



Strategic Plan

2025/26- 2029/30

Government Pensions Administration Agency



the gpaa

Department:
Government Pensions Administration Agency
REPUBLIC OF SOUTH AFRICA

| YOUR BENEFITS our responsibility | YOUR BENEFITS our responsibility | YOUR BENEFITS our responsibility |



MINISTER OF FINANCE
ENOCH GODONGWANA

“

In a world marked by complex socio-economic challenges, the GPAA strives to make a difference.



THE EXECUTIVE AUTHORITY STATEMENT

For over 30 years, government has steadfastly pursued its mission of restoring social and economic justice in our beloved country. This enduring commitment directly addresses the systemic inequalities rooted in our history; and it is this guiding principle that is the basis for how we continue to shape our policies, programmes and institutions today.

At the heart of this transformation is the Government Pensions Administration Agency (GPAA), which plays a critical role in advancing the socio-economic empowerment of all South Africans, but particularly vulnerable and historically marginalised groups. The GPAA's dedication to ensuring inclusivity for women, youth, and persons with disabilities is not merely a policy stance, but a profound responsibility. These groups often face unique barriers to accessing financial resources and services and are therefore at the forefront of our efforts to build a more equitable and just society. By integrating their needs into our social protection programmes, we aim to dismantle the barriers that impede their ability to ensure financial stability and dignity for themselves and their families.

The GPAA has set aside 40% of its procurement spend for women-owned businesses. This move is intended to increase women's access to economic opportunities.

In the face of evolving global challenges, including the geopolitical turbulence that is exacerbated by the conflict between nations, and the impact this is having on global markets, our task remains clear. The rising cost of fuel and inflationary pressure is being felt acutely by our people, especially those who are most dependent on a pension and social benefits. The GPAA has responded to these challenges with an unwavering focus on improving the efficiency of benefit administration, that is, reducing the turnaround time for payment of benefits, to ensure that pensioners, beneficiaries and dependents continue to receive their rightful support in a timely and reliable manner.

We are also acutely aware of the unemployment crisis in our country, which perpetuates the cycle of poverty in many households and communities. As part of its broader

economic strategy, the GPAA plays a pivotal role in realising the government's strategic priorities of driving inclusive growth, fostering job creation and reducing poverty. Through these efforts, we are not merely addressing the immediate needs of our people, but also contributing to the creation of a capable, ethical and developmental state that empowers its citizens to break the chains of poverty and reach their full potential. Our employment and procurement strategies are deliberately aimed at reducing youth unemployment and supporting businesses owned by women, youth and persons with disabilities.

A key innovation in the retirement sector is the implementation of the Two-Pot system. This is a progressive approach that seeks to strike a balance between long-term retirement security and the reality of modern life. It allows contributing members of a retirement fund to access a portion of their benefits without resigning from their jobs. This system reflects our ongoing commitment to the financial well-being of South Africans, particularly those who face unforeseen challenges. The GPAA will continue to offer comprehensive education to its clients and help them make informed decisions about their savings, so that they can secure a stable and prosperous future.

Through ongoing institutional improvements, the GPAA is strengthening its capacity to serve the public with excellence, by ensuring that our beneficiaries receive the timely, reliable and compassionate service they deserve.

I commend the staff of the GPAA and wish to express my deep appreciation for their tireless efforts. Your resilience and dedication are helping to build a more just and resilient South Africa. By ensuring access to employee and social benefits, the GPAA is not just fulfilling its mandate - it is empowering individuals, families and communities to build a brighter future for all South Africans

Enoch Godongwana

MP Minister of Finance

CHIEF EXECUTIVE OFFICER
KEDIBONE MADIEHE

“

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



ACCOUNTING OFFICER STATEMENT

The GPAA Strategic Plan 2025 - 2030 outlines our commitment to being the government benefit administrator of choice which is consistent with our newly reviewed Vision.

The plan further introduces a new Mission, Impact Statement, and defines the intended outcomes of the GPAA.

Our outcomes emphasise optimal benefits administration support, efficient member and contribution management, and efficient client service management, all which are aimed at ensuring improved and timely benefits payment.

Commitment to Core Values

Our unwavering commitment to transparency, respect, integrity, service excellence, and innovation guides our operations. We acknowledge the significant social challenges that our clients face, including unemployment, poverty, and inequality, which often compel them to support extended family members financially. Timely benefit payments are crucial in preventing these issues from affecting entire households.

Strengthening Stakeholder Engagement

To enhance our service delivery, we actively engage with employer departments to ensure the accurate submission of information. Delays and inaccuracies in submissions can disrupt payment schedules.

Therefore, we are focused on improving collaboration with stakeholders through initiatives such as the Human Resource and Finance Fora. Additionally, we educate Government Employees Pension Fund (GEPF) members through events like GEPF Day and Retirement Member Campaigns, alongside various media outreach efforts.

New Retirement System Implementation

We have successfully implemented the newly approved two-pot retirement system, allowing members to access a portion of their retirement savings while still employed. The withdrawal option provides safety net for financial emergencies when there are no alternatives. Members are encouraged to seek financial advice prior to withdrawal of savings pot.

Client Centricity

Our efforts yielded a commendable 94% client service satisfaction rate in the past audited financial year, which reflects the dedication of our staff and management. As we continue to refine our systems and services, our commitment to fulfilling our mandate and improving the lives of those we serve remains steadfast.

Focus on Unclaimed Benefits

The GPAA is actively working to reduce the number of unclaimed benefits. The GPAA embarked on an extensive tracing initiative whilst also collaborating with other public and private institution to access databases. This initiative is proving crucial to reducing unclaimed benefits and by extension, paying clients.

Prioritising Women, Youth and Persons with Disabilities

Our initiatives aimed at fostering economic growth and empowerment involves directing procurement spending towards businesses owned by women, youth, and individuals with disabilities. To realise the above, the GPAA Specific Goals are allocated to women-owned businesses and as all quotations and bids are clearly described with this requirement in line with supply chain management policy.

To respond to Youth empowerment, the GPAA has created an environment that is conducive for the youth by providing internship and learnership opportunities that allow them to enhance their skills.

Additionally, all our interns are assigned a dedicated mentors to facilitate the transfer of knowledge and skills. Furthermore, for the past 5 years, the GPAA has exceeded the set target to employ persons with disabilities to its establishment.

Strategic Priorities of the MTDP 2024-2029

The GPAA aligns with and through their work contribute to Government strategic priorities as outlined in the Medium-Term Development Plan 2024 – 2029 namely:

- 1. Inclusive Growth and Job Creation**
- 2. Reducing Poverty and Addressing the High Cost of Living**
- 3. Building a Capable, Ethical, and Developmental State**

To ensure capable, ethical and developmental state, the GPAA has developed policies and procedure aligned to law governing the environment which are regularly reviewed as and when law changes plays.

I would like to express my sincere gratitude to the entire GPAA team for their hard work and resilience.

Sincerely Yours
Kedibone Olga Madiehe

Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the GPAA under the guidance of Enoch Godongwana.
- Considers all the relevant policies, legislation and other mandates for which the GPAA is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the GPAA will endeavor to achieve over the period 2025/26 to 2029/30.



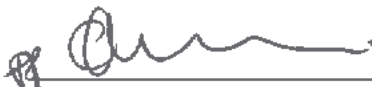
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28/01/2025
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Date:



Kedibone Madiehe
Chief Executive Officer
Government Pensions Administration Agency

Date: 30/01/2025



| Units Sold (retail) | Units sold (bulk) | Total Sales (\$) | Total Sales (%) |
|---------------------|-------------------|------------------|-----------------|
| 629.00 | 1,254.00 | 2,350.00 | 45.054.00 |
| 734.00 | 1,427.00 | 2,818.00 | 1,043.00 |
| 734.00 | 1,043.00 | 1,523.00 | 1,523.00 |
| 744.00 | 1,523.00 | 1,822.00 | 1,822.00 |
| 681.00 | 1,822.00 | 1,515.00 | 1,515.00 |
| 602.00 | 1,515.00 | 1,005.00 | 1,005.00 |
| 780.00 | 1,005.00 | | |



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IDEAS

CONNECTION

RESEARCH

MARKETING

STRATEGY

TEAMWORK

PART A: OUR MANDATE

1 Constitutional mandate

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

2 Legislative and Policy mandate

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

On behalf of the GEPF and its Board of Trustees, the GPAA administers government employees' pensions and funeral benefits in terms of the Government Employees Pension (GEP) Law of 1996. The provision of these services is regulated through Service Level Agreements (SLAs) between the GPAA and its customers. The GPAA's financial affairs are governed by the Public Finance Management Act (PFMA), while its human resource falls under the ambit of the Public Service Act (PSA). The GPAA reports to the Minister of Finance as its Executive Authority and its mandate is to administer pensions on behalf of GEPF and National Treasury in respect of Post-Retirement Medical Subsidies, Military Pensions, Special Pensions, Injury on Duty payments and other Programme 7 functions.

