

# 2026/27 ANNUAL PERFORMANCE PLAN



the gpaa

Department:  
Government Pensions Administration Agency  
REPUBLIC OF SOUTH AFRICA

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# OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the GPAA under the guidance of the Minister
- 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 2026/27.



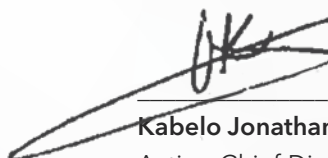
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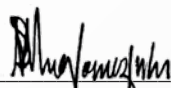


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**Stadi Mngomezulu**  
Acting Chief Executive Officer  
Date: 29 January 2026

# EXECUTIVE AUTHORITY

## STATEMENT

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**Enoch Godongwana**  
MP Minister of Finance

*As part of its broader economic strategy, the Government Pensions Administration Agency (GPAA) plays a pivotal role in realising the government's strategic priorities of driving inclusive growth, fostering job creation and reducing poverty. By delivering on our mandate with integrity, innovation, and inclusiveness, we support the government's vision of a prosperous, equitable, and resilient society.*

The GPAA plays a pivotal role in advancing South Africa's three core government strategic priorities namely:

- Inclusive economic growth and job creation.
- Reducing poverty and tackling the high cost of living.
- Building a capable, ethical, and developmental state.

Through our mandate of administering retirement benefits to our members, pensioners and beneficiaries, we ensure that our operations are not only efficient and client-centric but also aligned with national and global development goals.

The GPAA administers benefit payments to 1.9 million GEPF members (pensioners, spouses and child), post-retirement medical subsidies, military pensions, Injury on Duty, Military Veterans, Injury on Duty and Other pensions.

### **Economic Empowerment and Poverty Alleviation**

Timely and accurate pension disbursements provide a consistent and reliable income stream to retired public servants and beneficiaries shielding them from economic shocks and vulnerability. These payments function as a critical social safety net, particularly for elderly citizens and their dependents, enabling access to basic services such as healthcare, food, and housing.

The GPAA has a footprint of regional offices in all South Africa's nine (9) provinces and by reaching beneficiaries in rural and peri-urban areas it helps reduce geographic disparities and promotes household stability in under-served communities.

### **Stimulating Local Economies and Job Creation**

Pension income plays a vital role in supporting local economies, particularly in remote regions, where it

sustains small businesses and informal trade. The GPAA contributes to economic inclusion by ensuring that pensioners, many of whom reside in remote communities receive their benefits promptly. To extend its reach, the GPAA deploys mobile service buses to remote areas, facilitating access to pension services and reinforcing its commitment to inclusive and equitable service delivery.

### **Building Institutional Capacity**

The GPAA is committed to institutional excellence by investing in continuous staff development. Through its own operations, it supports public sector employment, through staff development fostering a more professional, accountable, and skilled workforce whilst also contributing towards building a capable, ethical, and developmental state.

### **Strengthening Partnerships and Policy Alignment**

The GPAA actively collaborates with other government departments to streamline service delivery and align policy frameworks. These partnerships ensure that retirement benefits administration is integrated into broader socio-economic development strategies, amplifying impact across sectors. Strategic partners such as Women, Youth and Persons with Disabilities (WYPD) for inclusion by aligning with the strategic themes of National Strategy for Economic Empowerment to support national advocacy campaigns such as National Youth Month, Women's Month, and Disability Rights Awareness Month. These partnerships amplify public engagement, raise awareness, and reinforce the GPAA's role as a socially responsible institution committed to transformation and empowerment.

I hereby express my support for the GPAA 2026/27 Annual Performance Plan.



**Enoch Godongwana**  
MP Minister of Finance

# STATEMENT BY THE ACCOUNTING OFFICER

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**Stadi Mngomezulu**  
Acting Chief Executive Officer  
Government Pensions Administration Agency

*The GPAA's strategy is firmly aligned with national and global developmental outcomes, ensuring that our efforts contribute meaningfully to broader societal progress. By harmonising our internal initiatives with national outcomes, we aim to become not only a more efficient organisation, but also a more relevant, responsive, and resilient one.*

Our customer- and client-centric approach continues to be integrated in our operations. The GPAA's Call-Centre and Walk-in Centres offer ongoing client support and query resolution. In addition, our Client Liaison Officers (CLOs) maintain interface and expectations between the GPAA and its stakeholders, conduct mobile outreach services for remote areas and under-served areas. Our member education and awareness initiatives, stakeholder engagements through such as GEPF Days, Human Resource Forums, and Retiring Member Campaign are platforms for information dissemination, strengthening stakeholder relations and providing an opportunity for the GPAA to interact directly with members, pensioners, and their beneficiaries.

The GPAA utilises technology as a strategic enabler, serving as a bridge between operational efficiency and member empowerment. Through our Modernisation programme and Digital Transformation, we are unlocking new levels of agility, insight and impact. We continuously upgrade systems and enhance service delivery to place our members' needs, expectations, and experiences at the forefront by:

- Delivering responsive services that are accessible, inclusive, and tailored to the evolving needs of our diverse member base such as the GEPF Self-Service App, which provides real-time access to benefit information, and the Call Centre Interactive Voice Response (IVR) system.
- Streamlining workflows eliminate inefficiencies and accelerate turnaround times.
- Enhancing transparency to foster trust and accountability across all touchpoints.
- Driving organisational change through the Change Management Network, which provides support and information to internal stakeholders, gathers feedback and insights on projects, and fosters a culture of collaboration, trust, and inclusion.

- Promoting cybersecurity awareness, training among internal stakeholders, and deploying enhancements such as Mobile Device Management (MDM) and Mobile Application Management (MAM) methodologies and tools. These allow GPAA to manage mobile devices and protect data. IAM (Identity Access Management) ensures that legitimate users are granted access and permissions, maintaining information security and confidentiality.

We remain committed to advancing inclusive socio-economic development, with a particular focus on historically marginalised groups namely women, youth, and persons with disabilities (WYPD). In alignment with national priorities and the broader transformation agenda, the GPAA has implemented targeted programmes and initiatives to promote empowerment, equity, and access.

Key initiatives include:

- **Inclusive Procurement Strategy:** the GPAA has allocated 40% of its procurement spend to women-owned businesses, thereby expanding economic participation and access to government supply chains for female entrepreneurs.
- **Youth Empowerment:** Through skills development and procurement strategies, the GPAA contributes to reducing youth unemployment and supporting youth-owned enterprises. These efforts align with government's strategic priorities of job creation and inclusive growth.
- **Mainstreaming Disability Inclusion:** The GPAA integrates the needs of persons with disabilities into its service delivery and operational frameworks. This includes ensuring accessibility of pension services and promoting equal opportunity in recruitment and procurement practices.
- **Strategic Partnerships and Advocacy:** The GPAA collaborates with the Department of Women, Youth and Persons with Disabilities (DWYPD) to support national campaigns such as National Youth Month, Women's Month, and Disability Rights Awareness Month reinforcing its role in advocacy.

As GPAA CEO, I am proud to lead an organisation that not only delivers on its mandate but also serves the communities at large.

Let us continue to lead with integrity, innovate with purpose, and serve with courtesy and respect.

**Stadi Mngomezulu**

Acting Chief Executive Officer

Government Pensions Administration Agency

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# PART A

## OUR MANDATE



# 01

## 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: Public Sector Pension & Related Payments.

### 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: Public Sector Pension & Related Payments.

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 National Treasury: Public Sector Pension & Related Payments.

### 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:

1. 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.
3. 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
  - » Retire Legacy Systems
  - » Process reengineering
- Implement strategies to reduce internal and external turnaround time
  - » internally - intelligent business processes and quality management system ISO9001
  - » externally - collaboration with employer departments
- Meet and exceed client and customer expectations
  - » Data cleansing for accurate and reliable data
  - » Increase customer reach channels.
- Transfer of administration function to Government Employees Pension Fund (GEPF).

## 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.



# PART B

## OUR STRATEGIC FOCUS



# 02 | STRATEGIC FRAMEWORK

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



## 2.1 VISION

A leading customer and client-based government benefit administrator of choice.



## 2.2 MISSION

To provide efficient benefit administration services through innovative capabilities.



## 2.3 VALUES

The GPAA's values are abbreviated as T.R.I.I.C.S.



### 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.



### INNOVATION

We encompass new methods and ideas to improve on efficiency and service quality.



### COURTESY

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



### SERVICE EXCELLENCE

We are committed to giving our clients quality services.

## 2.4 STRATEGIC ORIENTED OUTCOMES

The GPAA's strategic outcomes are summarised in Table 1 below:

	Outcomes	Impact Statement
<b>Programme 1 -</b> Support Services	<ul style="list-style-type: none"> <li>Optimal benefits administration support</li> </ul>	A customer and client-base that is satisfied, served, valued, dignified, cared for and empowered.
<b>Programme 2 -</b> Benefits Administration	<ul style="list-style-type: none"> <li>Efficient member and contribution management</li> <li>Improved benefits payment turnaround time (within set timeframes)</li> <li>Efficient client service management</li> </ul>	

Table 1 - Strategic Oriented Outcomes and Impact Statement

## 2.5 UPDATED SITUATIONAL ANALYSIS

The GPAA applies the PESTEL framework to analyse the external environment and align its operations with national priorities. The following updated analysis highlights how the GPAA responds to political, economic, social, technological, environmental and legal dynamics to fulfil its mandate and improve service delivery.

### Strategic Outlook

South Africa's external environment presents a complex myriad of challenges and opportunities. In response, the GPAA has demonstrated strategic clarity and operational resilience, modernising systems, decentralising and digitising services, strengthening data security, and upholding high governance standards. Economic constraints, including slow GDP growth, high unemployment, and inflation have intensified the need for efficient and responsive pension administration.

Social inclusion remains central to the GPAA's service delivery model. The GPAA promotes social inclusion and equitable access by ensuring timely, accurate pension benefit payments that uphold dignity and fairness in public service delivery. Technological innovation is being matched with robust cybersecurity measures, and environmental stewardship is guiding both operational practices and investment decisions.

Legal compliance remains a cornerstone of the GPAA's mandate, ensuring transparency and member trust. Collectively, these integrated efforts position the GPAA to deliver on its 2026/27 performance priorities, including

digitisation, improved service delivery, inclusivity, regulatory alignment, and sustainability solidifying its role as a trusted and client-focused administrator of government pensions.

### 2.5.1 EXTERNAL ENVIRONMENT ANALYSIS



#### Political Perspective

South Africa's political environment continues to play a defining role in shaping the strategic direction and operational priorities of the GPAA. The GPAA's programmes and service delivery commitments are closely aligned with national priorities outlined in the National Development Plan (NDP 2030) and the Medium-Term Development Plan (MTDP), which emphasises effective governance, improved service delivery, digital transformation, and financial sustainability. The Public Finance Management Act 1 of 1999, the Public Service Act and Treasury Regulations provide the foundation for governance, compliance, and accountability.

#### Update on the Two Pot Retirement system

A key policy development in the pensions sector is the introduction of the Two-Pot Retirement System, which came into effect on 1 September 2024. This reform represents a landmark shift in the retirement landscape, balancing long-term preservation with short-term accessibility of savings. Its implementation required significant administrative adaptation. The GPAA responded swiftly by upgrading its systems, updating fund rules, and conducting extensive staff training to

manage the higher volume of withdrawal requests. As of 01 September 2024 to 31 December 2025, the GPAA received 1 014 224 Two-Pot claims, of which 1 007 721 has been paid.

#### Conduct of Financial Institutions (COFI) Bill

The Conduct of Financial Institutions (COFI) currently under public consultation, will impact on the manner in which the GPAA conducts its affairs. The COFI Bill is expected to be finalised in 2026 with a phased implementation over three years. Once enacted, the COFI Bill will require the GPAA to reassess its conduct standards, compliance mechanisms, and governance protocols to align with the new regulatory expectations, making proactive preparation essential to avoid operational disruption and reputational risk.

While the Financial Sector Conduct Authority (FSCA) has actively advanced preparatory work, the GPAA will also conduct a gap analysis to ensure compliance with the Bill's prescripts and requirements.

#### Amalgamation of AIPF and TEPF into GEPE

On the 1st of April 2025, the Associated Institutions Pension Fund (AIPF) and the Temporary Employees Pension Fund (TEPF) were officially amalgamated into the GEPE. This development represents a significant milestone in the transformation of public sector retirement fund administration. As of 31 March 2025, approximately 8,233 individuals comprising active members, pensioners, and spouses from both AIPF and TEPF were migrated to the GEPE and integrated into the administration systems of the GPAA.

#### The Special Pensions Amendment Bill

The Special Pensions Amendment Bill, which is currently undergoing public comment seeks to amend the Special Pensions Act of 1996 to address shortcomings in fairness, administrative justice, and procedural clarity. A major focus of the proposed amendment is 36-month prescription period, which has been widely regarded as unfair to spouses and dependents who often face delays in accessing information or initiating claims. In addition, the Bill also seeks to review Schedule 1 offence provisions, ensuring that disqualifications are applied proportionately and in line with constitutional principles.

Further amendments propose the restoration of discontinued benefits in cases where a determination had already been made, recognising the principle of vested rights and protecting beneficiaries from retrospective exclusion. The Bill also addresses instances where beneficiaries who previously received benefits later qualified, calling for a review to prevent duplication or unjust disqualification.

Importantly, the reinstatement of the reconsideration provision based on new material facts will enable more responsive and equitable decision-making, ensuring that emerging evidence can be fairly assessed. Collectively, these legislative reforms signal a commitment to strengthening the integrity, inclusivity, and fairness of the Special Pensions framework.

These developments highlight the central role of the political environment and legislative frameworks in shaping the GPAA's operating context. Reforms such as the Two-Pot Retirement System and the integration of military veterans reflect government's ongoing social protection and inclusive agenda, while the pending COFI Bill points to forthcoming regulatory reforms that will transform the financial sector in the years ahead.



#### Socio-Economic Perspective

South Africa's economic environment remains complex and constrained, shaped by a combination of domestic challenges and global pressures. The International Monetary Fund projects a modest 1.5% expansion for the full year, driven primarily by gradual improvements in energy supply and logistics reform. While this offers some optimism for the medium term, growth remains well below the threshold required to meaningfully reduce unemployment and poverty.

The national unemployment rate stands at 32.9%, with youth unemployment critically high at 46.1%. This means that more than 8.4 million people are currently unemployed according to Statistics South Africa. In response to this crisis, the GPAA is in the process of filling all the vacant positions whilst also exploring ways to ensure inclusion of youth into its workforce.

Notably, Black African women experience the highest unemployment rate at 41.0%, highlighting the intersecting barriers of race, gender, and socio-economic exclusion. In response, the GPAA has reinforced its commitment to inclusive economic transformation by aligning its strategic outcomes with national employment equity policy and implementing targeted procurement measures. To this end, approximately 40% of its procurement spent is allocated to women owned businesses.

Following the 2025 amendment to the Employment Equity Act No. 55 of 1998 effective from 1 January 2025 the GPAA has also integrated the revised disability employment target into its Annual Performance Plan (APP) for 2026/27. This raises the benchmark for workforce representation of persons with disabilities from 2% to 3%. These measures advance national objectives for empowerment, inclusivity and socio-economic redress.

