptions	That the recruitment process will yield suitably qualified female candidates.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Increased employment of female employees

Owner - Chief Director: Human Resources Management

Indicator title	% of black employees
Definition	The indicator measures the number of Black employees as a percentage of all GPAA employees. Black employees are defined by the Employment Equity Act 55 of 1998 The B-BBEE Act defines "black people" as follows: "Black people are a generic term which means Africans, Chinese, Coloureds and Indians – Who are citizens of the Republic of South Africa by birth or descent; or Who became citizens of the Republic of South Africa by naturalisation-Before 27 April 1994; or
	naturalisation prior to that date.
Source of data	Employment Equity report and the PERSAL report
Method of calculation	% of Black employees as total employees = Number of Black employees / GPAA Total employees *100
Means of verification	Review employment equity report or PERSAL report that reflects the GPAA's employees with disabilities
Assumptions	The recruitment process will yield suitably qualified Black candidates.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Increased employment of Black employees

Owner – Chief Financial Officer

Indicator title	% Total Preferential Procurement spend on Women-Owned businesses		
Definition	 The indicator measures the percentage preferential of procurement spend on women owned businesses Preferential Procurement means the strategy used to secure the participation of preferred groups in line with the Preferential Procurement Policy Framework Act (PPPFA) as a primary driver to stimulate the (Broad Based Black Economic Empowerment) B- BBEE development. A woman-owned business is defined as a business that is at least 51% owned by one or more females. 		
Source of data	 BEE Spend Report Central Supplier database Supplier registration and classification data from government agencies Women-owned business certification agencies 		
Method of calculation	% Total Preferential Procurement spend on Women-Owned businesses = Total number of procurement spent on women owned businesses by GPAA / total number of procurement spent by GPAA x 100		
Means of verification	 Review BEE Spend Report for woman owned businesses to establish the percentage the GPAA spent procuring from women owned businesses Select a sample of women owned businesses and inspect the following: Certification documents from relevant authorities confirming the ownership and leadership by women. 		
Assumptions	 That women owned businesses are registered on Central Supplier Database. That women-owned businesses comply with tender requirements. 		
Disaggregation of beneficiaries (where applicable)	Women owned businesses		
Spatial transformation (where applicable)	N/A		
Calculation type	Non-cumulative		
Reporting cycle	Annually		
Desired performance	At least 40% of total GPAA procurement spend directed towards women-owned businesses.		

Owner – Chief Financial Officer

Indicator title	% of accurate payment of valid invoices paid within 30 working days
Definition	The indicator measures the turnaround time for payment of invoices. Invoice is a document given to the GPAA by a service provider to collect payment for services rendered. Valid invoices refer to invoice which are supported by corresponding Purchase Order and delivery note/progress report.
Source of data	Excel report from Accounts Payable Module (AccPac)
Method of calculation	% of valid invoices paid within 30 working days = total valid invoices paid within 30 working days / total valid invoices paid * 100
Means of verification	Review the excel report from accounts payable report for the total number of valid invoices paid within 30 working days against the total number of valid invoices that were paid during the reporting period.
Assumptions	That invoices are valid. Invoice is supported by corresponding Purchase Order and Delivery note/Progress report.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Valid invoices paid within 30 working days

Indicator 6-

Owner – Chief Financial Officer

Indicator title	% of reduction of unclaimed benefits balance in rands from the baseline (excluding interest)
Definition	The indicator measures the reduction of Unclaimed Benefits account in rands. Unclaimed Benefits are defined as: Benefits where the mode of exit and the last date of service are known, but are not paid with 24 months of the last date of service except: o Benefits withheld pending the outcome of criminal or civil proceedings in terms of section 37D of the Pension Fund Act until the date of a court judgement in respect thereof, or the date on which a written admission of liability by the member is received. o A pending benefits transfer to another retirement fund.
Source of data	Ledger, Unclaimed Benefits report
Method of calculation	% of reduction of unclaimed benefits balance in rands from the baseline (excluding interest) = The difference between the closing balance of Unclaimed benefits in rands and the baseline of Unclaimed Benefits at year 1 in rands divide by the baseline amount (excluding interest)
Means of verification	Review the total unclaimed benefits report at reporting period and compare the balance with the baseline at year 1.
Assumptions	 No fraud attempts and internal control limitations. Systems availability. Limited increase on PDP. No material impact during disaster, business disruption and cyber-attacks. Enough staff capacity.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Decreased Unclaimed Benefits account