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.

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

The GPAA will embark on the following strategies

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

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

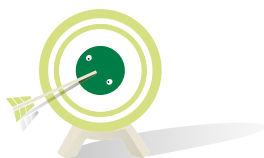
6 Strategic Framework

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



6.1 Vision

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



6.2 Mission

To provide efficient benefits administration services through innovative capabilities.

6.3 Values

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

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

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

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

Service excellence - We are committed to giving our clients quality services.

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

6.4 Strategic Oriented Outcomes

The GPAA's strategic outcomes are summarised in Table 1.

| Programme | Outcomes |
|---------------------------------------|---|
| Programme 1 – Support Services | Optimal benefits administration support |
| Programme 2 – Benefits Administration | Efficient member and contribution management |
| | Improved benefits payment turnaround time (within set timeframes) |
| | Efficient client service management |

Table 1 - GPAA's Outcomes

7 Situation Analysis

7.1 Introduction

The compilation of the 2025-2030 Strategic Plan occurred during the momentous period in South African history, reaching 30 years of democracy. This milestone aligned with the final year in GPAA's five- year planning cycle where the focus was on concluding planning activities for the 2024-2024 MTSF cycle and commencement of the 2025-2030 MTDP cycle.

The activities included but were not limited to formation of the strategic direction and plotting a roadmap for the next five years, reviewing, crafting and revising performance measures, aligning performance measures to strategic priorities and outcomes and alignment of the afore mentioned with National Development Plan (NDP) Vision 2030 whose aim is to eliminate poverty and reduce inequality by 2030.

GPAA adopted the PESTEL analytical tool. PESTEL analysis focused on uncontrollable macro variables in which the GPAA operates in. It was conducted to determine what factors and patterns in the environment that pose as threats to GPAA's strategy and to determine what factors presented opportunities for the effective attainment of the outcomes of the organisation.

The macro environment included Political, Socio-economic, Technological, Legal and Environmental factors. The analysis focused on global, continental and national level and the information obtained from the macro environmental analysis contributed into strategy formulation process.

The GPAA's new planning cycle will run from 2025/26 to 2029/30 and the Medium -Term Plan (MTP) will run from 2024-2029.

7.2 External Environment Analysis

7.2.1 Political Factors

Government policies shape the operational framework and regulatory environment for pension funds. In South Africa, the GPAA operates under the auspices of various legislative frameworks designed to ensure the stability and fairness of pension administration.

The South African government has proposed reforms under the Retirement Fund Reform framework, which aims to increase the inclusivity and efficiency of pension systems. The GPAA is actively involved in these reforms, which include adjustments to pension contribution rates and improved fund management practices.

Pension Reform – Two Pot System

On the 21 July 2024, the Pension Funds Amendment Bill was assented to law. The Bill amends pension-related legislation to enable the implementation of the recently legislated two-pot retirement system, geared towards bolstering retirement savings. The Act amends the Pension Funds Act of 1956 and the Government

Employees Pension Law of 1996. The Act necessitated the GEPP to amend its rules, adjust its systems for pension members to apply to access portion of their funds from 1 September 2024.

To help enhance retirement outcomes, a reform known as the “two-pot retirement system” now enables members of retirement funds to take partial withdrawals from their savings prior to retirement, while retaining a portion that can only be accessible at retirement. This implies that in the event of financial hardship, members are now able to obtain a portion of their retirement payout without having to leave their employment.

The reform established a “vested component,” a “retirement component,” and a savings component. As of the implementation date, only the “savings component” and the “retirement component” are eligible to receive retirement contributions. Pre-implementation retirement benefits that the member accrued are stored in the vested component. This component will continue to be credited with investment growth. Retirement contributions are now divided by one’s retirement fund into a savings component (or pot) and a retirement component as of the 1st of September 2024. The savings component shall receive 1/3 (one-third) of the total contributions, while the retirement component shall receive 2/3 (two-thirds) of the total contributions.

The introduction of the two-pot retirement system brings significant changes to how and when members can access their retirement savings. While the principle of compulsory annuitisation remains, the ability to withdraw from the savings component before retirement adds a layer of flexibility.

The GPAA headed the call and updated its system to ensure smooth processing of savings withdrawals.

Conduct of Financial Institutions Bill

The Conduct of Financial Institutions (COFI) Bill is a legislative reform aimed at strengthening the regulation of the financial sector in respect of customer treatment and general market conduct. It is the next phase of the legislative reforms after the Financial Sector Regulation Act (FSRA) No 9 of 2017. The bill will define the specific requirements which institutions will be required to meet. It aims to move away from a ‘rules and regulations’ approach

to a ‘principles and outcomes-based approach’.

The Financial Sector Conduct Authority (FSCA) has published its latest three-year Regulation Plan, which is for the period 1 April 2024 to 31 March 2027. The plan provides financial institutions with information about the regulatory interventions they can expect in the medium term and when they can expect the relevant regulatory instruments to be implemented. The FSCA’s three-year plan provides information on the progress made. This includes implementation of the plans for the period 2023/24 as well as the priorities for 2024. The impact the bill shall have on GPAA operations is not yet implicit and will be clear when the bill get passed.

Pension Administration for Department of Military Veterans

The administration of pensions for military veterans is a critical aspect of ensuring their welfare and honoring their service to the nation. Since the appointment of Military Veterans Pension, the GPAA has been accepting application forms from the Military Veterans who are legible for the Military Veterans Pension Fund.

As of 31 March 2024, the GPAA has successfully administered 2117 members, highlighting its commitment to veterans’ welfare.

The introduction of a dedicated pension benefit for military veterans signifies a commitment by the government to recognise and support those who have served in the armed forces.

Amalgamation of AIPF and TEPF

Work is underway to amalgamate the Associated Institutions Pension Fund (AIPF) and Temporary Employees Pension Fund (TEPF) awaiting approval of the amended legislation. The two funds have a membership of approximately 8500 members.

A similar process for the amalgamation of the AIPF with the GEPP is also envisaged but requires amendments to current legislation in order to proceed. Once the required legislation has been amended the amalgamation of the AIPF with the GEPP may advance.

7.2.2 Socio-Economic Factors

The GPAA administers payments of the resignation, retirement, death and funeral benefits. Paying these benefits accurately and on-time ensures that pensioners, dependents and beneficiaries have continued income stability, contributing to overall economic well-being. Pensioners receive an annual increase on their annuities.

As of 1 April 2024, the funeral benefit increased by 33.3% from R15 000.00 to R20 000.00 for members, pensioners and spouses, and from R6000.00 to R8000.00 for eligible children to assist in paying for burial costs in time of death.

The efficacy of the GPAA's operations is significantly considering high inflation and unemployment in South Africa.

Inflation

Inflation erodes the purchasing power of individuals, including pensioners and beneficiaries who rely on pensions as a crucial source of income. In South Africa, where a significant portion of the population depends on state pensions, inflationary pressures can diminish the real value of pension payments over time.

As prices for essential goods and services rise, pensioners find it increasingly difficult to afford necessities, such as food, housing and healthcare. According to Statistics South Africa inflation rates fluctuate based on economic conditions and affect the cost of living for all citizens, including pensioners and beneficiaries. The erosion of purchasing power due to inflation underscores the vulnerability of pensioners and highlights the importance of adequate cost-of-living adjustments (COLAs) in pension policies.

Inflation, the rate at which the general level of prices for goods and services is rising, has significant implications for pension funds and their beneficiaries.

Unemployment

Unemployment is not merely an economic statistic but a profound socio-economic issue with far-reaching implications, particularly affecting vulnerable groups such as youth, women and persons with disability. This topic

explores the multifaceted nature of unemployment in South Africa, its specific impacts on these demographic groups, and the role of the GPAA in addressing these challenges.

South Africa grapples with one of the highest unemployment rates globally, exacerbated by structural issues, historical legacies, and economic fluctuations. As of latest statistics from Statistics South Africa, the national unemployment rate hovers around 32%, with youth unemployment surpassing 60%. This crisis not only strains economic growth but also undermines social cohesion and exacerbates inequality.

Youth unemployment in South Africa is a critical concern, with over two-thirds of young people unable to secure stable employment. The consequences are dire, leading to social alienation, increased crime rates, and diminished prospects for personal and professional development. Many young individuals face the harsh reality of long-term unemployment, perpetuating cycles of poverty and limiting their potential to contribute positively to society.

Educational disparities further compound the issue, as many young South Africans lack access to quality education and vocational training that aligns with market demands. This mismatch between skills and job opportunities deepens youth unemployment, leaving a significant portion of the population disillusioned and economically marginalised.

Women in South Africa bear a disproportionate burden of unemployment due to systemic barriers and cultural norms that restrict their access to economic opportunities. Gender disparities in education, pay inequality, and caregiving responsibilities amplify women's vulnerability to unemployment. Women often face discrimination in hiring practices and are more likely to be employed in informal sectors with precarious working conditions and limited social protections.