The rising costs of essentials including food, transport, and utilities have intensified household financial pressures. Geopolitical tensions in the Middle East and disruptions to Red Sea shipping have further contributed to higher freight and energy costs thereby declining government revenues. The GPAA has intensified its efforts to ensure timely, accurate, and efficient disbursement of pension benefits, thereby reinforcing the social safety net for millions of vulnerable citizens and contributing to the broader goals of institutional trust, social protection, and responsive governance.

Efforts to pay Unclaimed Benefits to rightful beneficiaries have been strengthened through the deployment of tracing agents and the updating of beneficiary databases. These initiatives will ensure that widows, children, and dependents receive their rightful benefits. The GPAA continues to engage with other organisations to explore ways of gaining access to their database in the effort to maximise its tracing efforts.

The GPAA places inclusivity at the heart of its operations, promoting equity through recruitment, training, and career development programmes for women, youth, and persons with disabilities. Financial literacy campaigns are tailored to the needs of young employees and women, while the GPAA's support for national initiatives such as the 16 Days of Activism Against Gender-Based Violence

reflects its commitment to safe and inclusive workplaces.

To improve accessibility, the GPAA continues to deploy mobile offices and enhance its digital platforms, thereby removing physical and communication barriers. These initiatives ensure that all members, regardless of location or ability, are treated with compassion.

The GPAA promotes social inclusion and equitable access by consistently delivering timely and accurate pension benefits, thereby reinforcing principles of dignity, fairness, and reliability in public service administration.

Collectively, these economic and geopolitical dynamics underscore the importance of strategic resilience, fiscal prudence, and inclusive service delivery. The GPAA remains committed to navigating these challenges through innovation, stakeholder engagement, and alignment with national development goals, ensuring that pension administration continues to support social protection and economic stability in South Africa.



### Technological Perspective

Organisations worldwide are experiencing an increase in cyber-related incidents, and South Africa has not been spared. As reliance on technology continues to grow, the frequency and severity of cyberattacks including ransomware, malware and phishing have increased significantly thereby threatening business continuity and sensitive information.

Recent reports indicate that cyber incidents now rank as the second most critical risk in South Africa, with the country holding the unfortunate position of being the most targeted nation for cyberattacks in Africa. Several factors contribute to this vulnerability, including weak cybersecurity infrastructure, limited investment in combating cybercrime, outdated or inadequate legislation, and challenges with law enforcement capacity to successfully prosecute offenders. However, the most persistent risk factor remains low levels of awareness among organisations and individuals.



## Environmental Perspective

The advancement of artificial intelligence (AI) and machine learning (ML) has further empowered cybercriminals to carry out more sophisticated and damaging attacks. Between mid-2024 and mid-2025 alone, South Africa recorded a 14% increase in weekly cyberattacks.

In response to this evolving threat landscape, the GPAA has adopted a comprehensive cybersecurity strategy that focuses on pro-actively identifying cyber risks within its environment and aligning security measures with core cybersecurity functions.

Amongst the measures put in place, the GPAA has implemented identity access management (IAM), access control, data protection, and protective technologies. Real-time threat detection and incident response systems enable the organisation to contain, mitigate and recover swiftly from potential breaches.

As part of the strategy, the GPAA provides regular cybersecurity training to employees to equip them to recognise and respond to potential threats. The ICT unit continues to enforce compliance with information security policies.

Digital transformation remains a strategic priority for the GPAA. The rollout of a secure, multi-factor authenticated self-service application enables members to manage pension records, update personal details, and monitor benefits independently. This innovation reduces reliance on paper-based processes and significantly improves turnaround times. The GPAA is also exploring the use of advanced analytics and automation to enhance operational efficiency, improve decision-making, and deliver more personalised services to members.

As part of its broader modernisation agenda, GPAA is implementing the digitisation of services which includes the replacement of legacy systems and deployment of modernisation efforts to ensure seamless service delivery. Document management processes have been enhanced through the adoption of SharePoint Online, supporting secure, efficient, and accessible digital workflows across the organisation.

The GPAA is actively advancing environmental sustainability through modernisation, digital solutions, and innovative practices. A key focus of this strategy is the transition to a paperless environment, which significantly reduces dependence on physical documents. This effort is reinforced by a strict Printing policy that limits unnecessary paper use and promotes efficient resource management.

The GPAA continues to advance its digital transformation efforts by adopting paperless operations that enhance efficiency, reduce environmental impact, and support secure, compliant service delivery. The digitisation of administrative workflows and the integration of secure digital signature capabilities has reduced paper dependency, reduced turnaround times and strengthened data integrity.

Digital signatures are central to this transformation. They enhance security, verify communication, and reduce paper consumption. They also contribute to fraud prevention and regulatory compliance, ensuring that digital workflows are both secure and environmentally friendly. The GPAA's modernisation programme aligns directly with Sustainable Development Goal 13: Climate Action. The installation of energy-saving sensors in GPAA offices helps monitor and optimise electricity consumption, reflecting commitment to responsible energy management.

Collectively, these innovations contribute to streamlined governance, improved auditability, and alignment with broader public sector modernisation objectives. By fostering a digitally enabled environment, the GPAA reinforces its commitment to responsive, sustainable, and accountable pension administration.

## Smart Energy Management

The GPAA has implemented smart energy management practices to enhance operational efficiency and environmental sustainability across its facilities. Motion-sensitive sensors automatically deactivate lighting in unoccupied areas, significantly reducing energy consumption. In addition, biometric access controls are used at entry points to ensure secure, accountable building access while supporting energy optimisation by activating systems only when employees are present.

These initiatives reflect the organisation's commitment to responsible infrastructure stewardship, aligning with broader public sector goals for resource efficiency, carbon reduction, and sustainable service delivery.

The GPAA maintains strict adherence to health, safety, environmental, risk, and quality (SHERQ) standards, ensuring compliance with all environmental protocols. By integrating digital tools, modern technologies, and sustainable practices, the GPAA continues to minimise its ecological footprint while supporting national sustainability goals and advancing efficient service delivery.



### Legal Perspective

The GPAA operates within a robust legal and regulatory framework that ensures compliance, ethical conduct, and inclusive governance. Core legislation guiding its mandate includes the Government Employees Pension Law (1996), the Military Pensions Act (1976), and the Special Pensions Act (1996). In addition, the GPAA maintains strict adherence to the Protection of Personal Information Act (POPIA) through comprehensive data governance policies and ongoing staff training, safeguarding member information and reinforcing institutional accountability.

As South Africa prepares for the implementation of the Conduct of Financial Institutions (COFI) Bill, the GPAA is strategically- positioned to deliver outcomes-based, client-centred services that meet evolving legal and regulatory requirements.

Furthermore, the GPAA aligns with UNESCO priorities through the promotion of the African Agenda for the sustainability of diverse cultures and nation building. The organisation commemorated initiatives such as cultural diversity days, encouraging staff to dress in traditional attire and promoting the inclusion of individuals from various cultural backgrounds. These activities foster unity, respect, and representation in the workplace, thereby reinforcing GPAA's role as a socially responsive and ethically grounded public institution.

## 2.5.2 THEORY OF CHANGE

The Theory of Change (ToC) outlines the logical sequence through which inputs, activities, and outputs contribute to the achievement of GPAA's desired outcomes. It provides a structured framework that links operational actions to strategic goals, showing how change is expected to occur over time.

The ToC is influenced by several factors, including the institutional context, availability of resources, legislative and policy environment, and organisational capacity. It recognises that successful implementation depends on effective governance, human capital development, technological capability, and stakeholder cooperation. By clearly articulating these linkages, the ToC enables a shared understanding of how interventions drive results, supports evidence-based planning, and strengthens accountability for achieving the Agency's strategic outcomes. This logical flow is illustrated in the table below, which outlines the connection between inputs, activities, outputs, and the intended outcomes.

Input	Activities	Strategies	Assumptions	Outputs	Outcomes	Impact Statement
<b>Budget</b>	Training of all applicable laws.	Capacity building through continuous training on governance and benefits administration.	Staff are available and willing to participate in training programmes.	Competent & skilled personnel	Optimal benefits administration support.	A customer and client-base that is satisfied, served, valued, dignified, cared for and empowered.
	Development of curriculum on benefits administration.	Develop curriculum for benefit administration and rotational processes on employees.	Curriculum development is informed by current legislation and institutional needs.			
	Procurement identification.	Strengthen procurement planning to ensure timely resourcing.	Procurement processes and regulations remain stable and supported by management.	Procurement plan		
	Needs analysis based on priorities.	Identify and prioritise organisational skills gaps to guide capacity development.	Accurate and up-to-date information is available for needs assessment.	Retention and succession plan		
	Realignment of current capacity.	Reallocate and optimise human resources to meet organisational needs.	Staff complement and structure can be adjusted without bureaucratic delays.			
	Development of government charter and Terms of Reference (TOR).	Detailed delegation of authority on processes to clarify institutional roles and responsibilities.	Leadership supports and enforces the developed governance framework.			
	Reinforcement of governance.	Strengthening compliance and accountability structures.	Governance frameworks remain consistent and applicable.	Corporate governance structure		
	Consequence management.	Enforce consequence management to promote accountability and ethical behaviour.	Disciplinary and accountability systems are functional and enforced fairly.			
	Automate current systems.	Automate systems and realign the current processes.	Funding is available for upgrades.	Automated systems.		
	<b>Employer data (electronic and manual).</b>	Consistently validating, correcting, and updating information through clear standards and regular checks.	Improve employer data quality through regular audits and verification processes.	Employer departments submit accurate and recent data.		

Input	Activities	Strategies	Assumptions	Outputs	Outcomes	Impact Statement
<b>Human Capital</b>	Workflow implementation.	Optimised workflow processes to enhance efficiency and reduce delay.	Staff understand and adopt new workflow procedure.	Improved processes.		
	Reorganisation of the value chain.	Streamline the value chain to clarify responsibilities and reduce client follow-ups.	Reorganized value chain for the employer membership, payment and ultimately improved benefit payment within the timeframe.	Reduced enquiries.		
<b>Enhanced ICT infrastructure capacity (mainframe system)</b>	Process reengineering.	Optimise and upgrade ICT infrastructure to support faster performance and efficient processing.	Improved system response will ultimately lead to reduced enquiries.	Improved system response.	Improved Benefit Payment Turn-around Time (Within set timeframe).	
		Integrate process reengineering initiatives with technological upgrades to ensure seamless automation.	Technical staff have necessary skills and resources to manage system enhancements effectively.	Improved processes.		
		Utilise increased system capacity to speed up transaction processing and reduce delays.	The mainframe operates efficiently and experiences minimal downtime.	Financial gain (less interest paid)		
<b>Revised Legislation</b>	Process reengineering.	Align benefit processing procedures with updated legislation and rules.	Revised Legislation will reduce penalties and compliance from the employer in terms of providing information.	Improved reputation.		
<b>Trained client service staff</b>	Responding to client enquiries promptly.	Build client service capacity through continuous training and coaching to enhance responsiveness.	Staff apply the training effectively and demonstrate consistent professionalism.	Less customer complaints.	Efficient Client Service Management.	
	Tracking & resolving service requests.	Utilise CRM tools to manage and track client interactions for improved follow-up and record accuracy.	CRM systems are functional, accessible, and properly maintained.	Updated and maintained client records.		

Input	Activities	Strategies	Assumptions	Outputs	Outcomes	Impact Statement
<b>Updated SOPs &amp; Policies.</b>	Following up with clients to ensure satisfaction.	Review and update SOPs to ensure alignment with evolving client service standards.	Management supports regular policy reviews and implements feedback from clients.	Service standards and SOPs are regularly reviewed and aligned with client needs		
<b>Communication tools (phones, emails, chat platforms)</b>	Service clients in various walk-in centres.	Diversify communication platforms to ensure accessibility for all clients.	Communication channels remain functional and accessible to both staff and clients.	Number of clients serviced.		
<b>Budget / finance for activities.</b>	Request funds for staff training.	Allocate sufficient financial resources for ongoing customer service training and development.	Budget approvals are processed on time to support training activities.	Number of staff training sessions on customer service.		
<b>Service standards (Batho Pele).</b>	Responding to client enquiries promptly.	Promote adherence to service standards to improve turnaround times and client satisfaction	Staff consistently implement and uphold service standards in daily operations.	Efficient client service management.		

Table 2 - GPAA's Theory of Change

### 2.5.3 INTERNAL ENVIRONMENT ANALYSIS

The GPAA continues to advance its transformation and inclusion agenda through the establishment of structured platforms and initiatives dedicated to women, youth, persons with disabilities and diversity (WYPD). These forums reflect the Agency's commitment to fostering an equitable, diverse, and inclusive workplace aligned with national priorities and the principles of the Employment Equity Act.

#### Women Empowerment Initiatives

The GPAA has established a Women's Forum, governed by an elected committee currently awaiting formal appointment letters. This Forum serves as a strategic platform to champion gender equality, professional development, and leadership opportunities for women across the organisation. Through this structure, GPAA aims to strengthen female representation in decision-making, promote mentorship, and cultivate an organisational culture that values gender inclusivity and empowerment.

#### Disability Inclusion and Accessibility

The GPAA remains committed to promoting full participation and accessibility for employees and clients with disabilities. A comprehensive audit of employees with disabilities is currently underway to ensure accurate representation and improved support mechanisms. In alignment with the new Employment Equity Act (EEA1) reporting requirements, the Agency has initiated a campaign encouraging employees to voluntarily declare their disabilities, enabling better planning for workplace accommodation and equitable resource allocation.

In July 2025, GPAA hosted the Department of Women, Youth and Persons with Disabilities (DWYPD) for a Disability Awareness Session. The event aimed at raising awareness, fostering understanding, and promoting a culture of inclusion within the workplace. Furthermore, the Agency is in the process of establishing a dedicated Disability Forum, which will provide an ongoing platform for advocacy, engagement, and feedback on disability-related matters.

To ensure accessibility and inclusiveness during member education campaigns, the GPAA provides Sign language interpreters and wheelchairs at all outreach

events. Clients are also informed that Braille materials are available upon request, in compliance with the Use of Official Languages Act (2012). While the Act does not require documents to be printed in all official languages, including Braille, it mandates that such materials be made available upon request to ensure equitable access to information.

#### Youth Empowerment and Development

Recognising the strategic importance of empowering the next generation, the GPAA is in the process of establishing a Youth Forum to promote youth engagement, innovation, and leadership within the organisation.

In support of this commitment, the GPAA hosted a series of Youth Empowerment Sessions in collaboration with key national stakeholders. In June 2025, the organisation partnered with the National Youth Development Agency (NYDA) for a virtual engagement aimed at promoting youth entrepreneurship and employability. This was followed by another session in August 2025, in collaboration with the Department of Small Business Development (DSBD). These sessions targeted at interns, provided practical insights into entrepreneurship, personal development, and public service career pathways.