Owner - Director: Communication Services

Indicator title	% of clients reached through digital communication channels
Definition	Digital communication refers to the interaction between the GPAA and clients using different digital platforms of choice.
Source of data	Client contact ability report from Oracle BI (Email, Short Messaging Services and Self-Service platforms)
Method of calculation	% of clients reached through Digital Communication channels = Average number of Clients on Digital platforms /Total number of Clients * 100
Means of verification	Review the Channel Dashboard obtained from Oracle BI portal.
Assumptions	That Digital Communication channel applications are developed and that we have correct data.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Clients to have control and access to their data at any given time.

Owner - Chief Information Officer

Indicator title	% of time ICT system is available during required times
Definition	The indicator measures the time ICT system are available during required time.
	Required time refers to the time the ICT systems are available during working hours.
Source of data	OMD Monitoring report
Method of calculation	% of time ICT system is available during required times = Average of three-monthly monitoring reports.
Means of verification	Review OMD Monitoring report used for system availability
Assumptions	Infrastructure is supported and BC in place to ensure minimal facility interruptions
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	11 hours
	To ensure the availability of business systems

Owner - Chief Information Officer

Indicator title	Funeral Benefits submissions process digitised
Definition	The indicator measures the "Funeral Benefits Submissions process" digitised (self-service and GEPF website)
	'Digitisation' refers to an automated service delivered through digital technologies on the internet, or an electronic communication network using digital devices.
Source / collection of data	Funeral benefit system development life cycle report.
Method of calculation	Review system development life cycle report for stage completion.
Means of verification	Review system development life cycle report for stage completion.
Assumptions	Resource availability Project approval
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Funeral Benefits submissions process digitally

Owner - Chief Director: Client Relationship Management

Indicator title	% of client satisfaction levels
	Percentage of CRM clients' satisfaction levels that have been achieved during the reporting period as per the following channels (Contact Centre, E-mail, Mobile, Outreach activities, Walk-in Centre).
Definition	Client satisfaction level is a measure of whether GPAA services meet or surpass customer expectation. nContact Centre + nEmails + nMobile + nOutreach + nWalkincentre) = variables
Source of data	Client Satisfaction survey reports
	Calculation of client satisfaction Index (CSI)
	For each channel of communication, the CSI = Weight (W)* survey results Weights:
	Email = 5%
	Walk in Centre= 30%
Method of calculation	Outreach (average of roadshows and retirement member campaign) = 25%
	Contact Centre = 15%
	Mobile= 25%
	Total variables population = %Weight (Contact Centre + Emails + Mobile + Outreach + Walk-in Centre).
Means of verification	Review the client satisfaction survey results/reports as per the following channels (Contact Centre, E-mails, Mobile, Outreach, Walk-in Centre).
Assumantiana	That there would be high response rate and clients' willingness to participate in the survey.
Assumptions	That there is no material impact during disasters or business disruption
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Increased satisfaction of client experience for the CRM programme

Owner – Chief Director: Client Relationship Management

Indicator title	% of first contact calls handled
Definition	The indicator measures the percentage of first contact calls handled at the Contact Centre on queries received.
	Handled calls are calls that have been answered on first contact by the Call Centre and this could include but not limited to IRP5s, member letters, updates on beneficiaries and Benefits Statement and Estimate Certificate.
Source of data	Agent Call Handling percentage report (System Generated)
Method of calculation	% of first contact calls handled = Number of first contact calls handled/ total number of calls presented
Means of verification	Review Agent Call handling percentage report (System Generated)
	System up-time and availability
Assumptions	No material impact during disasters or business disruption
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Increased efficiency (Contact Centre)

Owner – Chief Director: Client Relationship Management

Indicator title	% of visitors serviced
Definition	The indicator measures the percentage of visitors serviced in the Walk-in Centre Visitors serviced – refers to clients who visited GPAA Walkin Centres to receive services offered by the GPAA
Source of data	Manual reports and/or system generated reports
Method of calculation	% of visitors serviced = total number of visitors serviced / total number of visitors * 100
Means of verification	Review manual reports and/or system generated reports for tickets issued or visitors register versus completed visitors register or tickets serviced.
Assumptions	System up-time and availability Workflow implemented
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Increased efficiency (Service Centre)