High levels of unemployment among women perpetuate cycles of poverty within households and communities, affecting not only their economic stability but also their overall well-being and that of their families. Addressing gender-specific barriers to employment is crucial for achieving gender equality and fostering inclusive economic growth in South Africa.

As such, the GPAA plays a pivotal role in addressing unemployment challenges. While the GPAA's primary mandate revolves around administering pension funds and ensuring that pensioners and beneficiaries receive their benefits, the Agency does also contribute to mitigating unemployment through several mechanisms:

Skills Development Initiatives: By investing in skills development programs such as internships, the GPAA helps to equip unemployed youth with marketable skills that enhance their employability and facilitate their transition into the workforce. In 2023-24 financial year, the GPAA appointed 97 interns as part of its drive to address unemployment affecting the youth and women.

Improved efficiency: The GPAA is working hard to not only secure by improve its system to ensure reduced turnaround time for payment of benefits. This implies that the members and beneficiaries will not have to wait long to receive their benefits.

Unclaimed Benefits

The issue of unclaimed benefits within the Country remains a significant challenge. As of 24 March 2024, the GPAA recorded 32 763 cases of unclaimed benefits, a significant reduction of 40% from 54 271 cases which were recorded on the 23 March 2023. The total value of these unclaimed benefits amounts to R1,564,939,643 (over R1.56 billion) which is significantly lower by 22% from R1,997,859,095 (over R1,99 billion) which was recorded around the same time in 2023.

To address these challenges, the GPAA's embarked on extensive tracing of affected retired members and beneficiaries and subsequently the re-issuing of claims process. Additionally, there are outreach programs that are held in all provinces which are enriched with GPAA personnel from Customer Relations Management (CRM), Contributions Management, Unclaimed / Unpaid Benefits, Legal, Post Retirement Medical Benefits and IOD and Fraud Prevention, to name a few. The aim of these outreach programs is to create awareness and educate fund members.

Furthermore, the GPAA's Unclaimed Benefits unit has standing monthly communication lines with government departments on outstanding cases. The GPAA remains committed to significantly reduce the proportion of unclaimed / unpaid benefits, as far as it possibly can.

7.2.3 Technological Factors

Cyber reports have shown that in Africa, South Africa is among the top countries facing information security threats and common attacks including email compromise, ransomware, online fraud, and data theft. These cyber-attacks have become frequent and have severely affected different industries in the country and critical infrastructure. Governments and businesses are designing and implementing measures to defend themselves against these attacks. These measures include Cybersecurity or Information Security strategies which are centered around cybercrime intelligence, developing capacity, promoting cyber hygiene, and building resilience amongst others. The world of cybercrime is growing rapidly and so should the defense mechanism against cybercrimes.

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

7.2.4 Environmental Factors

The GPAA is committed to environmental sustainability through a series of innovative practices and initiatives. Central to this commitment is the transition to a paperless environment. By prioritising digital documentation, the GPAA significantly reduces its reliance on paper, supported by printing policy aimed at minimising unnecessary printing and encouraging efficient resource use.

One of the goals in the GPAA strategic plan is to achieve a "paperless environment". This includes better security and control on printed output by requiring users to enter their pin code before releasing print jobs. This substantially reduces the number of printed pages. There is also a requirement to ensure strategic management of printing by ensuring that high volume printing is channeled to the most appropriate devices with the necessary equipment and resources to provide the service.

Digital signatures play a crucial role in this shift, not only reducing paper usage but also enhancing the security and authenticity of documents. By increasing the integrity of digital communications, these signatures minimise

the risk of fraud and ensure compliance with regulatory requirements, which also supports a paperless workflow.

The GPAA's Modernisation programme is a key element of its environmental strategy. This initiative enhances operational efficiency and directly contributes to Sustainable Development Goal 13: Climate Action. By promoting online applications and submissions, the GPAA reduces the environmental impact associated with traditional paper-based processes, such as printing, mailing, and storage. This shift to electronic communication also accelerates service delivery, allowing for faster and more efficient processing of applications and requests.

In addition to these digital initiatives, the GPAA has invested in energy-efficient office solutions. This includes the replacement of inverters and the installation of solar panels to reduce reliance on non-renewable energy sources. The agency has also implemented energy-preserving sensors throughout its offices to monitor and optimise energy consumption, further enhancing its sustainability efforts.

In addition to these measures, the GPAA adheres to rigorous health, safety, environmental, risk, and quality (SHERQ) standards. These standards ensure that all environmental protocols are followed, embedding sustainability into every facet of the agency's operations.

Overall, the GPAA's initiatives reflect a comprehensive approach to environmental stewardship. By integrating digital solutions, recycling practices, and modern technologies, the agency effectively reduces its ecological impact while advancing its role in sustainable development and environmental protection.

7.2.5 Legal Factors

The GPAA operates under several key legislations, primarily the Government Employees Pension Law 21 of 1996, which governs the administration of pensions for approximately 1.9 million government employees and their dependents. This law, along with other significant acts such as the Temporary Employees Pension Fund Act 75 of 1979, Military Pensions Act 84 of 1976, Compensation for Occupational Injuries and Diseases Act 130 of 1993, Special Pensions Act 69 of 1996, and various regulations from the Public Service Co-ordinating Bargaining Council (PSCBC), forms the backbone of GPAA's operations.

These legislations provide a robust framework for the management and disbursement of pension benefits, ensuring processes are standardised, equitable, and compliant with legal standards, thereby instilling confidence among government employees regarding the security and fairness of their retirement benefits.

Aligned with the Batho Pele Principles, which emphasise people-centered public service delivery, these legislations promote equitable access to pension services and ensure fair treatment in pension administration. They support workforce composition and diversity within GPAA by mandating non-discriminatory practices, ensuring all government employees receive equal treatment and opportunities concerning their retirement benefits, regardless of background or demographic characteristics.

The impact of these legislations on GPAA's functions and responsibilities is profound. They define the agency's mandate to manage pension funds prudently, process pension claims efficiently and provide timely and accurate information to pensioners. Compliance with these legal standards enables GPAA to streamline operations, minimise administrative errors, and enhance service delivery to stakeholders. The legislations also empower GPAA to adapt to evolving legislative requirements and technological advancements, ensuring effective and responsive pension administration.

In addition to the acts, the Protection of Personal Information Act (POPIA) is crucial in safeguarding the privacy and security of government employees' personal information, including their pension records. POPIA mandates the GPAA to implement stringent data protection measures, ensuring pensioners' personal information is handled confidentially and protected from unauthorised access or disclosure. Compliance with POPIA enhances trust and confidence among pensioners regarding the confidentiality and security of their personal data, reinforcing GPAA's commitment to ethical and accountable pension administration practices.

7.3 Internal Environment Analysis

7.3.1 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.