#### Knowledge Sharing and Information Accessibility

To enhance communication, awareness, and participation in WYPD initiatives, GPAA has implemented SharePoint as its official digital repository. This platform ensures that all employees have access to organisational documents and updates. Moving forward, all relevant WYPD-related information, including events, announcements, and resources, will be published and maintained on SharePoint to promote continuous engagement across the organisation.

Through the establishment of inclusive structures, awareness programmes, and strategic partnerships, GPAA continues to demonstrate its commitment to equity and empowerment. By addressing the unique needs of women, youth, and persons with disabilities, GPAA not only strengthens internal transformation but also contributes to building a more inclusive, capable, and representative public sector.

### 2.5.3.1 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 1 - GPAA's Organisational Structure.

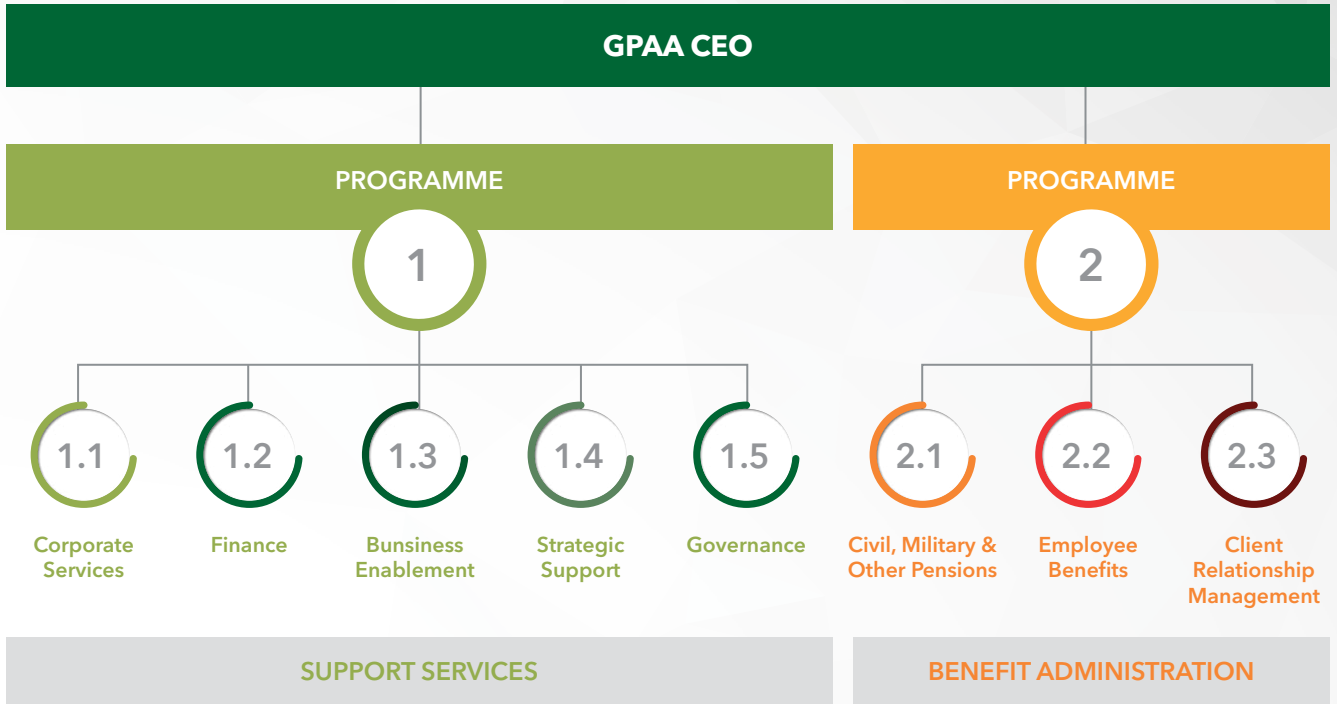


Figure 1 - GPAA's Organisational Structure

The GPAA has an approved structure with a total of 1 244 approved positions. As of 31 December 2025, the GPAA staff complement was as follows: 1 001 permanent employees, 53 contract workers and 19 interns, resulting in the actual staff complement of 1 073. The GPAA is in the process of filling all the vacant positions. The figure below shows the GPAA's staff members per sub-programme.

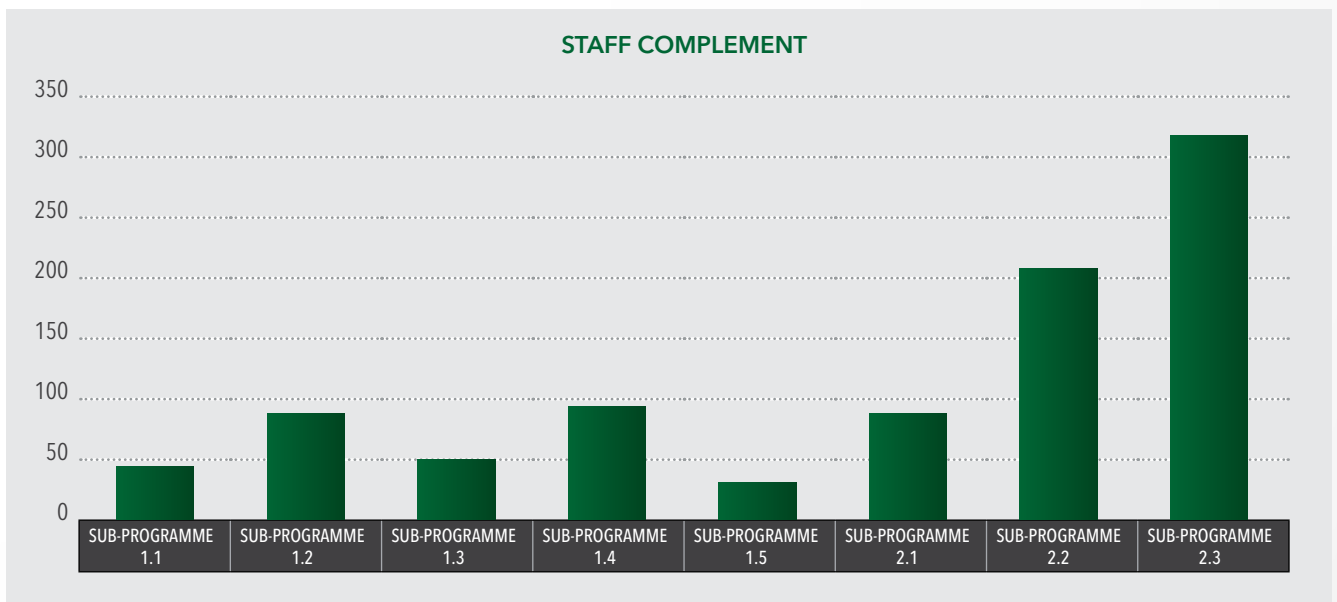


Figure 2- GPAA Staff Complement as of 31 December 2025

To enhance professionalism and ensure standardisation in senior appointments, all the GPAA Senior Management Services (SMS) employees appointed since 2017 have successfully obtained the Nyukela Certificate. Completion of this programme signifies a sound understanding of public sector governance, ethics, and operational frameworks. In addition, a skills audit is conducted during the recruitment process, forming part of a structured development programme aimed at continuous capacity building. The GPAA actively monitors the appointment of capable and suitably qualified senior managers in full compliance with applicable legislation.

In alignment with evolving public sector requirements, the GPAA will ensure that all newly appointed Middle Management Services (MMS) personnel complete the Nyukela programme as part of their onboarding and development process.

Regarding the skills gap identification, the GPAA conducts an annual review through the Personal Development Plan (PDP) process. Employees, in consultation with their supervisors, assess individual training needs and developmental areas. This approach

ensures that identified gaps are addressed through targeted interventions, thereby enhancing performance and supporting organisational effectiveness.

### 2.5.3.2 Organisational review

The GPAA conducts an institutional review every five years to evaluate its service delivery model, ensuring it remains effective, fit for purpose, and aligned with its mandate and the Medium-Term Development Plan. The upcoming review in the 2026/27 cycle will assess functional performance, human resources, financial sustainability, and organisational structure, especially considering recent reforms such as the Two-Pot Retirement System. Most recommendations from the previous review have been successfully implemented, with remaining actions currently underway to further strengthen governance, decentralisation, and digital transformation.

### 2.5.3.3 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
Military Pensions	Military Pensions Act 84 of 1976	National Treasury: Public Sector Pension & Related Payments
Injury on Duty payments	Compensation for Occupational Injuries and Diseases Act 130 of 1993	National Treasury: Public Sector Pension & Related Payments
Special Pensions	Special Pensions Act 69 of 1996	National Treasury: Public Sector Pension & Related Payments
Post-Retirement Medical Subsidies	Public Service Co-Ordinating Bargaining Council (PSCBC) resolutions as provided for and regulated	National Treasury: Public Sector Pension & Related Payments
Other Benefits	Different Acts and Resolutions	National Treasury: Public Sector Pension & Related Payments
Military Veterans Pension (MVP)	Military Veterans Act 18 of 2011	Department of Military Veterans

Table 3 - Legislations that govern Schemes and Funds Administered by the GPAA

### 2.5.3.4 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 3 -GPAA Stakeholders:

STAKEHOLDER	CORE SERVICES PROVIDED / INTERACTION POINTS
<b>EXTERNAL STAKEHOLDERS</b>	
<b>Minister of Finance / Deputy Minister of Finance</b>	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.
<b>Cabinet</b>	Addresses cabinet memoranda and legislation.
<b>National Treasury (NT)</b>	Feedback on core services and the administration of National Treasury: Public Sector Pension & Related Payments 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,
<b>Government Employees Pension Fund (GEPF)</b>	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.
<b>Parliamentary Committees</b>	Feedback, clarifications, and meetings on request
<b>Auditor-General of SA (AGSA)</b>	Provides performance information. Responses to audit findings
<b>Government departments and Parliament</b>	The GPAA provides administrative support to the departments in terms of responding to Parliamentary questions, Cabinet memoranda and other departmental requests.
<b>Government Employees Pensions Ombud (GEPO)</b>	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
<b>Department of Military Veterans (DMV)</b>	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.
<b>Advisory Board</b>	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.

STAKEHOLDER	CORE SERVICES PROVIDED / INTERACTION POINTS
<b>INTERNAL STAKEHOLDERS</b>	
<b>Executive Committee (EXCO)</b>	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.
<b>Audit Committee (AC)</b>	Provides internal audit reports and assurance on the management controls and governance processes of the GPAA
<b>Risk Committee</b>	Provides risk management oversight and assurance on the risk management controls, mitigation progress and fraud prevention.
<b>GPAA employees</b>	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.

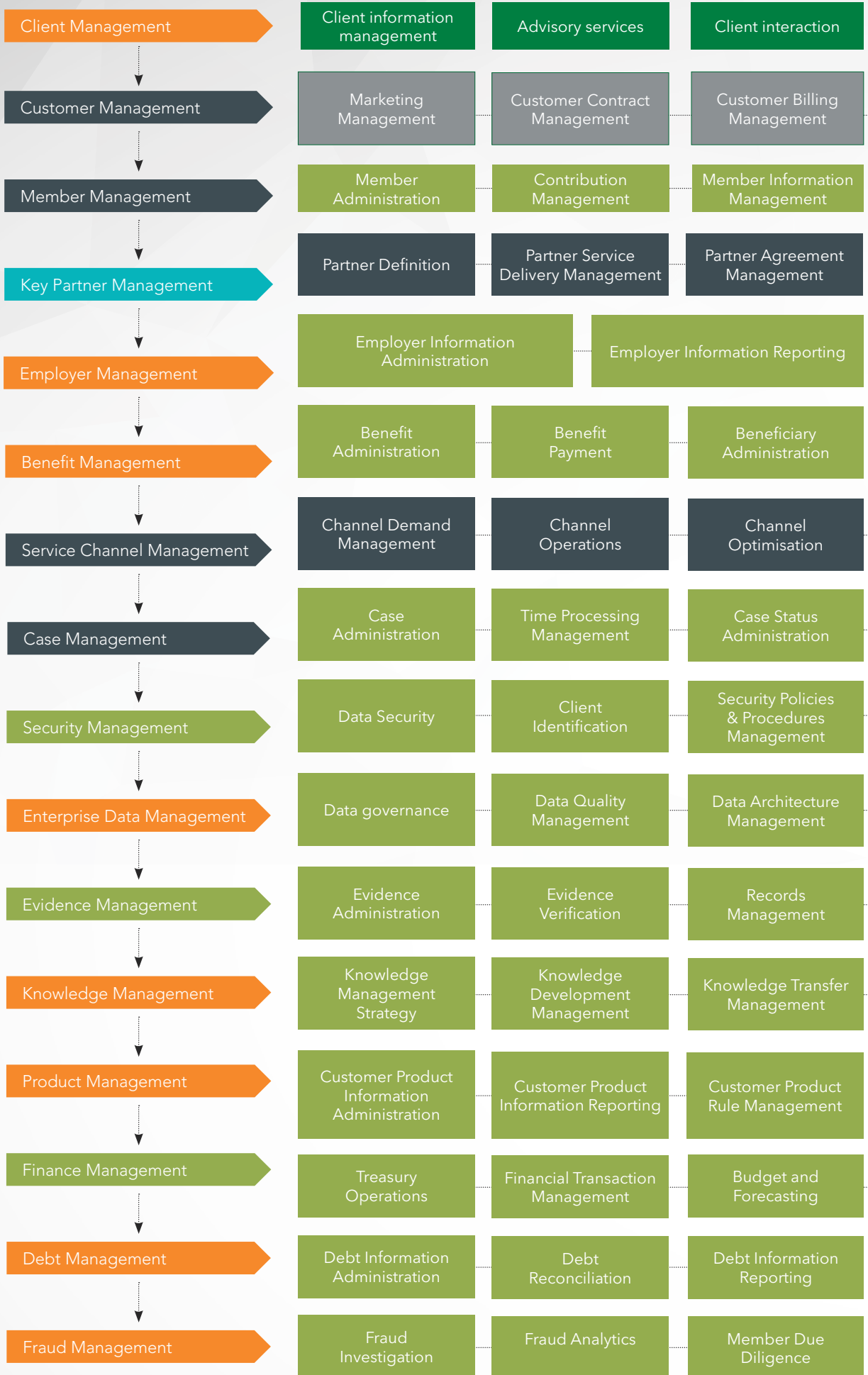
Table 4 - GPAA Stakeholders

### 2.5.3.5 GPAA's Capability Model

The GPAA reviewed its capability model to reflect its evolving operational and strategic priorities. The model is fully aligned with the GPAA's organisational structure, business processes, and strategic outcomes, as depicted in Figure 3 - The GPAA Capability Model.



# THE GPAA'S CAPABILITY MODEL



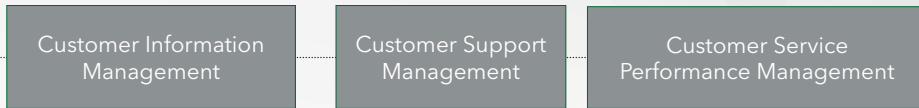


Figure 3 - The GPAA Capability Model

### 2.5.3.6 The GPAA's Value Chain

The core functions of the GPAA, particularly within benefits administration covering client administration, member admissions, contribution collection, member and pensioner maintenance, and benefits processing are effectively supported by a range of integrated Support Services.