Owner - Chief Director: Special, Military and Other Benefits

Indicator title	% of NT members with duly completed documents admitted within 14 working days
Definition	The indicator measures the percentage of NT members admitted within a specified period.
	Admission refers to intake of members who join or are readmitted to the Funds that are administered by the GPAA as non-contributing members.
Source / collection of data	CIVPEN for manual admission, Excel reports (turnaround times)
Method of calculation	% of NT members admitted within 14 days = Total number of NT members admitted within 14 working days after receipt of duly completed documentation / Total NT members received for the period *100
Means of verification	Review Excel report and/or CIVPEN for date information/forms received compared to processing date of admissions. Turn-around time between received and admitted.
Assumptions	Clean data
Disaggregation of beneficiaries (were applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Admit all members within 14 working days after receipt of duly completed documentation

Owner - Chief Director: Employee Benefits

Indicator title	% of GEPF members with duly completed documents admitted within 14 working days
Definition	The indicator measures the percentage of GEPF members admitted within a specified period. Admission refers to intake of members who join or are readmitted to the Funds that are administered by the GPAA as contributing members.
Source of data	Excel turnaround time report generated from CIVPEN
Method of calculation	% of GEPF members admitted within 14 working days = Total number of GEPF members admitted within 14 working days after receipt of duly completed information / Total GEPF members admitted for the period*100
Means of verification	Review Excel turnaround time report for date information/forms is received for sampled cases compared to date of admissions on CIVPEN.
Assumptions	Clean data No material impact during disasters or business disruption
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where cable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	All members admitted within 14 working days after receipt of information

Owner - Chief Director: Employee Benefits

Indicator title	% of GEPF contributions reconciled by the 22nd of the month
Definition	The indicator measures the percentage of GEPF contributions received and reconciled on the set date monthly Contributions reconciled refer to members' contributions that are received by the 7th of the following month and subsequently reviewed against member contributions that were due for that specific month.
Source of data	Signed off consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributions reconciled to the general ledger.
Method of calculation	% of GEPF contributions reconciled by the 22nd of the month = total contributions reconciled by the 22nd of each month / contributions receivable * 100
Means of verification	 Review the consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributors to be reconciled to the general ledger. View the sign-off dates on the contribution reconciliation reports.
Assumptions	Employer departments compliance Clean data
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Finalise 100% of reconciliations earlier than the 22nd of the following month.

Indicator title	% of NT clients records maintained within 21 working days		
D.C.C.	The indicator measures the percentage of NT clients' records maintained within 21 working days		
Definition	Maintenance of records refers to cases sent by the members for updating of records.		
Source of data	Excel report from CIVPEN		
Method of calculation	% of NT clients records maintained within 21 working days = NT clients records maintained within 21 working days / NT clients records received requiring maintenance * 100		
Means of verification	Review Excel report from CIVPEN for a total number of NT clients' records maintained within 21 working days against the date request is received.		
Assumptions	Clean data		
Disaggregation of beneficiaries (were applicable)	N/A		
Spatial transformation (where applicable)	N/A		
Calculation type	Non-cumulative		
Reporting cycle	Quarterly		
Desired performance	Improved maintenance of all NT client's records		

Indicator title	% of NT suspended foreign or manual pensioners reinstated within 21 working days after receipt of Life Certificates			
	The indicator measures the percentage of NT suspended pensioners (foreign or manual) that were reinstated after receipt of Life Certificates			
Definition	Foreign or Manual Pensioners refers to Pensioners who reside outside the boarders of Republic of South Africa (RSA and stay for more than 30 months outside the country, when their life verification is due.			
Source data	Excel report with names of reinstated pensioner Life Certificates			
Method of calculation	% of NT suspended foreign or manual pensioners reinstated within 21 working days after receipt of Life Certificates = NT suspended pensioners (foreign or manual) reinstated within 21 working days after receipt of Life Certificates / NT suspended pensioners' (foreign or manual) Life Certificates received * 100			
Means of verification	Review Excel report. Comparison between those reinstated within 21 working days of receipt of Life Certificates and all those whose Life Certificates were received.			
Assumptions	System uptime and availability			
Disaggregation of beneficiaries (were applicable)	N/A			
Spatial transformation (where applicable)				
Calculation type	Non-cumulative			
Reporting cycle	Quarterly			
Desired performance	Timeous reinstatement of all overseas pensioners whose life certificates have been received.			