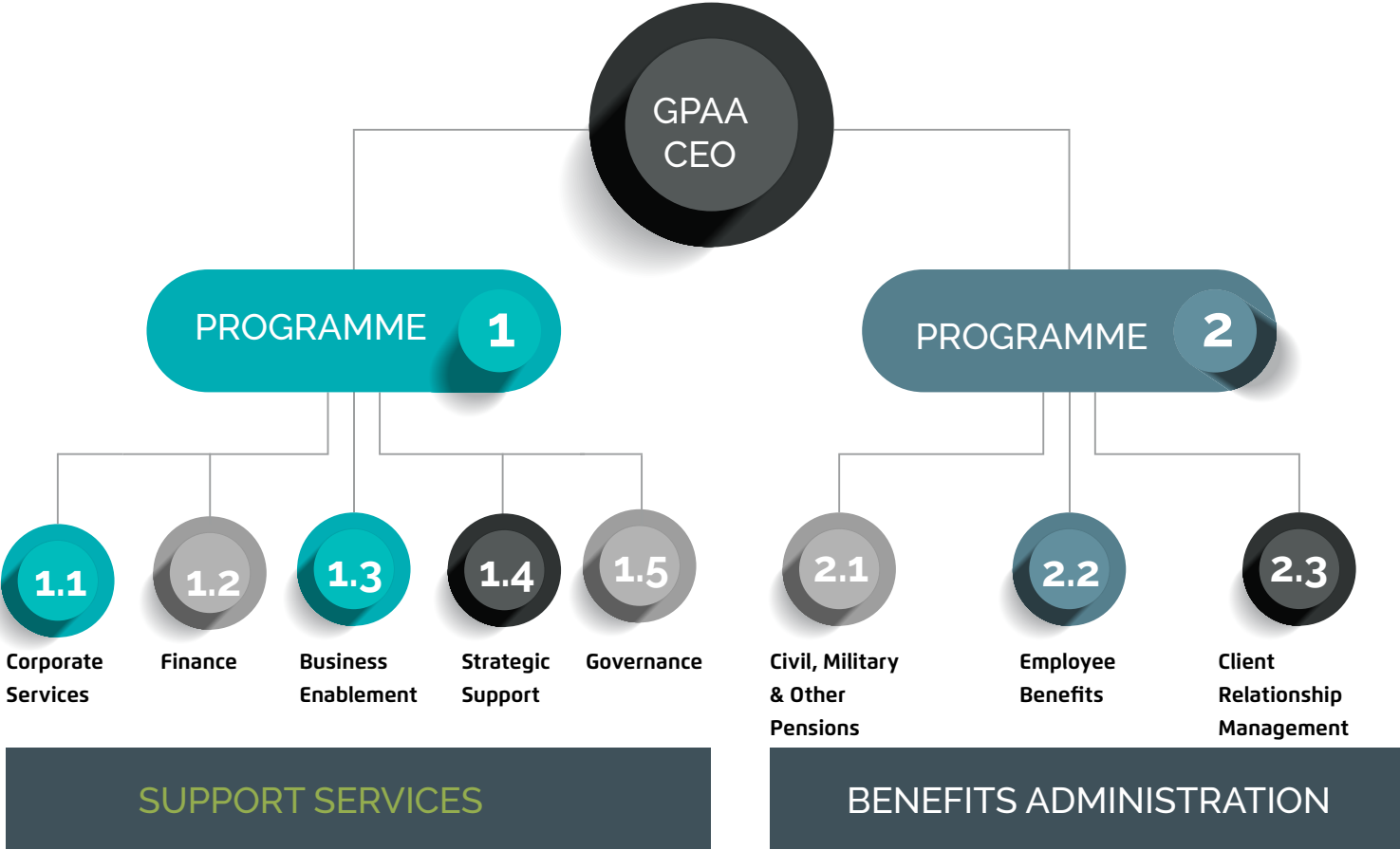


Figure 1 - GPAA's Organisational Structure

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

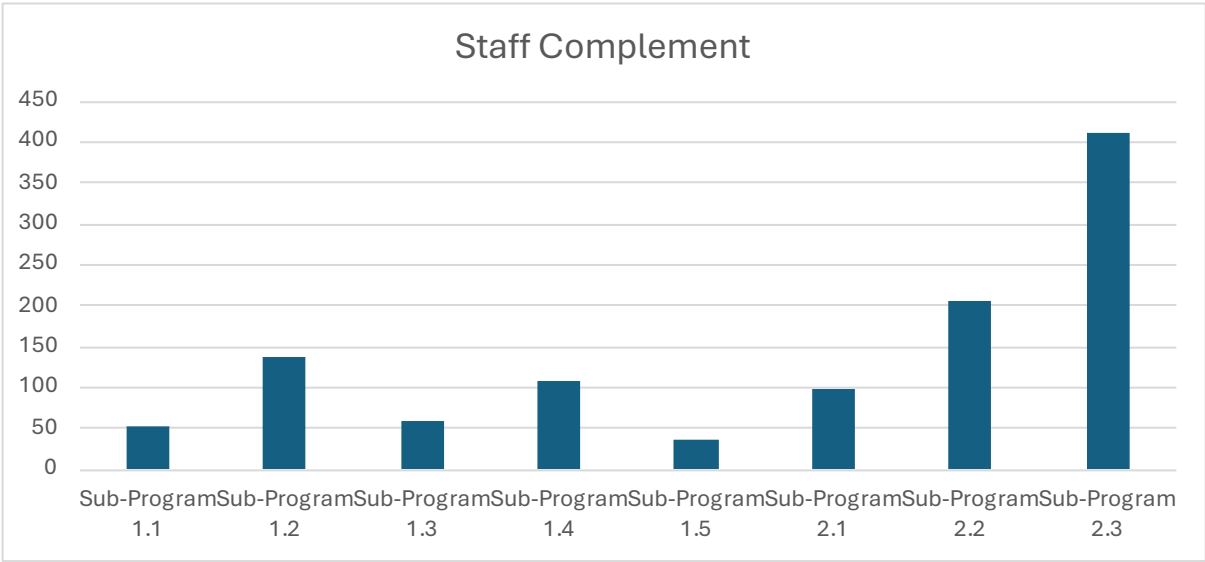


Figure 2 - GPAA Staff Complement as of 31 March 2024

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

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

Regarding Skills Gap, yearly, the GPAA requires that all employees through consultation with their supervisor identify the skills gap and training needs through Personal

Development Plan (PDP), this to ensure that the identified skills gap is attended to and performance improved.

7.3.2 Programme 1: Support Services

Programme 1 manages the business and governance aspects of the GPAA and supports Programme 2 (Benefits Administration) to achieve its strategic goals. This programme includes the following sub-programmes:

Sub-programme 1.1 – Corporate Services

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

Employee Life Cycle, Human Resource Development, Organisational Development Design, Performance Management, and Training, managing talent, managing change, labour relations, training and development, performance management, selection and recruitment., skills development, EE Plans, wellness programmes.

Sub-programme 1.2 - Financial Services

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

Sub-programme 1.3 - Business Enablement

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

Sub-programme 1.4 - Strategic Support

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

Evaluation, Facilities and Security Management, Strategy and Policy, Management Information and Analytics, Project Management Office, and Communications.

Sub-programme 1.5 - Governance

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

7.3.3 Programme 2: Benefits Administration

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

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

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

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

the Department of Military Veterans (DMV) within the Department of Defense, which manages national policies aimed at assisting military veterans.

Sub-programme 2.2 - Employee Benefits (GEPF)

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

Sub-programme 2.3 - Client Relationship Management
Client Relationship Management (CRM) oversees relationships with all stakeholders, including clients, third parties, and employer departments, delivering high-quality, responsive services in line with Batho Pele principles. The CRM unit ensures fair treatment of clients in daily operations and adheres to Treating Customers Fairly (TCF) principles. Service channels including a Call Centre, Mobile Offices, three co-locations, and Client Service Centres facilitate effective interaction with the GPAA's client base, addressing and monitoring all service requests and inquiries.

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

7.3.4 Organisational review

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

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

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

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

7.3.6 Anti-corruption/fraud measures

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

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

7.3.7 Women, Youth, and Persons with disabilities

The GPAA's contribution to economic and social empowerment of Women, Youth and Persons with Disabilities is done through the following interventions:

Procurement - The Preferential Procurement Policy Framework of 2000

The regulation under this act encourages the use of women owned businesses in public procurement processes. Due to commitment made by Presidency in 2020 40% of public procurement expenditure should be allocated to women owned businesses.

The Procurement - The Preferential Procurement Policy Framework (PPFA) also encourages the use of youth owned and according to the regulations, at least 30% of the tender must be subcontracted to an Exempted Micro Enterprise (EME) or qualifying Small Enterprise (QSE) that is at least owned by Black people, including Black youth. The Act also make provisions to support persons with disabilities, a portion of contracts is awarded to enterprises owned by persons with disabilities. GPAA's total spend on Women is 60% Youth 27% and Persons with Disabilities 14%.

In conducting business with female clients, the GPAA ensures that its services are accessible and responsive to the needs of women. Furthermore, the GPAA has implemented measures to ensure that its procurement and contracting practices are inclusive of women-owned businesses.

The agency actively seeks to engage with female entrepreneurs and suppliers, fostering an environment where women led enterprises have equal opportunities to contribute to and benefit from government contracts. This approach not only supports gender equality in business but also enhances the diversity and competitiveness of the GPAA's supply chain.

8-Point Principles

The GPAA is making strides in implementing the 8- point principles. Commemoration of Public Sector Women Months Week (PSWMW), Senior Management Service (SMS) and that of GPAA Women at large as well as cascading of the 8- point principles to women at all levels of the organisation forms part of the organisation's annual calendar.

Women Representation

The GPAA has in its employ female employees at Executive Level, Senior Management Service level (SMS) Middle Management level. To remain accountable The GPAA produces a progress report to the Department of Planning, Monitoring and Evaluation (DPME) as well as EE Plan report to DPSA.

Programmes Identified for Women, Youth and Persons with Disabilities

The GPAA has initiated several programmes to enhance diversity and inclusion, particularly focusing on women, youth, and persons with disabilities. Recognising the importance of a diverse workforce not only for social equity but also for improved organisational effectiveness, the GPAA has implemented policies and strategies designed to promote equal opportunities and support for these groups. One of the cornerstone policies of the GPAA in this regard is the Gender Equality and Empowerment Policy. This policy aims to address gender disparities by ensuring that women are well represented at all levels of the organization and are given equal opportunities for career advancement.

The GPAA has established mentorship programs to support their professional development and leadership aspirations. These programs are designed to provide guidance and resources, helping women overcome potential barriers to career progression and ensuring they are positioned for leadership roles and is in the process of implementing Talent and Succession Management Programme. A programme aimed at ensuring that strategic capabilities of the organisation are developed and leveraged through implementation of robust career development and succession plans. In a drive to empower its workforce, the GPAA has Training initiatives and the Bursary Schemes.