These include Corporate Services, Financial Services, Business Enablement (ICT), Strategic Support Services, and Governance. Targeted enhancements were implemented across both core and support functions to strengthen operational efficiency and align with the GPAA's strategic objectives. This integrated approach is illustrated in Figure 4 - GPAA Value Chain, which highlights the synergy between service delivery and strategic execution.

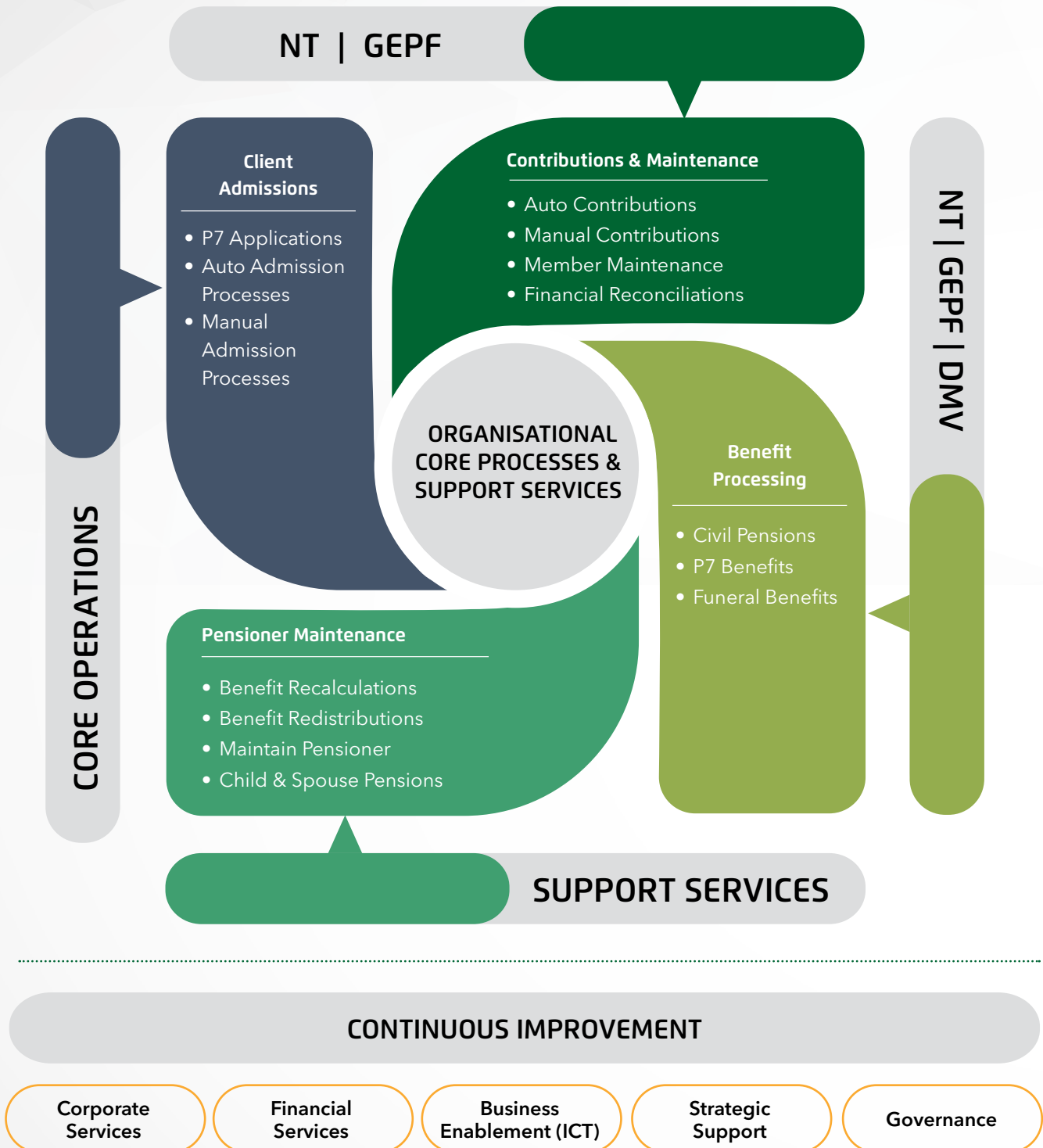


Figure 4- GPAA Value Chain

### 2.5.3.7 Demographics of the GPAA's Client Base

The GPAA has a client base of approximately 2 million people, with the largest populace in the GEPF at 1 864 680 members. National Treasury: Public Sector Pension & Related Payments follows with 198 086 members.

Overall, GEPF dominates the demographic landscape. The demographics of the client base are shown in Figure 5- Member count as at 31 December 2025.

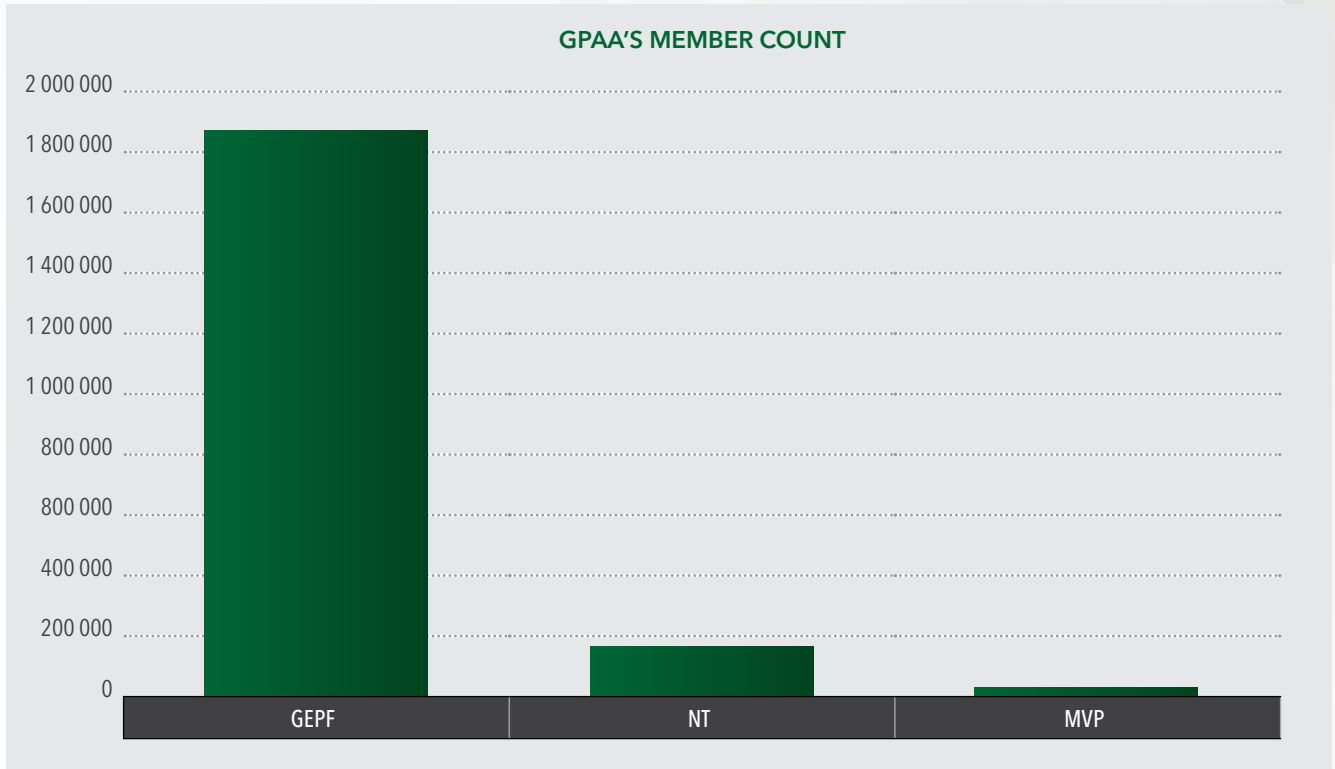


Figure 5- Member count as of 31 December 2025

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

Fund	Member type	Members Count
<b>GEPF</b>	GEPF Member	1 273 559
	GEPF Pensioner	380 845
	GEPF Spouses	179 304
	GEPF Children	30 972
<b>National Treasury: Public Sector Pension &amp; Related Payments</b>	Post-Retirement Medical Subsidies	177 462
	Military Pensions	4 456
	IOD	10 527
	Other	670
	Special Pensions	4 971
<b>MVP</b>	Pensioners	4 375
<b>GPAA total members administered</b>		<b>2 061 141</b>

Table 5 - Member count as of 31 December 2025

### 2.5.3.8 Government Employees Pension Fund (GEPF) Active Membership

#### Active Membership

The GEPF has recorded a slight drop in active membership, falling from 1 277 million in 2023/24 to 1 273 million by end of December 2025. The decline was as a result of moratorium on positions which was since lifted in 2025. The total membership of 1 273 million is inclusive of AIPF and TEPF following amalgamation.

The reduction in membership reflects a slowdown in public sector hiring, an increase in retirements, and a shift toward non-permanent roles that are not eligible for pension benefits. These changes indicate a restructuring of government employment practices, with a greater reliance on temporary contracts and flexible staffing models. While the overall number of jobs may remain stable, fewer employees are entering roles that qualify for GEPF membership.

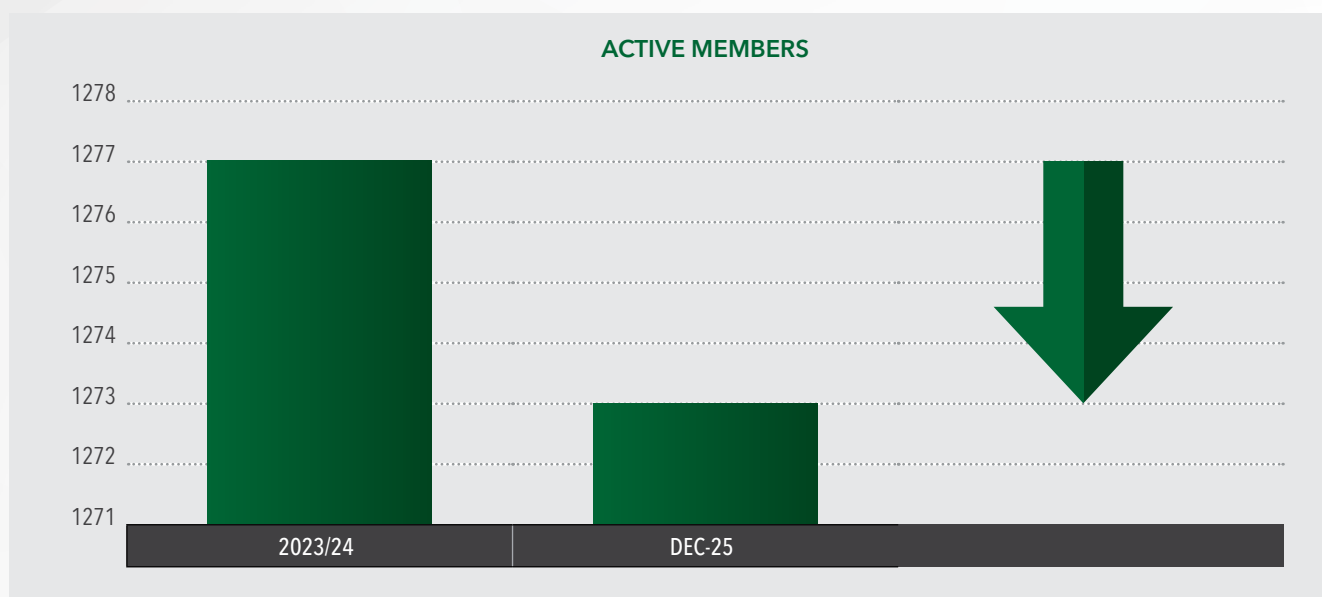


Figure 6 - GEPF Active Members

### 2.5.3.9 Cases administered and finalised

There was an overall increase in the number of exit cases with 70 679 cases administered in 2024/25 which represents a 0.5% from 67 026 cases administered in 2023/24. By the end of 3rd quarter of 2025/26, 46 988 cases were already processed as tabulated in Table 4 - Cases administered and paid as at 31 December 2025.

Cases administered and Finalised at the GPAA	CASES PAID 2022/23	CASES PAID 2023/24	CASES PAID 2024/25
Resignations from GEPF	22 671	22 452	12 435
Retirement from GEPF	35 523	39 568	27 975
Transfer from GEPF	2 755	2 921	2 682
Beneficiaries paid due to death of members	6 077	5 738	3 896
<b>Total</b>	<b>67 026</b>	<b>70 679</b>	<b>46 988</b>

Table 6 - Cases Administered and paid as at 31 December 2025

On average, the GPAA processed and paid 760 291 in the past three financial years. Table 5 - outlines the monthly payment by the Fund per recipient.

Recipients of monthly pensions from the fund	Monthly payments 2022/23	Monthly payments 2023/24	Monthly payments 2024/25
Injury on Duty (IOD) payments	10 092	10 411	10 527
Post-retirement medical benefits	154 501	169 863	177 462
Military Pensions	4 596	4 472	4 456
Special Pensions	5 336	5 084	4 971
Other Benefits	722	691	670
Pensions Benefits (GEPF)	351 100	362 097	380 845
Spouses Benefits (GEPF)	174 188	174 861	179 304
Children's Benefits (GEPF)	23 477	28 263	30 972
Pensions Benefits (AIPF)	3 282	3 081	Funds Amalgamated
Spouses Benefits (AIPF)	2704	2343	
Pensions Benefits (TEPF)	151	144	
Spouses Benefits (TEPF)	109	99	
<b>Total Benefits Paid Per Month</b>	<b>730 258</b>	<b>761 409</b>	<b>789 207</b>

Table 7 - Recipients of monthly payments from the fund

### 2.5.3.10 Two-Pot Retirement System Claims

As of 1st September 2024 to 31 December 2025, the total number of Two Pot claims received is 1 014 224. The total number of claims processed and awaiting payment is only 10. The total number of claims with payment run error is 39 and the total number of claims processed and paid is 1 007 721.

Claims received and processed for the period - 01 September 2024 to 30 September 2025	
Total Claims Received	1 014 224
AHV and TD Processed - Awaiting Payment	10
AHV and processed - Payment Run Error	39
<b>Total Claims Paid</b>	<b>1 007 721</b>

Table 8 - Two -Pot Claims received and processed

### 2.5.3.11 Analysis of the GEPF Day

GEPF Outreach Programmes serve as an important mechanism for awareness and engagement for the GPAA. The programme offers an interactive platform for direct communication with members. These roadshows enable the GPAA to disseminate critical information on pension benefits, policy updates, and available services in a personalized and accessible manner. By reaching members within their communities, the programmes

promote transparency, build trust, and encourage informed decision-making regarding retirement planning. Furthermore, they provide immediate support through on-site assistance and allow members to raise queries in real time, thereby strengthening the relationship between the GPAA and its stakeholders while reinforcing the GPAA commitment to service excellence.