Indicator title	% of NT membership certificates issued within 30 working days of admission		
Definition	The indicator measures the percentage of NT membership certificates issued within 30 working days of admission.		
Delinition	Membership Certificates refers to the certificate issued to the members upon admission to the Fund.		
Source of data	Excel report of members certificate issued.		
Method of calculation	% of NT membership certificates issued within 30 working days of admission = NT membership certificates issued within 30 working days of admission / NT total number of members admitted * 100		
Means of verification	Review the Excel report for admitted members for the turnaround time taken to issue membership certificates or letters; the variables to be taken into consideration is date when a member was admitted and the date when the membership certificate was issued.		
Assumptions	System up-time and availability		
Disaggregation of beneficiaries (were applicable)	N/A		
Spatial transformation (where applicable)	N/A		
Calculation type	Non-cumulative		
Reporting cycle	Quarterly		
Desired performance	Increase in the number of membership certificates issued on time.		

Owner – Chief Director: Chief Director: Civil, Military and Other benefits

Indicator title	% of DMV members with duly completed documents admitted within 45 working days				
Definition	The indicator measures the percentage of DMV members with duly completed documents admitted within a specified period. Admission refers to intake of members who join or are readmitted to the Funds that are administered by the GPAA as non-contributing members.				
Source of data	Excel report (CIVPEN)				
Method of calculation	% of DMV members with duly completed documents admitted within 45 working days = Total number of DMV members with duly completed documents admitted within 45 working days / Total DMV members with duly completed received *100				
Means of verification	Review Excel report for DMV members with duly completed documents admitted within 45 working days against Total DMV members with duly completed received.				
Assumptions	Clean data				
Disaggregation of beneficiaries (were applicable)	N/A				
Spatial transformation (where applicable) N/A					
Calculation type	Non-cumulative				
Reporting cycle	Quarterly				
Desired performance	Admit all members within 30 working days after receipt of duly completed documentation.				

Indicator title	% of NT death benefits with duly completed documents paid within 60 working days		
Definition	The indicator measures the percentage of NT death benefits paid within 60 working days (Special Pensions) Death Benefits refers to benefits that are paid to beneficiaries of deceased members of the Special Pensions.		
Source of data	Excel report (OBIEE)		
Method of calculation	% of NT death benefits with duly completed documents paid within 60 working days = Total Deaths benefits with duly completed documents paid within 60 working days / Total Death benefits with duly completed documents received * 100		
Means of verification	Review Excel report for turnaround time taken to process received death cases, variables to be taken into consideration is date when death case is received and date when death case is paid and compared to CIVPEN record.		
Assumptions	System up-time and availability		
Disaggregation of beneficiaries (where applicable)	N/A		
Spatial transformation (where applicable) N/A			
Calculation type	Non-cumulative		
Reporting cycle	Quarterly		
Desired performance	Increase the number of death benefits that are paid on time.		

Owner - Chief Director: Employee Benefits

Indicator title	% of GEPF benefits paid within 45 working days of liability date (excluding Death claims and claims paid to unclaimed accounts)		
Definition	The indicator measures the benefits that have been paid within the specified time frames during the reporting period (excluding death claims and claims paid to unclaimed account) Benefits paid refers to exit benefits paid within specified time frames.		
	Liability date refers to the date of receipt of correctly completed documents by the GPAA or exit date, whichever came last.		
Source of data	Excel report (OBIEE)		
Method of calculation	% of GEPF benefits paid within 45 working days of liability date (excluding Death claims and claims paid to unclaimed accounts) = Total GEPF benefits paid (excluding Death and Unclaimed benefits) within 45 working days of liability date (excluding Death claims and claims paid to unclaimed accounts) / Total GEPF benefits paid with liability date (excluding Death claims and claims paid to unclaimed accounts) * 100		
Means of verification	Review the Excel report with benefits paid within 45 working days of liability against the total benefits paid with liability date.		
Assumptions	System up-time and availability		
Disaggregation of beneficiaries (where applicable)	N/A		
Spatial transformation (where applicable)	N/A		
Calculation type	Non-cumulative		
Reporting cycle	Quarterly		
Desired performance Increase in the percentage of benefits that are paid on time.			