To create a conducive environment the GPAA has established clear policies against harassment and discrimination, ensuring that female employees can work in an environment free from bias and inequality. Regular training and awareness programs are conducted to educate employees about the importance of maintaining tolerant and inclusive workplace.

In alignment with national priorities, the GPAA has also implemented the Youth Development Program, which focuses on providing young individuals with opportunities to enter and grow within the public service sector. This initiative includes internship programme that offer practical experience and professional development to young people. By creating pathways for young talent to contribute to and benefit from public sector employment,

The organisation has dedicated business unit aimed at transformation and non- sexism and psycho- social support is available through wellness programmes. Availability of lactating rooms for breastfeeding mothers. Collaboration on national priorities through awareness campaigns such as 16 days of activism against violence on women and children, Breast cancer awareness and World Aids Day.

The GPAA has formulated policy on disabilities and conducted presentations to staff to create awareness about disabilities. The policy was approved in March 2019. The GPAA aims to create a more accessible and supportive work environment. This includes adjustments to workplace facilities, such as installing ramps and accessible restrooms, as well as providing assistive technologies and tailored support services. These policies and initiatives reflect the GPAA's commitment to fostering a diverse and inclusive workplace. They not only address the specific needs of women, youth, and persons with disabilities but also contribute to a more equitable and effective public service. By prioritising these groups, the GPAA enhances its ability to deliver services and fulfill its mandate while promoting a culture of inclusivity. There is an ongoing targeted drive to recruit persons with disability and Casual Day with Disabilities is dedicated to awareness and fundraising projects for persons with disabilities.

7.3.8 The GPAA's Core Business

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

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

Table 2 - Legislations that govern Schemes and Funds Administered by the GPAA

7.3.9 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:

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

Table 3 - GPAA's Stakeholders



7.3.10 The GPAA's Capability Model

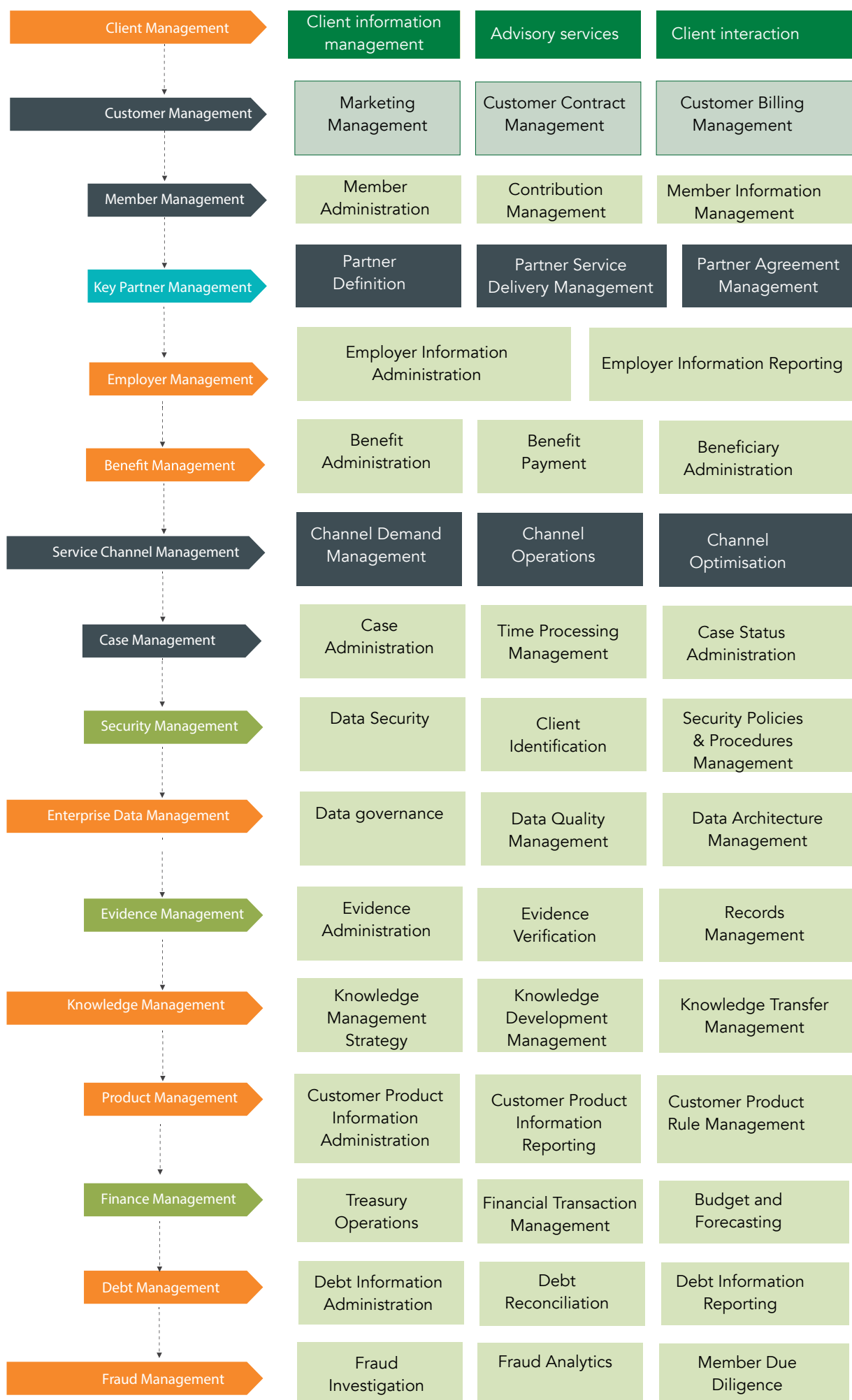
The capability model was initially published by the GPAA in 2014, based on scientific evidence and benchmarking against other pension administrators. It was established as the working model to ensure that the Modernisation Programme and related business structures aligned with the capabilities necessary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

Since then, the model has evolved to incorporate additional required capabilities. A total of sixteen performance areas of pension administration have been identified: Customer Management, Client Management, Member Management, Key Partner Management, Employer Management, Benefits Management, Service Channel Management, Case Management, Security Management, Enterprise Data Management, Evidence Management, Knowledge Management, Product Management, Finance Management, Debt Management, and Fraud Management.

This model enhances the GPAA's ability to provide accurate and timely benefits payments, manage documents, clients, and contributions. It aligns with the GPAA's structure, processes, and capabilities, as illustrated in Figure 3.