## GEPF Day

A summary of the GEPF roadshow attendance compared to the targeted number is depicted in the table below. As of the end of December 2025, 4 225 members attended, exceeding the target of 3 250.

Province	Place	Date	Target	Attendance
Northern Cape	Kuruman	12-Apr-2025	350	676
North West	Brits	17-May-2025	500	433
Gauteng	Boipatong	14-Jun-2025	800	793
Gauteng	Ga-Rankuwa	21-Jun-2025	600	637
Limpopo	Tzaneen	26-Jul-2025	500	1011
Mpumalanga	Witbank	23-Aug-2025	500	675
Kwa-Zulu Natal	Jozini	13-Sep-2025	500	511
Kwa-Zulu Natal	Dundee	20-Sep-25	500	758
Free State	Sasolburg	25-Oct-25	600	210
<b>Total</b>			<b>3 250</b>	<b>4 225</b>

Table 9 - GEPF Day of attendees (31 December 2025)

## Pre-Retirement Workshop

This event is designed to share information with members approaching retirement about the retirement process. Members are educated about the entire retirement process, encouraged and assisted with updating their records. As of the end of December 2025 a total number of 5 077 members from a target of 3 750 attended the workshops as depicted on the table below.

Province	Place	Date	Target	Attendance
Northern Cape	De Aar	10-Apr-2025	150	146
North West	Potchefstroom	15-May-2025	500	885
Gauteng	Johannesburg	12-Jun-2025	700	596
Gauteng	Vereeniging	17-Jun-2025	500	601
Limpopo	Mokopane	22-Jul-2025	500	1035
Mpumalanga	KaBokweni	20-Aug-2025	500	693
Kwa-Zulu Natal	Newcastle	18-Sep-25	500	594
Free State	Kroonstad	21-Oct-25	400	527
<b>Total</b>			<b>3750</b>	<b>5077</b>

Table 10 - RMC number of attendees (31 December 2025)

## HR FORUM

The event is aimed at strengthening the working relationships between Client Liaison Officers and Human Resource practitioners from employer departments.

As of the end of December 2025, a total of 1 262 Human Resource Practitioners attended the forums, as detailed on the table below.

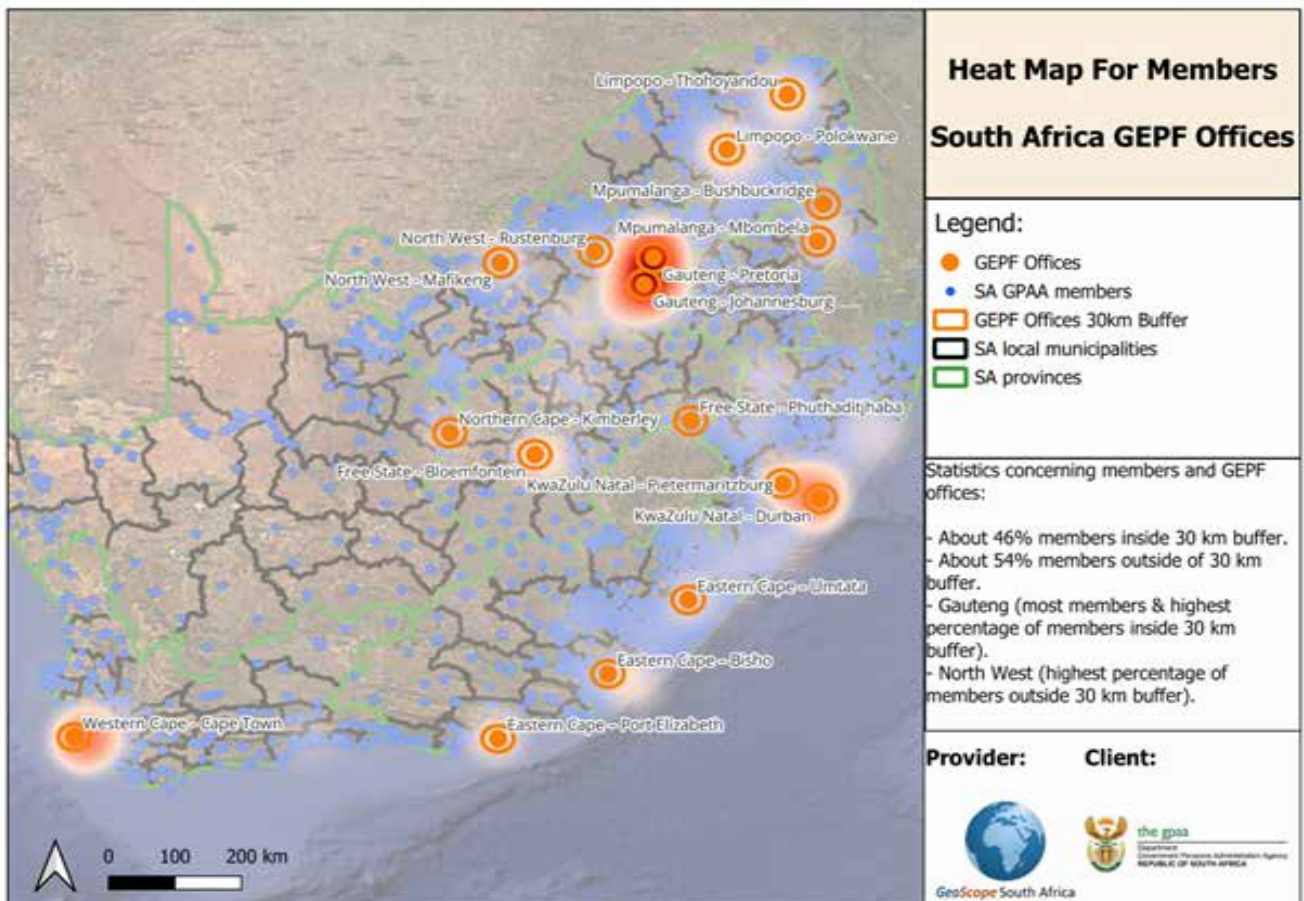
Province	Place	Date	Target	Attendance
Northern Cape	Upington	8-Apr-25	50	78
North West	Mahikeng	13-May-25	150	96
Gauteng	Pretoria	10-Jun-25	200	138
Gauteng	Krugersdorp	19-Jun-25	200	239
Limpopo	Polokwane	24-Jul-25	150	196
Mpumalanga	Ermelo	22-Aug-25	120	99
Kwa-Zulu Natal	Durban	16-Sep-25	300	287
Free State	Sasoslburg	23-Oct-25	80	129
<b>Total</b>			<b>1250</b>	<b>1262</b>

Table 11 - HR forums number of attendees (31 December 2025)

### 2.5.3.12 Heat map for members

The map above illustrates the distribution of GPAA members in relation to the offices available nationwide. Each office is represented with a 30 km buffer zone. The analysis indicates that the majority of GPAA members reside outside these buffer zones, meaning that many members must travel significant distances to access services. While some provinces have offices that are easily accessible, others present greater challenges due to limited office coverage.

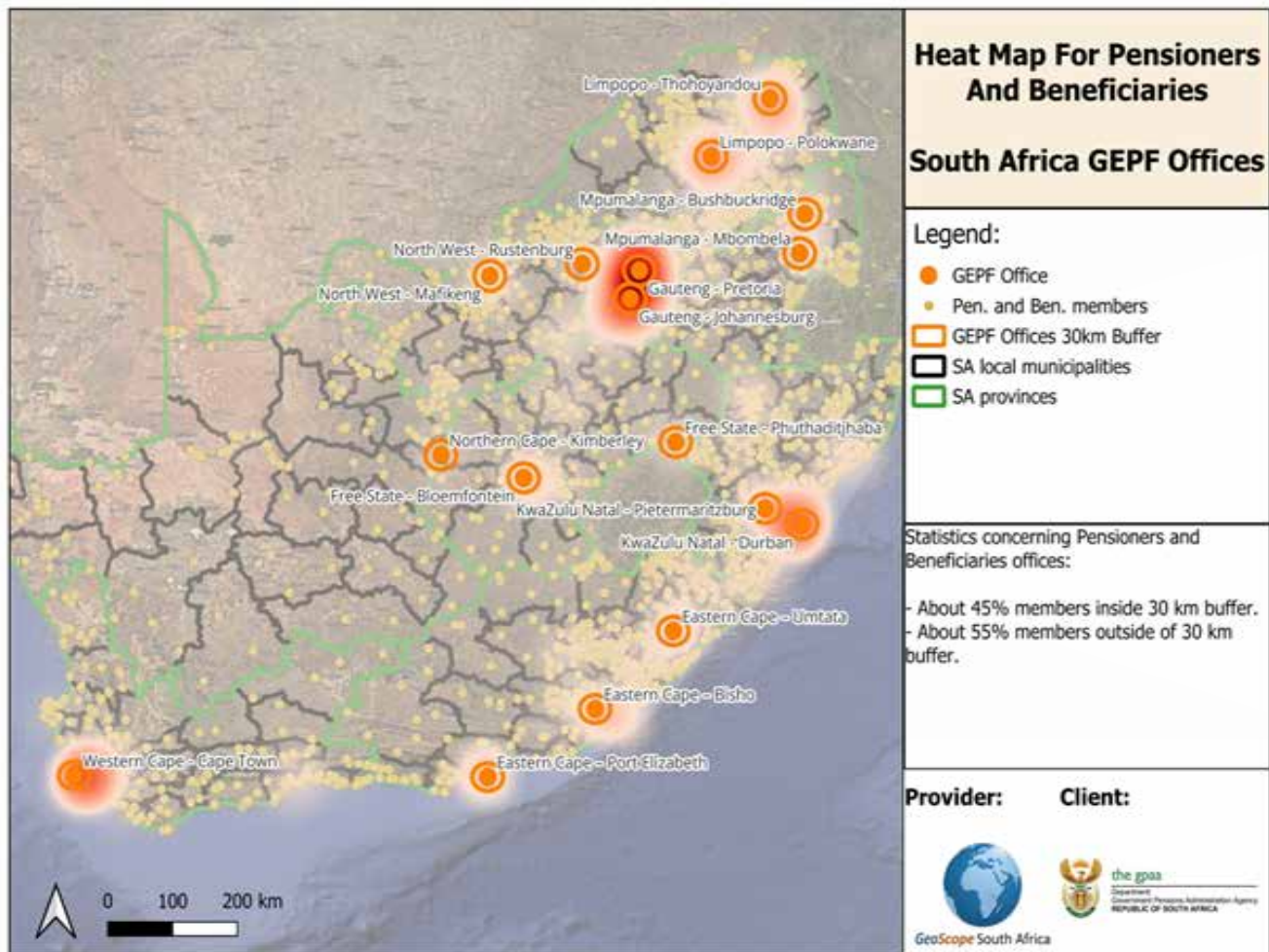
The highest concentration of members is in Gauteng and KwaZulu-Natal, with Gauteng accounting for 32.56% (413,537 of 1,270,005) and KwaZulu-Natal for 17.03% (216,238 of 1,270,005). Although members in these provinces can generally reach offices with relative ease, the high population density in these areas results in heavy demand for services, placing pressure on the existing offices.



### 2.5.3.13 Heat map for pensioners and beneficiaries

The map above highlights the distribution of GPAA pensioners and beneficiaries across the country in relation to the available offices. The data shows that the majority of pensioners and beneficiaries are based in Gauteng and KwaZulu-Natal, with Gauteng representing 27.36% (160,515 of 586,582) and KwaZulu-Natal 14.94% (87,608).

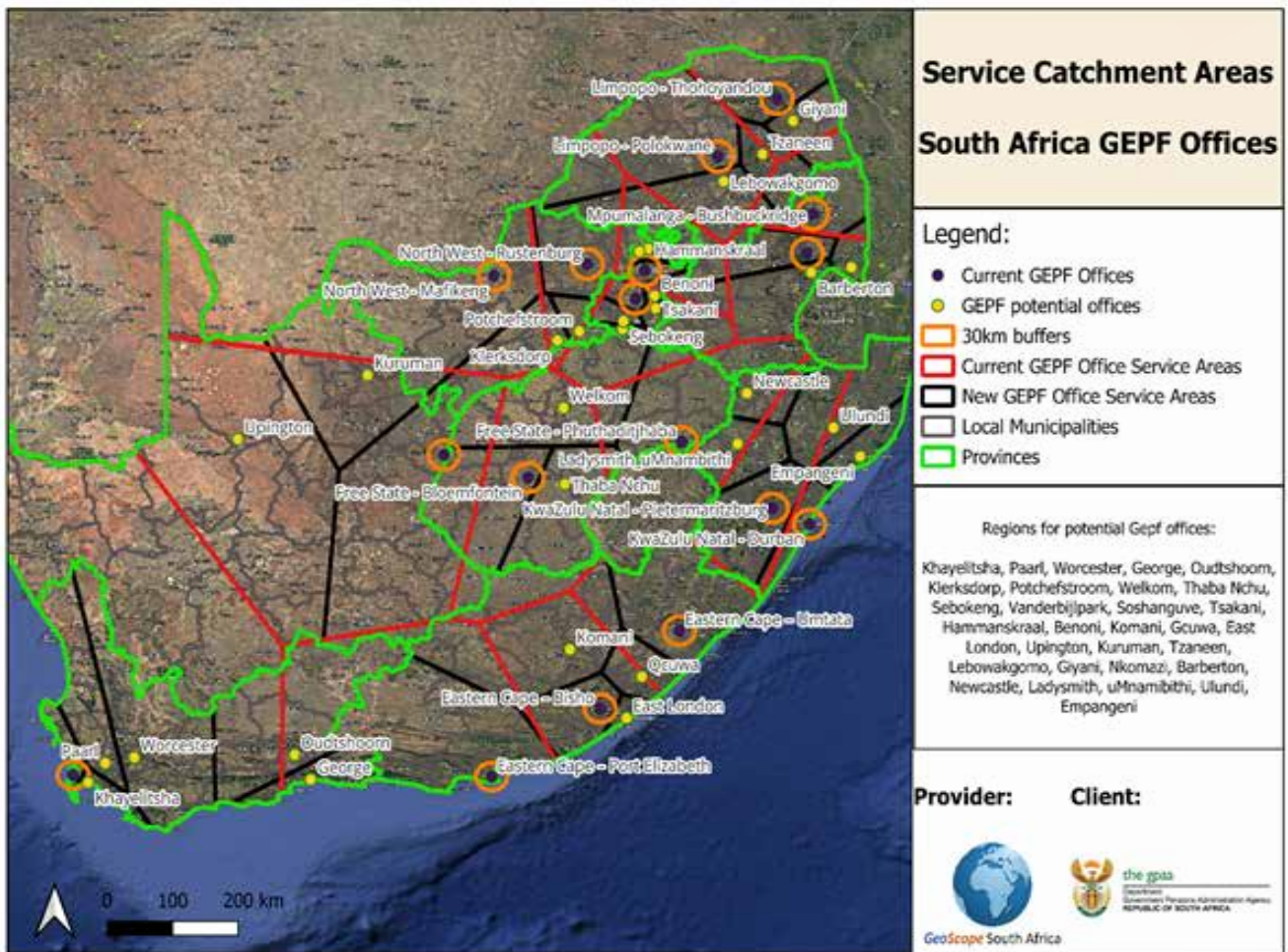
Although these provinces have offices that are more accessible to pensioners and beneficiaries, the high number of individuals requiring assistance often leads to congestion and long waiting times. This situation places additional strain on the offices and impacts on the efficiency of service delivery.