Indicator title	% of NT benefits with duly completed documents paid within 20 working days (excluding Death benefits)	
Definition	The benefits paid to beneficiaries have been paid within the legislated timeframes (within 20 working days)	
Source of data	Excel report	
Method of calculation	% of NT benefits with duly completed documents paid within 20 working days (excluding Death benefits) = Total NT benefits with duly completed documents paid within 20 working days (excluding Death benefits) / Total NT benefits with duly completed documents received (excluding Death benefits) * 100	
Means of verification	Review Excel report for NT Benefits with duly completed documents paid within 20 working days ((excluding Death benefits) against Total NT benefits with duly completed documents received (excluding Death benefits)	
Assumptions	System up-time and availability	
Disaggregation of beneficiaries (where applicable)	N/A	
Spatial transformation (where applicable)	N/A	
Calculation type	Non-cumulative	
Reporting cycle Quarterly		
Desired performance Increase in the percentage of benefits that are paid on time.		

Owner - Chief Director: Employee Benefits

Indicator title	% of GEPF Death benefits paid within 60 working days of liability date		
	The indicator measures the percentage of GEPF death benefits paid within the required timeframes (within 60 working days)		
Definition	Death benefits refer to benefits that are paid to beneficiaries of deceased members of the GEPF.		
	Liability date refers to the date upon which correct information is received by the GPAA and processing can commence.		
Source of data	Excel report (OBIEE)		
Method of calculation	% of GEPF Death benefits paid within 60 working days of liability date = Total Deaths benefits paid within 60 working days of liability date / Total Death benefits paid with liability date * 100		
Means of verification	Review the Excel report with Death benefits paid within 60 working days of liability against the total benefits paid with liability date.		
Assumptions	System up-time and availability		
Disaggregation of beneficiaries (where applicable)	N/A		
Spatial transformation (where applicable)	n/A		
Calculation type	Non-cumulative		
Reporting cycle	Quarterly		
Desired performance	Increase the number of Death benefits that are paid on time.		

Owner – Chief Director: Chief Director: Civil, Military and Other benefits

Indicator title	% of DMV Death benefits with duly completed documents paid within 60 working days	
Definition	The indicator measures the percentage of DMV death benefits paid within the legislated timeframes (within 60 working days) Death benefits refer to benefits that are paid to beneficiaries of deceased members of the DMV.	
Source of data	Excel report (CIVPEN)	
Method of calculation	% of DMV Death benefits with duly completed documents paid within 60 working days = Total Deaths benefits with duly completed documents paid within 60 working days / Total Death benefits with duly completed documents received * 100	
Means of verification	Review Excel report with Death benefits with duly completed documents paid within 60 working days against Total Death benefits with duly completed documents received	
Assumptions	System up-time and availability	
Disaggregation of beneficiaries (where applicable)	N/A	
Spatial transformation (where applicable)	N/A	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
Desired performance Increase the number of death benefits that are paid on time		

Indicator title	% of DMV benefits with duly completed documents paid within 30 working days (excluding Death benefits)	
Defeation	The indicator measures the percentage of DMV benefits paid within the required timeframes (within 30 working days)	
Definition	Benefits paid refers to benefits paid within specified time frames from receipt of duly completed documents.	
Source of data	Excel report (CIVPEN)	
Method of calculation	% of DMV benefits with duly completed documents paid within 30 working days (excluding Death benefits) = Total DMV benefits with duly completed documents paid within 30 working days / Total DMV benefits with duly completed documents received * 100	
Means of verification	Review the Excel report with benefits with duly completed documents paid within 30 working days against the total benefits with duly completed documents received.	
Assumptions	System up-time and availability	
Disaggregation of beneficiaries (where applicable)	N/A	
Spatial transformation (where applicable)	N/A	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
Desired performance	Increase in the percentage of benefits that are paid on time	

Annexures to the Annual Performance Plan

Not Applicable

Annexure A: Amendments to the Strategic Plan

Not Applicable

Annexure B: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget (R thousand)	Period of Grant
Not Applicable				

Annexure C: Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
Not Applicable			

Annexure D: NSDF and the District Delivery Model

Area of Intervention in NSDF and DDM (Below examples)	Annual commitments								
	Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/ West/+X)	Latitude (North/ South/-Y)
Sanitation	Not Applicable								
Roads									
Storm Water									
Electricity									
Environmental Management									

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