THE GPAA's CAPABILITY MODEL



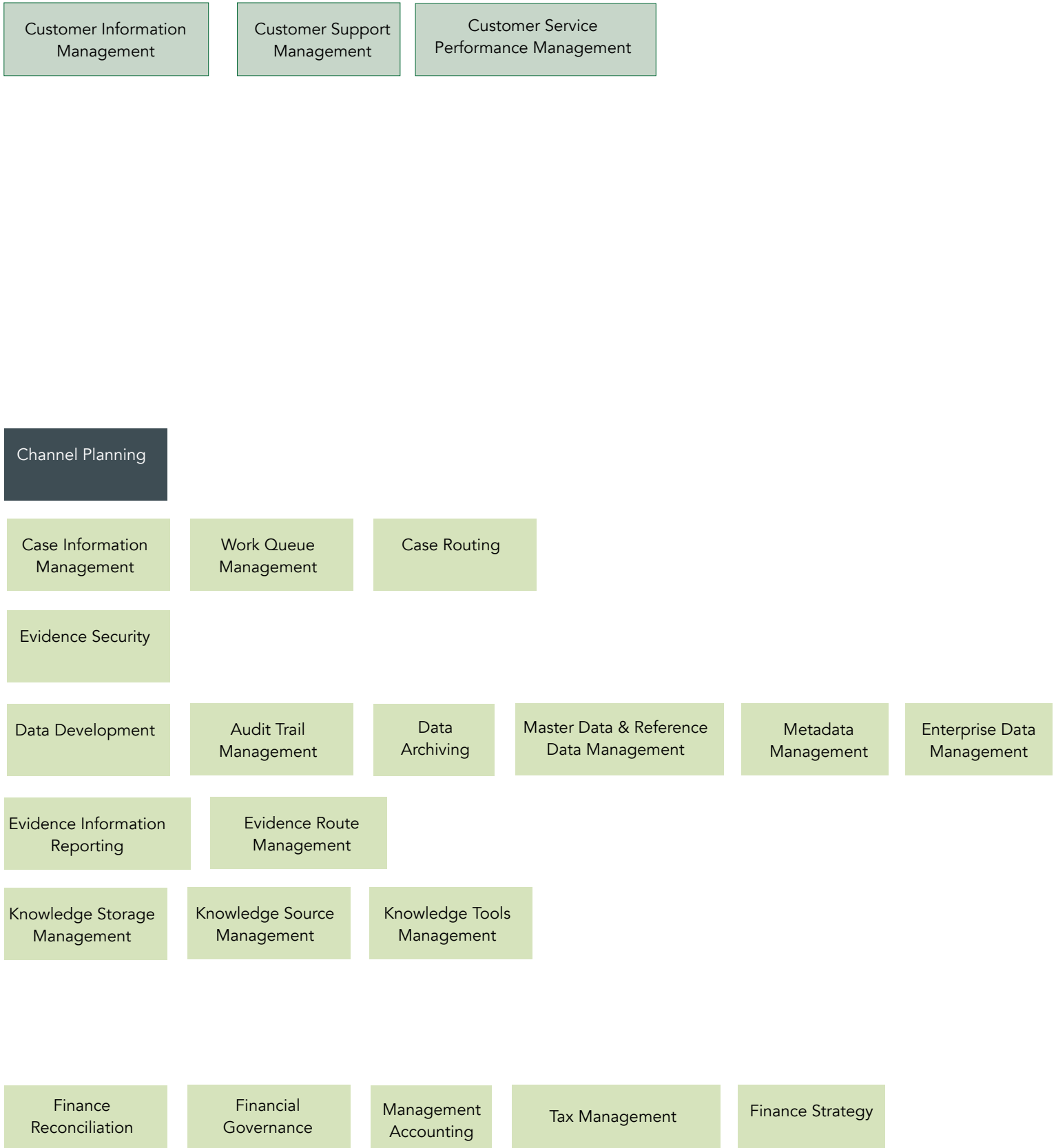


Figure 3 - The GPAA Capability Model

7.3.11 The GPAA's Value Chain

The core processes of the GPAA, particularly in benefits administration which includes client administration, member admissions, contribution collection, member and pensioner maintenance, and benefits processing are supported by various Support Services. These services include Corporate Services, Financial Services, Business Enablement (ICT), Strategic Support, and Governance. Enhancements have been made to the core processes and support services to achieve the GPAA's strategic goals, as shown in Figure 4 - GPAA Value Chain

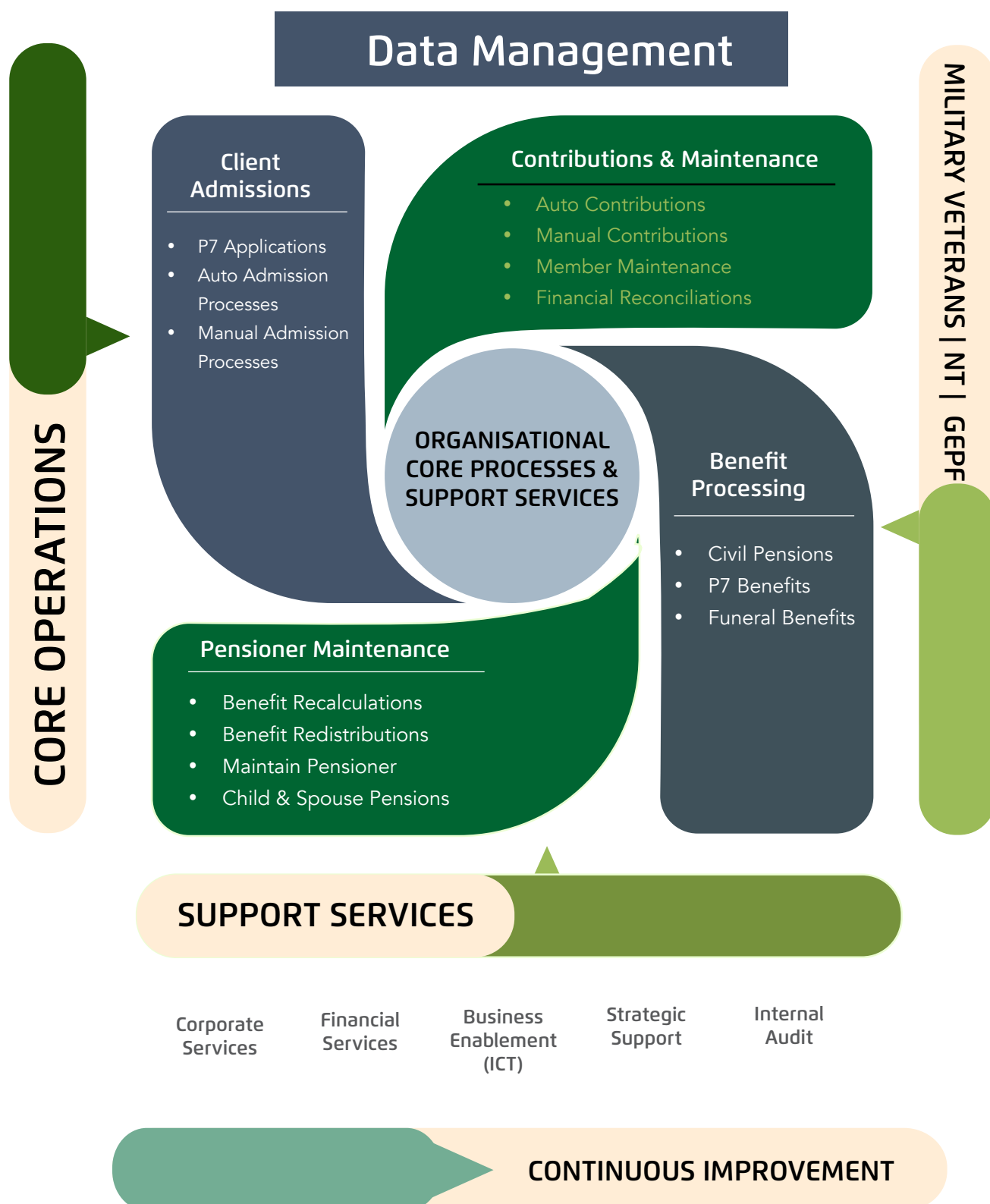


Figure 4 - GPAA's Value Chain

7.3.12 Demographics of the GPAA's Client Base

The GPAA has a client base of approximately 2million people, with the largest populace in the GEPF at 1 826 667 members. National Treasury's Programme 7 follows with 175 247 members. AIPF accounts for 8 022 members, while MVP includes 2 117. TEPF is the smallest group, comprising just 255 members. Overall, GEPF dominates the demographic landscape. The demographics of the client base are shown on Figure 5 below:

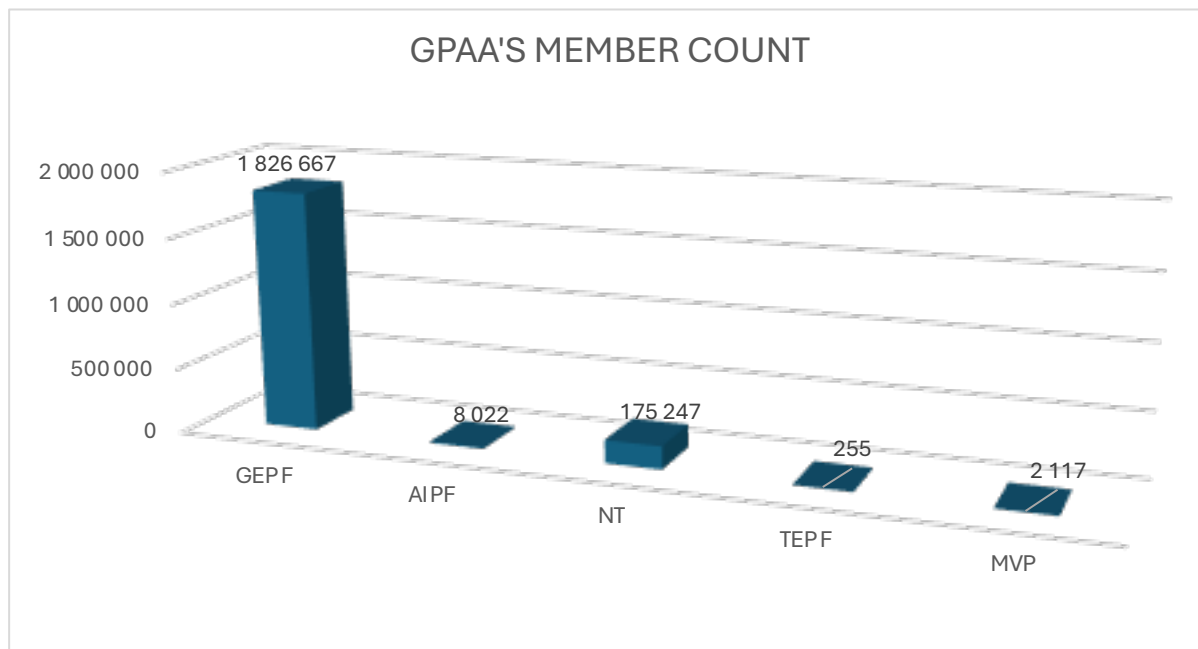


Figure 5 - GPAA's Client Base

| Funds per member type | Funds per member type | Funds per member type |
|---------------------------------|-----------------------------------|-----------------------|
| GEPF | GEPF Member | 1 277 902 |
| | GEPF Pensioner | 351 100 |
| | GEPF Spouses | 174 188 |
| | GEPF Orphans | 23 477 |
| National Treasury's Programme 7 | Post-Retirement Medical Subsidies | 159 379 |
| | Military Pensions | 4 500 |
| | IOD | 9 959 |
| | Other | 714 |
| | Special Pensions | 5 336 |
| AIPF | AIPF Member | 2 485 |
| | AIPF Pensioner | 3 191 |
| | AIPF Spouses | 2 346 |
| TEPF | TEPF Member | 7 |
| | TEPF Pensioners | 148 |
| | TEPF Spouses | 100 |
| MVP | Pensioners | 2 117 |
| TOTAL | | 2 014 832 |