### 2.5.3.14 Service catchment areas

The map above illustrates the current and proposed GPAA offices across the country, designed to improve service accessibility and reduce client congestion. The analysis aims to ensure that members, pensioners, and beneficiaries are adequately served within reasonable travel distances.

For instance, in the Western Cape, there is currently only one office servicing the entire province. As a result, clients are required to travel long distances to reach this office. To address such challenges, new offices are being proposed in regions where no nearby facilities exist, ensuring that members, pensioners, and beneficiaries in those areas have improved access to GPAA services.



### 2.5.3.15 SWOT Analysis

The GPAA conducted a comprehensive SWOT analysis to evaluate its internal capabilities and external environment, guiding strategic planning and decision-making. The analysis identifies strengths, weaknesses, opportunities, and threats, highlighting areas of operational excellence, institutional resilience, and potential internal limitations that may affect performance or service delivery. It also examines

external opportunities that can enhance the GPAA's value proposition and potential threats to sustainability, reputation, or stakeholder satisfaction.

The detailed findings of the SWOT analysis are presented in the table below, providing a clear overview of the key factors shaping the GPAA's strategic posture.

#### STRENGTHS



- Defined Membership
- Institutional knowledge
- Stable interface with 3rd parties, including PERSAL, SARS and the Department of Home Affairs
- Compliance with industry standards
- Dedicated and skilled personnel
- Data Quality
- GEPF footprint through regional offices, satellite offices, mobile and co-locations in the country

#### WEAKNESS



- Leadership instability
- Limited ICT systems and capability
- Governance processes failure
- Organisational Structure not fit for purpose
- Resistance to change
- Legacy systems (PEKWA, CIVPEN, Oracle portal)
- Manual processes
- Lengthy recruitment processes
- Lack of system integration

#### OPPORTUNITIES



- Reduce payment turnaround time
- Restored confidence
- Structure fit for purpose
- Reviewed SCM delegations
- Hybrid approach
- Teams and Streams (cross functional function)
- Improved value chain
- Clean data
- Automated processes
- Embrace technological advances
- Decentralised processes
- Reduce Unclaimed Benefits

#### THREATS



- COFI BILL readiness
- Rapid technological changes making existing systems obsolete.
- Actuarial factors
- Cyber security
- Economic downturn
- Non-compliance with legislation
- Political uncertainty
- Legislative changes impacting GPAA operations

Table 12 - SWOT

Importantly, the SWOT analysis shows how opportunities can be transformed into organisational strengths. For example, reduced payment turnaround time, restored confidence, automation, clean data practices, and cross-functional approaches strengthen efficiency, collaboration, and service reliability. Embracing technological advancements, reengineering workflows, and promoting continuous improvement enables the GPAA to convert external opportunities into internal capabilities that drive sustainable service delivery and institutional growth.

To address identified weaknesses, the GPAA has implemented a series of strategic interventions. To ensure stability within the organisation, the GPAA is in the process of filling of vacant positions. A review is being undertaken to accommodate staff movement

within the organisation with the aim of ensuring the cross skills transfer which ultimately result in continuity.

ICT systems are continuously being upgraded and improved, scalable cloud-based solutions, and employees trained in emerging technologies and cybersecurity. Governance weaknesses are addressed through a robust governance framework, clear decision-making roles, and performance monitoring. Organisational restructuring, cross-functional teams, change management initiatives, retirement of legacy systems, automation of manual processes, digitisation of workflows, standardisation of procedures, streamlined recruitment, and adoption of enterprise integration platforms further strengthen operational efficiency and service delivery.

### 2.5.3.16 Overview of 2026/27 Budget and MTEF Estimates

The GPAA's received an overall annual budget of R 1 677 412 000 from both its customers namely GEPF and National Treasury. The majority of the budget is from the GEPF with R 1 607 237 000 and R70 175 000 from National Treasury.

Revenue over the MTEF period is expected to be R5 175 309 000 as depicted on the table below:

2026/27	2027/2028	2028/29	MTEF
1 677 412 000	1 706 811 000	1 791 086 000	5 175 309 000

The budget allocation per economic classification over the medium term is as tabulated below:

DESCRIPTION	MTEF		
	2026/27	2027/28	2028/29
	R'000	R'000	R'000
Advertising and promotion	26,011	27,239	28,513
Agency fees	8,509	7,921	4,038
Audit fees	6,900	7,259	7,636
Communication	46,608	48,846	51,200
Compensation of employees	760,826	799,791	842,443
Computer services	159,408	163,303	171,539
Consulting and professional services	182,437	187,529	196,561
Leases	128,564	134,352	140,442
Repairs, cleaning and maintenance	30,829	32,237	33,717
Stationery, consumable, printing and publications	27,716	29,137	30,631
Training and workshops	15,402	16,413	17,305
Other	49,330	46,624	48,994
Capital Expenditure	196,387	169,633	174,908
Travel and subsistence	24,739	26,075	27,485

# PART C

## MEASURING OUR PERFORMANCE



# 03

## INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

### 3.1 PROGRAMME

#### 1

### SUPPORT SERVICES

Programme 1, Support Services, constitutes the backbone of the Government Pensions Administration Agency's internal operations. It serves as the central coordinating mechanism that ensures the organisation functions efficiently and in alignment with its strategic mandate. The programme encompasses a wide array of

business and governance functions that are essential for sustaining the GPAA's institutional integrity, operational effectiveness, and service delivery excellence. Its primary role is to provide comprehensive support to Programme 2 (Benefits Administration), thereby enabling the GPAA to fulfil its core responsibilities to pensioners, members, and stakeholders across the country.

#### SUB-PROGRAMME 1.1 - CORPORATE SERVICES

Corporate Services is a critical sub-programme within Programme 1, tasked with managing and optimising the GPAA's internal support systems, with a particular emphasis on human resource management. It ensures that the organisation is staffed with competent, motivated, and well-supported personnel capable to deliver on the GPAA's strategic objectives.

Among its key responsibilities are the management of Labour Relations, which ensures harmonious interactions between employees and the organisation, and the implementation of Employee Health and Wellness programmes that promote physical, mental, and emotional wellbeing. The sub-programme also oversees compliance with the Basic Conditions of Employment, ensuring that all employment practices adhere to legislative and policy frameworks. The

Employee Life Cycle function manages the full spectrum of human resource processes, from recruitment and onboarding to retirement and exit procedures.

Human Resource Development is another cornerstone of this sub-programme, focusing on capacity building, skills enhancement, and career progression. Organisational Development and Design ensures that the GPAA's structure remains fit for purpose, agile, and responsive to changing demands. Performance Management systems are implemented to monitor, evaluate, and improve individual and team outputs, while training initiatives are designed to equip staff with the knowledge and competencies required to excel in their roles. Together, these functions form a cohesive support system that underpins the GPAA's operational success.

#### SUB-PROGRAMME 1.2 - FINANCIAL SERVICES

Financial Services oversees the stewardship of the GPAA's financial resources. It ensures that all financial activities are conducted with precision, transparency, and accountability, in accordance with established

policies, regulations, and best practices. This sub-programme plays a central role in enabling the GPAA to manage pensions and other benefits effectively, ensuring that funds are allocated, disbursed, and

accounted for in a manner that upholds public trust and institutional credibility.

One of its core functions is the management of Unclaimed Benefits, which involves the meticulous tracking and tracing of beneficiaries to ensure that rightful claims are honoured and payments are made accurately and timeously. This process is critical in maintaining the integrity of the pension system and in safeguarding the rights of members and their dependents.

In addition to Unclaimed Benefits, the sub-programme oversees Taxation, ensuring compliance with relevant tax laws and regulations. It manages Budgets and Management Accounts, providing financial planning,

forecasting, and monitoring services that support informed decision-making. Investment Accounting is conducted to track and report on the performance of pension fund investments, while Cash Flow Management ensures that the organisation maintains sufficient liquidity to meet its obligations. Supply Chain Management is another vital component of the programme, responsible for the procurement of goods and services in a manner that is fair, cost-effective, and compliant with legislative requirements. The sub-programme also prepares comprehensive financial statements for internal governance and external reporting, thereby reinforcing the GPAA's commitment to financial accountability.

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## SUB-PROGRAMME 1.3 - BUSINESS ENABLEMENT

Business Enablement serves as the technological engine of the GPAA, providing the infrastructure, systems, and digital capabilities required to support the organisation's operations and service delivery. This sub-programme is responsible for managing the GPAA's Information and Communication Technology (ICT) environment, which includes two fully equipped data centres housing servers, storage solutions, and application systems. These facilities form the core of the GPAA's digital ecosystem, ensuring that data is securely stored, efficiently processed, and readily accessible.

The sub-programme also maintains Local Area Networks (LAN) and Wide Area Networks (WAN) that connect GPAA offices and service points across the country, enabling seamless communication and data exchange. It supports a national network of end-user devices, including desktops, laptops, tablets, printers, and scanners, which are essential tools for staff in executing their daily responsibilities.

Business Enablement comprises several specialised business units, each contributing to the organisation's

digital maturity and operational resilience. Application Middleware facilitates the integration of various software applications, ensuring interoperability and data consistency. Business Knowledge Management captures, organises, and disseminates institutional knowledge to support decision-making and innovation. Business Support Services provide technical assistance and user support, while Demand and Acquisition manage the procurement of ICT solutions.

ICT Infrastructure Management oversees the maintenance and optimisation of hardware and network systems, while ICT Service Configuration Management ensures that services are properly configured and aligned with user needs. Information Security is a critical function that protects the GPAA's digital assets from cyber threats and data breaches. Finally, Process Innovation and Modernisation drive continuous improvement through the adoption of new technologies and the reengineering of business processes. Collectively, these units enable the GPAA to operate as a modern, agile, and digitally empowered organisation.

## SUB-PROGRAMME 1.4 - STRATEGIC SUPPORT

Strategic Support is the sub-programme responsible for guiding the GPAA's strategic direction and ensuring that its operations are aligned with national priorities, legislative mandates, and stakeholder expectations. It plays a central role in planning, oversight, and performance management, ensuring that the administration of employee benefits, pensions, and retirement funds is conducted with precision, consistency, and responsiveness.

This sub-programme is instrumental in promoting organisational coherence and accountability. It includes the Strategic Management unit, which formulates and monitors the implementation of strategic plans, ensuring that the GPAA remains focused on its long-term goals. Corporate Monitoring and Evaluation

provides evidence-based assessments of programme performance, enabling continuous improvement and informed decision-making.

The Project Management Office oversees the execution of strategic initiatives, ensuring that projects are delivered on time, within scope, and according to budget. Communications is responsible for internal and external messaging, stakeholder engagement, and reputation management. Facilities and Security Management ensures that the GPAA's physical infrastructure is safe, functional, and conducive to effective service delivery. Through these functions, Strategic Support ensures that the GPAA operates as a high-performing, client-focused institution.

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## SUB-PROGRAMME 1.5 - GOVERNANCE

Governance safeguards the GPAA's institutional integrity by providing oversight, assurance, and advisory services. It ensures that the organisation adheres to principles of good governance, including accountability, transparency, legality, responsiveness, effectiveness, and efficiency. This sub-programme is essential in maintaining public confidence and in protecting the GPAA from reputational, operational, and legal risks.

It encompasses Internal Audit, which conducts independent evaluations of the GPAA's systems, processes, and controls to identify areas for improvement and to ensure compliance with policies and regulations.

Legal and Advisory Services provide expert guidance on legal matters, contracts, and regulatory compliance, supporting sound decision-making and risk mitigation. Enterprise-wide Risk Management identifies, assesses, and manages risks across the organisation, ensuring that the GPAA is prepared to respond to potential threats and uncertainties. Forensic and Fraud Prevention Management investigates allegations of misconduct, implements preventative measures, and promotes a culture of ethical behaviour. Together, these functions create a robust governance framework that enables the GPAA to operate with integrity, resilience, and accountability.

**PROGRAMME 1: SUPPORT SERVICES - OUTCOMES, OUTPUTS INDICATORS AND TARGETS**

Outcomes	Outputs	Output Indicators	Audited /Actual Performance		Estimated Performance	Annual Targets	MTEF Period		
			2023/24	2024/25			2027/28	2028/29	2029/30
<b>Optimal benefits administration support</b>	Disabled employees employed	1. % of employees with disabilities	5.54%	5.21%	3%	3%	3%	3%	
	Female employees employed	2. % of female employees	61.12%	59.53%	51%	51%	51%	51%	
	Black employees	3. % of black employees	91.60%	92.70%	91%	91%	91%	91%	
	Procurement spent on Women-Owned Businesses	4. % Total Preferential Procurement spend on Women-Owned businesses	New Indicator		40%	40%	40%	40%	
	Valid invoices paid	5. % of accurate payment of valid invoices paid within 30 days	100%	99.93%	100%	100%	100%	100%	
	Reduced Unclaimed Benefits	6. % of all amounts in Unclaimed Benefits paid (excluding interest)	53.10%	52.77%	35%	50%	60%	70%	
	Clients reached through digital communication channels	7. % of clients reached through the digital communication channel	62.03%	70.08%	70%	72%	74%	78%	
	ICT systems up-time	8. % of time ICT system is available during required times	87.52%	98.88%	97%	97%	97%	97%	
	ICT digitisation	9. Funeral Benefits submissions process digitized	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	100% Funeral Benefits submitted through digital platforms

Table 13 - Programme 1: Support Services Indicators

## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1. % of persons with disabilities	3%	3%	3%	3%	3%
2. % of female employees	51%	51%	51%	51%	51%
3. % of black employees	91%	91%	91%	91%	91%
4. % Total Preferential Procurement spend on Women-Owned businesses	40%	40%	40%	40%	40%
5. % of accurate payment of valid invoices paid within 30 days	100%	100%	100%	100%	100%
6. % of all amounts in Unclaimed Benefits paid (excluding interest)	50%	50%	50%	50%	50%
7. % clients reached through Digital Communication channel	72%	72%	72%	72%	72%
8. % of time ICT system is available during required times	97%	97%	97%	97%	97%
9. Funeral Benefits submissions process digitised	50%	15%	25%	35%	50%

Table 14 - Programme 1 Support Services Quarterly Targets

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

	2026/27 Budget	2026/27 Quarterly budget				
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
<b>Programme 1: Support Services</b>	1,158,100,000	289,525,000	289,525,000	289,525,000	289,525,000	<b>1,158,100,000</b>

### 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 marginalized 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 outcomes. Furthermore, the programme 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 plays a crucial role in promoting social justice and equity in pension administration.

### 3.1.3 PROGRAMME RESOURCE CONSIDERATIONS

DESCRIPTION	APPROVED BUDGET	MTEF		TOTAL
	2026/27	2027/28	2028/29	
	R'000	R'000	R'000	R'000
SUPPORT SERVICES				
Sub-Programme 1.1 - Corporate Services	91,144	90,342	94,758	276,245
Sub-Programme 1.2 - Financial Services	98,622	103,758	109,161	311,541
Sub-Programme 1.3 - Business Enablement	473,291	444,926	464,167	1,382,384
Sub-Programme 1.4 - Strategic support	409,711	433,508	454,120	1,297,338
Sub-Programme 1.5 - Governance	85,332	84,523	88,906	258,761
<b>Total costs</b>	<b>1,158,100</b>	<b>1,157,057</b>	<b>1,211,111</b>	<b>3,526,269</b>

Table 15 - Support Services Programme Resources

Programme 2 is the core service delivery arm of the GPAA. It is responsible for administering a wide range of pension and benefit services while managing relationships with clients and stakeholders. This programme plays a pivotal role in fulfilling the GPAA's mandate by ensuring that members, pensioners,

beneficiaries, and other stakeholders receive accurate, timely, and lawful benefit payments. Programme 2 is structured into three distinct sub-programmes, each with specialised functions that collectively ensure comprehensive benefits administration and client engagement.

### SUB-PROGRAMME 2.1 - SPECIAL, MILITARY, AND OTHER BENEFITS (NATIONAL TREASURY)

Sub-programme 2.1 is dedicated to the administration of non-contributory pensions and benefits funded by the National Treasury. These benefits are provided to individuals from various public sector entities in accordance with specific statutes, agreements, and policy frameworks. The sub-programme encompasses a diverse portfolio of benefits, including Military Pensions, Post-Retirement Medical Subsidies, Special Pensions, and Injury on Duty (IOD) payments. Military Pensions and IOD payments address the needs of former military personnel and individuals who have sustained service-related injuries, ensuring that their medical claims and disability-related expenses are processed in line with statutory provisions.

The sub-programme is supported by a range of specialised business units, including Post-Retirement

Medical.

Benefits Administration, Military Pensions, Injury on Duty, Special Pensions, VIP Benefits, and Military Medical Accounts. These units work together to manage complex benefit structures and ensure compliance with legislative and policy requirements. A significant development within this sub-programme is the GPAA's appointment as the administrator of the Military Veterans Pension (MVP), a critical responsibility that involves managing pension benefits for military veterans and their dependents in close collaboration with the Department of Military Veterans (DMV) under the Department of Defence. Through this role, the GPAA contributes to the broader government objective of honouring and supporting those who have served the nation.

### SUB-PROGRAMME 2.2 - EMPLOYEE BENEFITS (GEPF)

Sub-programme 2.2 is responsible for administering the GEPF, which is South Africa's largest contributory defined benefit pension fund. The GPAA administers the GEPF in accordance with the Government Employees Pension (GEP) Law of 1996, ensuring that all processes related to member admissions, contribution collection, and benefit disbursement are executed with precision and integrity.

This sub-programme manages the full lifecycle of benefits administration, beginning with the initial application and culminating in the final payment to

members or beneficiaries. It ensures that all transactions are accurate, timely, and compliant with the Fund's rules and regulations. The business units supporting this sub-programme include Employee Benefits Operations, Membership, and Contributions. These units are responsible for maintaining comprehensive records of members and pensioners, reconciling contributions from employer departments, and processing benefit claims. The sub-programme plays a central role in maintaining the financial and operational integrity of the GEPF, thereby safeguarding the retirement security of millions of public servants.

## SUB-PROGRAMME 2.3 - CLIENT RELATIONSHIP MANAGEMENT

Sub-programme 2.3 focuses on managing and nurturing relationships with all GPAA stakeholders, including members, pensioners, beneficiaries, employer departments, and third-party service providers. The Client Relationship Management (CRM) function is guided by the principles of Batho Pele and Treating Customers Fairly (TCF), ensuring that all clients are treated with dignity, respect, and responsiveness throughout their interactions with the GPAA.

CRM oversees a range of service channels designed to facilitate effective communication and service delivery. These include the Call Centre, Mobile Offices, Co-location sites, and Client Service Centres, all of which serve as critical touchpoints for addressing inquiries,

resolving service requests, and providing support to clients across the country. The sub-programme also plays a proactive role in client education and outreach, conducting initiatives such as GEPF Day events and Pre-Retiring Member Campaigns to inform and empower members about their benefits and retirement planning.

In addition to its client-facing functions, CRM manages the GPAA's document handling processes. This includes the digitisation of paper-based records, as well as the indexing, tracking, and secure storage of documents to support operational efficiency and data integrity. Through these activities, CRM ensures that the GPAA remains accessible, transparent, and responsive to the needs of its diverse client base.



**PROGRAMME 2: OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS**

Outcomes	Outputs	Output Indicators	Audited /Actual Performance		Estimated Performance	Annual Targets	MTEF Period		
			2023/24	2024/25			2025/26	2026/27	2027/28
<b>Efficient member and contribution management</b>	Satisfied clients	10. % of client satisfaction levels	94.80%	95.04%	90%	91%	92%	93%	94%
	Handled calls	11. % of first contact calls handled	99.08%	94.22%	80%	80%	80%	80%	80%
	Visitors serviced	12. % of visitors serviced	99.77%	100%	90%	91%	92%	93%	94%
	Admitted members (NT)	13. % of NT members with duly completed documents admitted within 14 working days	99.98%	99.78%	99%	99%	99%	99%	99%
	Admitted members (GEPF)	14. % of GEPF members with duly completed documents admitted within 14 working days	100%	100%	98%	98%	98%	98%	98%
	Received and Reconciled GEPF contributions	15. % of GEPF contributions reconciled by the 22nd of the month	99.95%	99.88%	97%	97%	97%	97%	97%
	Maintained NT clients' records	16. % of NT clients records maintained within 15 working days	99.97%	99.97%	99%	99%	99%	99%	99%
	NT suspended pensioners (overseas) reinstated	17. % of NT suspended foreign or manual pensioners reinstated within 14 working days after receipt of Life Certificates	100%	100%	99%	99%	99%	99%	99%
	NT membership certificates issued	18. % of NT membership certificates issued within 20 working days of admission	100%	100%	99%	99%	99%	99%	99%
Admitted DMV members	19. % of DMV members duly completed documents admitted within 45 working days	New Indicator		65%	70%	75%	80%	85%	

Outcomes	Outputs	Output Indicators	Audited /Actual Performance		Estimated Performance	Annual Targets	MTEF Period		
			2023/24	2024/25			2027/28	2028/29	2029/30
Improved benefits payment turnaround time (within set timeframes)	NT Death benefits paid	20. % of NT Death benefits with duly completed documents paid within 60 working days	100%	100%	90%	90%	90%	90%	90%
	Paid GEPF benefits.	21. % of GEPF benefits paid within 45 working days of liability date (excluding Death claims and claims paid to unclaimed accounts)	94.05%	89.57%	80%	87%	87%	87%	87%
	Paid NT benefits	22. % of NT benefits with duly completed documents paid within 20 working days (excluding Death benefits)	99.99%	99.99%	91%	92%	93%	94%	95%
	Paid GEPF death benefits	23. % of GEPF Death benefits paid within 60 working days of liability date	74.29%	73.11%	50%	50%	50%	50%	50%
	Paid DMV Death benefits	24. % of DMV Death benefits with duly completed documents paid within 60 working days	New Indicator	New Indicator	75%	80%	85%	90%	95%
	Paid DMV benefits	25. % of DMV benefits with duly completed documents paid within 30 working days (excluding Death benefits)	New Indicator	New Indicator	80%	84%	86%	88%	88%

Table 16 - Programme 2: Benefits Administration Indicators

## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
10. % of client satisfaction levels	91%	91%	91%	91%	91%
11. % of first contact calls handled	80%	80%	80%	80%	80%
12. % of visitors serviced	91%	91%	91%	91%	91%
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 15 working days	99%	99%	99%	99%	99%
17. % of NT suspended foreign or manual pensioners reinstated within 14 working days after receipt of Life Certificates	99%	99%	99%	99%	99%
18. % of NT membership certificates issued within 20 working days of admission	99%	99%	99%	99%	99%
19. % of DMV members duly completed documents admitted within 45 working days	70%	70%	70%	70%	70%
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)	87%	87%	87%	87%	87%
22. % of NT benefits with duly completed documents paid within 20 working days (excluding Death benefits)	92%	92%	92%	92%	92%
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	80%	80%	80%	80%	80%
25. % of DMV benefits with duly completed documents paid within 30 working days (excluding Death benefits)	82%	82%	82%	82%	82%

Table 17 - Programme 2 Benefits Administration Quarterly Targets

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

	2026/27 Budget	2026/27 Quarterly budget				
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
<b>Programme 2: Benefits Administration</b>	519,312,000	129,828,000	129,828,000	129,828,000	129,828,000	519,312,000

### 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 that 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 programmes. 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 programme 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

DESCRIPTION	APPROVED BUDGET	MTEF		TOTAL
		2026/27	2027/28	
	R'000	R'000	R'000	R'000
<b>BENEFITS ADMINISTRATION</b>				
Sub-Programme 2.1 - National Treasury	70,175	73,683	78,862	222,720
Sub-Programme 2.2 - Employee Benefits	126,827	133,420	140,355	400,602
Sub-Programme 2.3 - Client Relations Management	322,310	342,651	360,757	1,025,718
<b>Total</b>	<b>519,312</b>	<b>549,754</b>	<b>579,974</b>	<b>1,649,040</b>

Table 18 - EB Programme Resources

### 3.3 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.

Table 19 - GPAA's Strategic Risk Management outlines the GPAA's risk descriptions, contributing factors, and mitigation strategies.

Outcomes	Key Risk	Mitigating Actions
<ul style="list-style-type: none"> <li>Improved benefits payment turnaround time (within set timeframes)</li> <li>Optimal benefits administration support</li> </ul>	Timely payment of benefits	<ol style="list-style-type: none"> <li>Implementation of the Modernisation project</li> <li>Process redesign to remove inefficiencies</li> <li>Upgrade the capacity on Civpen to allow for better user experience and enable faster response time</li> <li>Filling of vacant positions caused by the DPSA moratorium which has subsequently been lifted</li> </ol>
<ul style="list-style-type: none"> <li>Optimal benefits administration support</li> <li>Efficient member and contribution management</li> <li>Efficient client service management</li> </ul>	Change management	<ol style="list-style-type: none"> <li>An approved change management strategy is in place</li> <li>Adoption of Change Agent Network launched and operationalised</li> <li>Involvement of change management teams in key projects</li> </ol>
<ul style="list-style-type: none"> <li>Improved benefits payment turnaround time (within set timeframes)</li> <li>Efficient client service management</li> </ul>	Stakeholder Pressure	<ol style="list-style-type: none"> <li>Ongoing engagements with employer departments to reduce the error and rejection rates</li> <li>Client Liaison Officers provide training to employer departments</li> </ol>
<ul style="list-style-type: none"> <li>Optimal benefits administration support</li> <li>Efficient member and contribution management</li> <li>Improved benefits payment turnaround time (within set timeframes)</li> </ul>	Technology Risk	<ol style="list-style-type: none"> <li>There is a Disaster Recovery Plan (DRP) in place for CIVPEN (C1)</li> <li>CIVPEN rehosted on external service provider mainframe until it is replaced by Modernisation (C1)</li> <li>Mainframe operating system is on current supported software levels</li> </ol>

Outcomes	Key Risk	Mitigating Actions
<ul style="list-style-type: none"> <li>Optimal benefits administration support</li> <li>Efficient member and contribution management</li> </ul>	Competition Risk	<ol style="list-style-type: none"> <li>Continuous improvement of business processes and systems to be more efficient</li> <li>Implementation of talent and succession management strategy (2025-2029)</li> </ol>
<ul style="list-style-type: none"> <li>Optimal benefits administration support</li> </ul>	Vacant critical and senior leadership positions	<ol style="list-style-type: none"> <li>Filling of all vacant Chief Director positions</li> </ol>
<ul style="list-style-type: none"> <li>Optimal benefits administration support</li> <li>Efficient member and contribution management</li> <li>Improved benefits payment turnaround time (within set timeframes)</li> </ul>	Cyber Security	<ol style="list-style-type: none"> <li>Implementation of preventative and detective security controls</li> <li>Conduct scenario-based testing on the identified threats based on DRP</li> <li>Implement multiple backup restores and testing</li> <li>Ongoing cyber security training</li> <li>Strengthen the information security incident plan</li> </ol>

Table 19 - 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	Pro-gramme	Project descrip-tion	Outputs	Project start date	Project comple-tion date	Total Estim-at-ed cost	Current year Expendi-ture	Longi-tude (East/West /+X)	Latitude (North/South/Y)
Not applicable										

### 3.6 PUBLIC PRIVATE PARTNERSHIPS

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



# PART D

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## TECHNICAL INDICATOR DESCRIPTIONS (TID)



## INDICATOR 1

Indicator title	% of employees with disabilities
<b>Definition</b>	<p>The indicator measures the number of employees with disabilities as a percentage of all GPAA employees.</p> <p>A disability is any continuing condition that restricts everyday activities, which is attributable to an intellectual, psychiatric, cognitive, neurological, sensory, or physical impairment or a combination of those impairments.</p>
<b>Source of data</b>	Employment Equity report or PERSAL report
<b>Method of calculation</b>	$\% \text{ of disabled employees} = \text{number of disabled employees} / \text{GPAA Total employees} * 100$
<b>Means of verification</b>	Review employment equity report or PERSAL report that reflects the GPAA's employees with disabilities
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• That employees will disclose their disability.</li> <li>• The recruitment process will yield suitably qualified disabled candidates</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	3% split equally between male and female
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Increased employment of employees with disabilities
<b>Indicator Responsibility</b>	Chief Director: Human Resources Management

## INDICATOR 2

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

## INDICATOR 3

Indicator title	% of black employees
<b>Definition</b>	<p>The indicator measures the number of Black employees as a percentage of all GPAA employees.</p> <p>Black employees are defined by the Employment Equity Act 55 of 1998. The B-BBEE Act defines "black people" as follows:</p> <p>"Black people are a generic term which means Africans, Chinese, Coloureds and Indians -</p> <ul style="list-style-type: none"> <li>• Who are citizens of the Republic of South Africa by birth or descent; or</li> <li>• Who became citizens of the Republic of South Africa by naturalisation-Before 27 April 1994; or</li> <li>• On or after 27 April 1994 and who would have been entitled to acquire citizenship by naturalisation prior to that date.</li> </ul>
<b>Source of data</b>	Employment Equity report and the PERSAL report
<b>Method of calculation</b>	$\% \text{ of Black employees as total employees} = \frac{\text{nBlack employees}}{\text{GPAA Total employees}} * 100$
<b>Means of verification</b>	Review employment equity report or PERSAL report that reflects the GPAA's employees with disabilities
<b>Assumptions</b>	The recruitment process will yield suitably qualified Black candidates.
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Increased employment of Black employees
<b>Indicator Responsibility</b>	Chief Director: Human Resources Management