Table 4 - Funds per member type

7.3.13 GEPF Active Membership

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

Active Membership

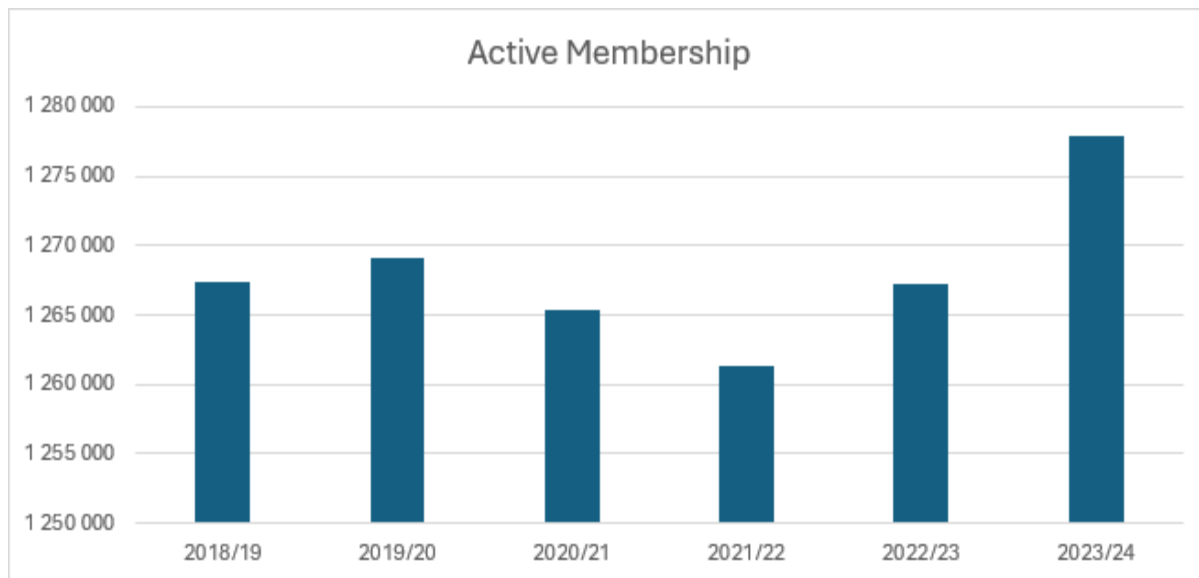


Figure 6 - GEPF Active Membership

7.3.14 Cases administered and finalised

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

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

Table 5 - Cases administered and finalised at the GPAA

The table below presents the number of recipients for each fund paid on a monthly basis.

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

Table 6 - Benefits Paid Per Month

7.3.15 Two-Pot Claims

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

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

Table 7 - Two-Pot Claims received and processed

7.3.16 Analysis of the GEPF/GPAA Educational Events

GEPF Day

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

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

Table 8 - GEPF Day of attendees (December 2024)

Pre-Retirement Workshop

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

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

Table 9 - Pre-Retirement Workshop Attendance Statistics

Human Resource and Finance Forum (HRF)

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

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

Table 10 - HR forums number of attendees (December 2024)

7.3.17 Modernisation

An overview of the status in relation to Modernisation can be summarised mainly in two phases: Change Management and Communications Interventions, and the Procurement of the Modernised solution.

Change Management and Communications Interventions

Revival of the Change Agent Network (CAN) commenced with the approval of the guiding document and its implementation through the identification, appointment and onboarding of the CAN. Identification and appointment have been reasonably progressed for the Customer Relationship Management (CRM) and Financial Management System (FMS) workstreams.

The Pension Administration System (PAS) workstream portion of Sub-programme 2.1 is complete while the

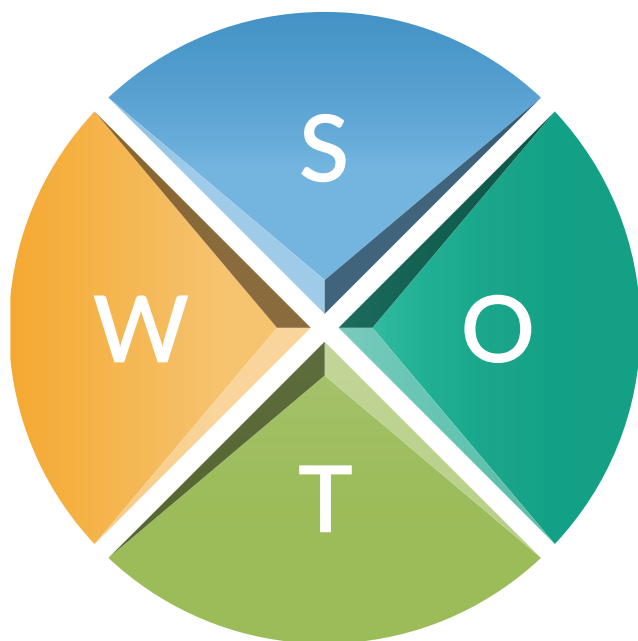
remaining part of Sub-programme 2.2 is still to be confirmed based on the old CAN and the list of names of key personnel that participated in the business requirements specification. The Organisation-Wide Change Management Strategy has been approved by Human Resource Management. The first session of consultation with Departmental Bargaining Chamber (DBC) has taken place. This session assisted with the creation of awareness, education and status update of the Modernisation journey.

Procurement of the Modernised solution

The Modernisation journey comes a long way, and it is now at the logical point whereby the procurement process is underway to replace the legacy CIVPEN system with a modern pension administration solution.

7.3.18 SWOT Analysis

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



STRENGTHS

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

WEAKNESSES

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

OPPORTUNITIES

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

THREATS

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

Table 10 - SWOT

PART C: MEASURING OUR PERFORMANCE



8 Institutional Performance Information

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

The GPAA has aligned its strategy with the Medium-Term Developmental Plan (MTDP), the National Development Plan (NDP) vision 2030 and the Sustainable Development Goals. It has committed and will be responsible for supporting the Minister of Finance in contributing towards the three outcomes: i. Driving inclusive growth and job-creation, ii. to reduce poverty and tackle high cost of living and iii. to build a capable ethical and developmental state.

8.1 Measuring the Impact



Impact Statement



Dignified, cared for, empowered and satisfied members, pensioners and beneficiaries



8.2 Measuring Outcomes

| Medium Term Development Plan Priority | | Strategic Priority 1: Inclusive growth and job creation Strategic Priority 2: Reduce Poverty and tackle the high cost of living Strategic Priority 3: A capable, ethical and developmental state | |
|---|---|--|-------------------|
| Outcomes | Outcome Indicator | Baseline | Five-year Targets |
| Optimal benefits administration support | 1. Average optimal benefit administrative support | 65% | 68% |
| Efficient member and contribution management | 2. Average member management | 2022/23 Baseline | 81% |
| Improved benefits payment turnaround time (within set timeframes) | 3. Average benefits payment turnaround time | 2022/23 Baseline | 95% |
| Efficient client service management | 4. Average client service management | 2022/23 Baseline | 89% |

Table 11 - GPAA's Outcomes, Outcome Indicators and targets

8.3 Explanation of Planned Performance over the Five-Year Planning Period

Through its mandate of pension benefit administration, the GPAA aims to play a critical role in transforming South Africa's socio-economic landscape by administering benefits to its members, pensioners, spouses and dependents. The organisation shall continue contributing towards economic growth, poverty reduction and capable and ethical state. As GPAA charts its way into the new Medium Term Development Plan it shall ensure that its planning s are aligned to the prescribed frameworks and its outputs and outcomes are aligned and support its mandate of benefit administration. It plans on improving on its member management and client service, prioritise the needs of the women, youth and persons with disabilities.