## INDICATOR 4

Indicator title	% Total Preferential Procurement spend on Women-Owned businesses
<b>Definition</b>	<ul style="list-style-type: none"> <li>The indicator measures the percentage preferential of procurement spend on women owned businesses</li> <li>Preferential Procurement means the strategy used to secure the participation of preferred groups in line with the Preferential Procurement Policy Framework Act (PPFA) as a primary driver to stimulate the (Broad Based Black Economic Empowerment) B- BEE development.</li> </ul> <p>A woman-owned business is defined as a business that is at least 51% owned by one or more females.</p>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>BEE Spend Report</li> <li>Central Supplier database</li> <li>Supplier registration and classification data from government agencies</li> <li>Women-owned business certification agencies</li> </ul>
<b>Method of calculation</b>	<p>% 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</p>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>Review BEE Spend Report for woman owned businesses to establish the percentage the GPAA spent procuring from women owned businesses</li> <li>Select a sample of women owned businesses and inspect the following: <ul style="list-style-type: none"> <li>Certification documents from relevant authorities confirming the ownership and leadership by women.</li> </ul> </li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>That women owned businesses are registered on Central Supplier Database.</li> <li>That women-owned businesses comply with tender requirements.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	Women owned businesses
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	At least 40% of total GPAA procurement spend directed towards women-owned businesses.
<b>Indicator Responsibility</b>	Chief Financial Officer

## INDICATOR 5

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

## INDICATOR 6

Indicator title	% of all amounts in Unclaimed Benefits paid (excluding interest)
<b>Definition</b>	<p>The indicator measures the reduction of Unclaimed Benefits account in rands.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• A pending benefits transfer to another retirement fund.</li> </ul>
<b>Source of data</b>	Ledger, Unclaimed Benefits report
<b>Method of calculation</b>	$\% \text{ of all amounts in Unclaimed Benefits paid (excluding interest) = } \frac{\text{Total Unclaimed Benefits amount paid in the current reporting period}}{(\text{unclaimed benefits amounts at the beginning of the current reporting period} + \text{new unclaimed benefits amounts transferred in the current reporting period})} * 100$
<b>Means of verification</b>	Review the total Unclaimed Benefits report for the unclaimed benefits amounts paid at the end of current reporting period against (the Unclaimed Benefits amounts at the beginning of the current reporting period plus new unclaimed benefits amounts transferred in the current reporting period)
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• No fraud attempts and internal control limitations.</li> <li>• Systems availability.</li> <li>• Limited increase on PDP.</li> <li>• No material impact during disaster, business disruption and cyber-attacks. Enough staff capacity.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Decreased Unclaimed Benefits account
<b>Indicator Responsibility</b>	Chief Financial Officer

## INDICATOR 7

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

## INDICATOR 8

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

## INDICATOR 9

Indicator title	Funeral Benefits submissions process digitized
<b>Definition</b>	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.
<b>Source of data</b>	Funeral benefit system development life cycle report.
<b>Method of calculation</b>	Review system development life cycle report for stage completion.
<b>Means of verification</b>	Review system development life cycle report for stage completion.
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Resource availability</li> <li>• Project approval</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Funeral Benefits submissions process digitally
<b>Indicator Responsibility</b>	Chief Information Officer

## INDICATOR 10

Indicator title	% of client satisfaction levels
<b>Definition</b>	<p>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).</p> <p>Client satisfaction level is a measure of whether GPAA services meet or surpass customer expectation.</p> <p><math>n_{\text{Contact Centre}} + n_{\text{Emails}} + n_{\text{Mobile}} + n_{\text{Outreach}} + n_{\text{Walkincentre}} = \text{variables}</math></p>
<b>Source of data</b>	Client Satisfaction survey reports
<b>Method of calculation</b>	<p>Calculation of client satisfaction Index (CSI)</p> <p>For each channel of communication, the CSI = Weight (W)* survey results</p> <p>Weights:</p> <p>Email = 5%</p> <p>Walk in Centre= 30%</p> <p>Outreach (average of roadshows and retirement member campaign) = 25%</p> <p>Contact Centre = 15%</p> <p>Mobile= 25%</p> <p>Total variables population = %Weight (Contact Centre + Emails + Mobile + Outreach + Walk-in Centre).</p>
<b>Means of verification</b>	Review the client satisfaction survey results/reports as per the following channels (Contact Centre, E-mails, Mobile, Outreach, Walk-in Centre).
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>That there would be high response rate and clients' willingness to participate in the survey.</li> <li>That there is no material impact during disasters or business disruption</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Increased satisfaction of client experience for the CRM programme
<b>Indicator Responsibility</b>	Chief Director: Client Relationship Management

## INDICATOR 11

Indicator title	% of first contact calls handled
<b>Definition</b>	<p>The indicator measures the percentage of first contact calls handled at the Contact Centre on queries received.</p> <p>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.</p>
<b>Source of data</b>	Agent Call Handling percentage report (System Generated)
<b>Method of calculation</b>	$\% \text{ of first contact calls handled} = \frac{\text{Number of first contact calls handled}}{\text{total number of calls presented}}$
<b>Means of verification</b>	Review Agent Call handling percentage report (System Generated)
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• System up-time and availability</li> <li>• No material impact during disasters or business disruption</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Increased efficiency (Contact Centre)
<b>Indicator Responsibility</b>	Chief Director: Client Relationship Management

## INDICATOR 12

Indicator title	% of visitors serviced
<b>Definition</b>	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
<b>Source of data</b>	Manual reports and/or system generated reports
<b>Method of calculation</b>	$\% \text{ of visitors serviced} = \text{total number of visitors serviced} / \text{total number of visitors} * 100$
<b>Means of verification</b>	Review manual reports and/or system generated reports for tickets issued or visitors register versus completed visitors register or tickets serviced.
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• System up-time and availability</li> <li>• Workflow implemented</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Increased efficiency (Service Centre)
<b>Indicator Responsibility</b>	Chief Director: Client Relationship Management

## INDICATOR 13

Indicator title	% of NT members with duly completed documents admitted within 14 working days
<b>Definition</b>	<p>The indicator measures the percentage of NT members admitted within a specified period.</p> <p>Admission refers to intake of members who join or are readmitted to the Funds that are administered by the GPAA as non-contributing members</p>
<b>Source of data</b>	CIVPEN for manual admission, Excel reports (turnaround times)
<b>Method of calculation</b>	$\% \text{ of NT members admitted within 14 days} = \frac{\text{Total number of NT members admitted within 14 working days after receipt of duly completed documentation}}{\text{Total NT members received for the period}} * 100$
<b>Means of verification</b>	Review Excel report and/or CIVPEN for date information/forms received compared to processing date of admissions. Turn-around time between received and admitted.
<b>Assumptions</b>	Clean data
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Admit all members within 12 working days after receipt of duly completed documentation
<b>Indicator Responsibility</b>	Chief Director: Special, Military and Other Benefits

## INDICATOR 14

Indicator title	% of GEPF members with duly completed documents admitted within 14 working days
<b>Definition</b>	<p>The indicator measures the percentage of GEPF members admitted within a specified period.</p> <p>Admission refers to intake of members who join or are readmitted to the Funds that are administered by the GPAA as contributing members.</p>
<b>Source of data</b>	<p>Excel turnaround time report generated from CIVPEN</p>
<b>Method of calculation</b>	<p><math>\% \text{ of GEPF members admitted within 14 working days} = \frac{\text{Total number of GEPF members admitted within 14 working days after receipt of duly completed information}}{\text{Total GEPF members admitted for the period}} \times 100</math></p>
<b>Means of verification</b>	<p>Review Excel turnaround time report for date information/forms is received for sampled cases compared to date of admissions on CIVPEN.</p>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Clean data</li> <li>• No material impact during disasters or business disruption</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<p>N/A</p>
<b>Spatial transformation (where applicable)</b>	<p>N/A</p>
<b>Calculation type</b>	<p>Non-cumulative</p>
<b>Reporting cycle</b>	<p>Quarterly</p>
<b>Desired performance</b>	<p>All members admitted within 14 working days after receipt of information</p>
<b>Indicator Responsibility</b>	<p>Chief Director: Employee Benefits</p>

## INDICATOR 15

Indicator title	% of GEPF contributions reconciled by the 22nd of the month
<b>Definition</b>	<p>The indicator measures the percentage of GEPF contributions received and reconciled on the set date monthly</p> <p>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.</p>
<b>Source of data</b>	Signed off consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributions reconciled to the general ledger.
<b>Method of calculation</b>	$\% \text{ of GEPF contributions reconciled by the 22nd of the month} = \frac{\text{total contributions reconciled by the 22nd of each month}}{\text{contributions receivable}} * 100$
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>Review the consolidated contribution reconciliation reports for both electronic (Fin Recon reports) and manual contributors to be reconciled to the general ledger.</li> <li>View the sign-off dates on the contribution reconciliation reports.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Employer departments compliance</li> <li>Clean data</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Finalise 100% of reconciliations earlier than the 22nd of the following month.
<b>Indicator Responsibility</b>	Chief Director: Employee Benefits

## INDICATOR 16

Indicator title	% of NT clients records maintained within 15 working days
<b>Definition</b>	The indicator measures the percentage of NT clients' records maintained within 15 working days  Maintenance of records refers to cases sent by the members for updating of records.
<b>Source of data</b>	Excel report from CIVPEN
<b>Method of calculation</b>	$\% \text{ of NT clients records maintained within 15 working days} = \text{NT clients records maintained within 15 working days} / \text{NT clients records received requiring maintenance} * 100$
<b>Means of verification</b>	Review Excel report from CIVPEN for a total number of NT clients' records maintained within 15 working days against the date request is received.
<b>Assumptions</b>	Clean data
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Improved maintenance of all NT client's records
<b>Indicator Responsibility</b>	Chief Director: Special, Military and Other Benefits

## INDICATOR 17

Indicator title	% of NT suspended foreign or manual pensioners reinstated within 14 working days after receipt of Life Certificates
<b>Definition</b>	<p>The indicator measures the percentage of NT suspended pensioners (foreign or manual) that were reinstated after receipt of Life Certificates</p> <p>Foreign or Manual Pensioners refers to Pensioners who reside outside the borders of Republic of South Africa (RSA) and stay for more than 30 months outside the country, when their life verification is due.</p>
<b>Source of data</b>	Excel report with names of reinstated pensioner Life Certificates
<b>Method of calculation</b>	$\% \text{ of NT suspended foreign or manual pensioners reinstated within 14 working days after receipt of Life Certificates} = \frac{\text{NT suspended pensioners (foreign or manual) reinstated within 14 working days after receipt of Life Certificates}}{\text{NT suspended pensioners' (foreign or manual) Life Certificates received}} * 100$
<b>Means of verification</b>	Review Excel report. Comparison between those reinstated within 14 working days of receipt of Life Certificates and all those whose Life Certificates were received.
<b>Assumptions</b>	System uptime and availability
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Timeous reinstatement of all overseas pensioners whose life certificates have been received.
<b>Indicator Responsibility</b>	Chief Director: Special, Military and Other Benefits

## INDICATOR 18

Indicator title	% of NT membership certificates issued within 20 working days of admission
<b>Definition</b>	<p>The indicator measures the percentage of NT membership certificates issued within 20 working days of admission.</p> <p>Membership Certificates refers to the certificate issued to the members upon admission to the Fund.</p>
<b>Source of data</b>	Excel report of members certificate issued.
<b>Method of calculation</b>	$\% \text{ of NT membership certificates issued within 20 working days of admission} = \frac{\text{NT membership certificates issued within 20 working days of admission}}{\text{NT total number of members admitted}} * 100$
<b>Means of verification</b>	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.
<b>Assumptions</b>	System uptime and availability
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Increase in the number of membership certificates issued on time.
<b>Indicator Responsibility</b>	Chief Director: Special, Military and Other Benefits

## INDICATOR 19

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

## INDICATOR 20

Indicator title	% of NT death benefits with duly completed documents paid within 60 working days
<b>Definition</b>	<p>The indicator measures the percentage of NT death benefits paid within 60 working days (Special Pensions)</p> <p>Death Benefits refers to benefits that are paid to beneficiaries of deceased members of the Special Pensions.</p>
<b>Source of data</b>	Excel report (OBIEE)
<b>Method of calculation</b>	$\% \text{ of NT death benefits with duly completed documents paid within 60 working days} = \frac{\text{Total Deaths benefits with duly completed documents paid within 60 working days}}{\text{Total Death benefits with duly completed documents received}} * 100$
<b>Means of verification</b>	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.
<b>Assumptions</b>	System up-time and availability
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Increase the number of death benefits that are paid on time.
<b>Indicator Responsibility</b>	Chief Director: Special, Military and Other Benefits

## INDICATOR 21

Indicator title	% of GEPF benefits paid within 45 working days of liability date (excluding Death claims and claims paid to unclaimed accounts)
<p><b>Definition</b></p>	<p>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)</p> <p>Benefits paid refers to exit benefits paid within specified time frames.</p> <p>Liability date refers to the date of receipt of correctly completed documents by the GPAA or exit date, whichever came last.</p>
<p><b>Source of data</b></p>	<p>Excel report (OBIEE)</p>
<p><b>Method of calculation</b></p>	<p>% 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</p>
<p><b>Means of verification</b></p>	<p>Review the Excel report with benefits paid within 45 working days of liability against the total benefits paid with liability date.</p>
<p><b>Assumptions</b></p>	<p>System up-time and availability</p>
<p><b>Disaggregation of beneficiaries (where applicable)</b></p>	<p>N/A</p>
<p><b>Spatial transformation (where applicable)</b></p>	<p>N/A</p>
<p><b>Calculation type</b></p>	<p>Non-cumulative</p>
<p><b>Reporting cycle</b></p>	<p>Quarterly</p>
<p><b>Desired performance</b></p>	<p>Increase in the percentage of benefits that are paid on time.</p>
<p><b>Indicator Responsibility</b></p>	<p>Chief Director: Employee Benefits</p>

## INDICATOR 22

Indicator title	% of NT benefits with duly completed documents paid within 20 working days (excluding Death benefits)
<b>Definition</b>	The benefits paid to beneficiaries have been paid within the legislated timeframes (within 20 working days)
<b>Source of data</b>	Excel report
<b>Method of calculation</b>	$\% \text{ of NT benefits with duly completed documents paid within 20 working days (excluding Death benefits) } = \frac{\text{Total NT benefits with duly completed documents paid within 20 working days (excluding Death benefits)}}{\text{Total NT benefits with duly completed documents received (excluding Death benefits)}} * 100$
<b>Means of verification</b>	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)
<b>Assumptions</b>	System up-time and availability
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Increase in the percentage of benefits that are paid on time.
<b>Indicator Responsibility</b>	Chief Director: Special, Military and Other Benefits

## INDICATOR 23

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

## INDICATOR 24

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

## INDICATOR 25

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

# ANNEXURES

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## 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)
Water	Not Applicable								
Sanitation									
Roads									
Storm Water									
Electricity									
Environmental Management									







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