The organisation shall continue contributing towards economic growth, poverty reduction and capable and ethical state

9. Key Risks

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

| Outcomes | Key Risk | Mitigating Actions |
|--|--|---|
| <ul style="list-style-type: none"> Optimal benefits administration support Improved benefits payment turnaround time (within set timeframes) | Failure to pay benefits timely | <ol style="list-style-type: none"> Monitoring and reporting on performance against operational level agreements Implementation of Decentralisation project Development and implementation of the data management framework to address data quality issues Implementation of the Modernisation project ICT to configure all available infrastructure to optimise response ICT to procure new infrastructure (Next Generation - GEN 11) to ensure available capacity for all environments Separation of production and non-production environment Conduct a diagnostic exercise on performance management (target setting aligned to organisational objectives, achieving targets vs performance bonus) |
| <ul style="list-style-type: none"> Optimal benefits administration support Efficient member and contribution management Efficient client service management | Inadequate ownership to manage change within the organisation (Change adverse culture) | <ol style="list-style-type: none"> Conduct an assessment to determine and adopt the appropriate change management strategy for the GPAA i.e. Incremental, transformational or a combination of both. Develop and implement the change management strategy based on the outcome of the assessment. The strategy to cover how change management can be the strategic enabler and how it will be embedded in business operations. |
| <ul style="list-style-type: none"> Efficient client service management Improved benefits payment turnaround time (within set timeframes) | Stakeholder pressure | <ol style="list-style-type: none"> Optimise the contact centre with additional capabilities such as call me back, WhatsApp and Toll-free number |
| <ul style="list-style-type: none"> Optimal benefits administration support Improved benefits payment turnaround time (within set timeframes) Efficient member and contribution management | <ol style="list-style-type: none"> Technology Obsolescence, which might impact negatively on strategy execution | <ol style="list-style-type: none"> Interim solution: Host Civpen in the cloud until it is replaced by Modernisation Replace CIVPEN as part of the Modernisation Project |

| Outcomes | Key Risk | Mitigating Actions |
|--|--|---|
| <ul style="list-style-type: none"> Optimal benefits administration support Efficient member and contribution management | Competition by the private pension administrators | 1. Review a talent and succession management strategy. |
| Optimal benefits administration support | Delays in filling of critical and senior leadership positions | 1. Regular follow-ups will be made from the Office of the CEO: GPAA to the Ministry to follow-up on progress. The Office of the Minister will also be sensitized on the urgency of filling these positions and the resulting non-compliance of the GPAA with Regulation 65(7) stating that a position should be filled within 12 months of becoming vacant. |
| <ul style="list-style-type: none"> Optimal benefits administration support Improved benefits payment turnaround time (within set timeframes) | Regulatory changes as a result of the introduction of two-pot system | 1. Acquisition of additional resources 2. System development to accommodate regulatory changes for phase 1: Vested pot and savings withdrawal 3. System development to accommodate regulatory changes for phase 2: Service adjustments, benefit statement and exit benefit revision 4. Staff training |
| <ul style="list-style-type: none"> Optimal benefits administration support Efficient member and contribution management | Failure to ensure security, confidentiality, integrity and availability of data/information systems. | 1. Network infrastructure refreshment project to include Next Generation Firewall and implementation of Network Access Control planned for 2024/2025 financial year 2. Review the information security incident plan to address gaps identified during the breach 3. Deploy a security operation centre solution (SOC) to monitor and proactively control incidents timeously 4. Implement next generation firewalls that will include audit trails and logs 5. Implement periodic reviews of the firewalls by the Information Security Team 6. Implement the maintenance of firewall rules 7. Align ICT infrastructure and services to comply with business recovery time objectives (RTO) and recovery point objective (RPO) for critical business functions 8. Identify all possible types of security attacks and assess the GPAA's vulnerability and preparedness to deal with each threat 9. Conduct scenario-based testing on the identified threats 10. Development and Implementation of the IAM system is underway. This project will also streamline the user accounts management processes. 11. Retire legacy systems and applications (excluding CIVPEN) to mitigate security vulnerabilities of the old systems |

Table 12 - GPAA's Strategic Risks

10. Public Entities

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

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)



Outcome Indicator 1: Owner - Head: Corporate Services

| Indicator Title | Average optimal benefit administration support |
|--|---|
| Definition | The indicator measures the extent to which Programme 1: Support Services provides support (to core business namely: Programme 2: Benefits Administration) for the successful execution of the GPAA's mandate. |
| Source of data | GPAA Annual Reports |
| Method of Calculation / Assessment | <p>Average optimal benefit administration support = Total actual achievement (%) of Support Services Output Indicators divided by total number of Support Services Output Indicators</p> <p>List of indicators</p> <ol style="list-style-type: none"> 1. % of disabled employees 2. % of female employees 3. % of black employees 4. % Total Preferential Procurement spend on Women-Owned Businesses 5. % of accurate payment of valid invoices paid within 30 working days 6. % of reduction of unclaimed benefits balance in rands from the baseline (excluding interest) 7. % of clients reached through Digital Communication channels 8. % of time ICT system is available during required times 9. Funeral Benefits submissions process digitised |
| Assumptions | Availability of approved GPAA Annual Reports |
| Disaggregation of Beneficiaries (where applicable) | n/a |
| Spatial Transformation (where applicable) | n/a |
| Reporting Cycle | Mid-term & End of the strategic period |
| Desired performance | Increased average administration capacity and capability |



Outcome Indicator 2: Owner - Chief Operations Officer

| Indicator Title | Average member management |
|--|---|
| Definition | <p>The indicator measures the average achievement on member admissions, contributions and maintenance.</p> <p>Admission refers to intake of members who join or are readmitted to the Funds that are administered by the GPAA as contributing/non-contributing members.</p> <p>Contributions refer to monies received from the employers monthly, by the GPAA on behalf of the Fund.</p> <p>Maintenance refers to updating of member information received.</p> |
| Source of data | GPAA Annual Reports |
| Method of Calculation / Assessment | <p>Average member management = Total actual achievement (%) of admission, contribution and maintenance output indicators divided by total number of admission, contribution and maintenance output indicators</p> <p>List of indicators</p> <ol style="list-style-type: none"> 1. % of NT members with duly completed documents admitted within 14 working days 2. % of GEPF members with duly completed documents admitted within 14 working days 3. % of GEPF contributions reconciled by the 22nd of the month 4. % of NT clients records maintained within 21 working days 5. % of NT suspended foreign or manual pensioners reinstated within 21 working days after receipt of Life Certificates 6. % of NT membership certificates issued within 30 working days of admission 7. % of DMV members duly completed documents admitted within 45 working days |
| Assumptions | Availability of approved GPAA Annual Reports |
| Disaggregation of Beneficiaries (where applicable) | n/a |
| Spatial Transformation (where applicable) | n/a |
| Reporting Cycle | Mid-term & End of the strategic period |
| Desired performance | Improved member management |

Outcome Indicator 3: Owner - Chief Operations Officer

| Indicator Title | Average benefits payment turnaround time |
|--|---|
| Definition | <p>The indicator measures the average time taken to pay benefits (within the set timeframes).</p> <p>Benefits paid refer to claims that have been paid within specified timeframes from receipt of duly completed exit notifications</p> |
| Source of data | GPAA Annual Reports |
| Method of Calculation / Assessment | <p>Average benefits payment turnaround time = Total actual achievement (%) of benefit payments output indicators divided by total number of benefit payments output indicators</p> <p>List of indicators</p> <ol style="list-style-type: none"> 1. % of NT Death benefits with duly completed documents paid within 60 working days 2. % of GEPF benefits paid within 45 working days of liability date (excluding Death and Unclaimed benefits) 3. % of GEPF benefits paid within 45 working days of liability date (excluding Death claims and claims paid to unclaimed accounts) 4. % of GEPF Death benefits paid within 60 working days of liability date 5. % of DMV Death benefits with duly completed documents paid within 60 working 6. % of DMV benefits with duly completed documents paid within 30 working days (excluding Death benefits) |
| Assumptions | Availability of approved GPAA Annual Reports |
| Disaggregation of Beneficiaries (where applicable) | n/a |
| Spatial Transformation (where applicable) | n/a |
| Reporting Cycle | Mid-term & End of the strategic period |
| Desired performance | Improved benefit payments turnaround time |

Outcome Indicator 4: Owner - Chief Operations Officer

| Indicator Title | Average client service management |
|--|---|
| Definition | <p>The indicator measures the level of client experiences, calls handled, and visitors serviced at GPAA service centers. GPAA Service Centers are Mobile Offices, Roadshows, Retirement Member Campaigns and Call Centres</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> <p>Visitors serviced refers to clients who visited the GPAA Service Centres to receive services offered by the GPAA</p> |
| Source of data | GPAA Annual Reports |
| Method of Calculation / Assessment | <p>Average client service management = Total actual achievement (%) of client service management output indicators divided by total number of client service management output indicators</p> <p>List of indicators</p> <ol style="list-style-type: none"> 1. % of client satisfaction levels 2. % of first contact calls handled 3. % of visitors serviced |
| Assumptions | Availability of approved GPAA Annual Reports |
| Disaggregation of Beneficiaries (where applicable) | n/a |
| Spatial Transformation (where applicable) | n/a |
| Reporting Cycle | Mid-term & End of the strategic period |
| Desired performance | Improved client service management |

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