sassa

SOUTH AFRICAN SOCIAL SECURITY AGENCY

2024/25
ANNUAL REPORT

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at the right time and place. NJALO!

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RP270/2025

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PART A

GENERAL INFORMATION

1. SASSA'S GENERAL INFORMATION

THE SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA)

Physical Address of Head Office
SASSA House
501 Prodinsa Building
Corner Steve Biko and Pretorius Streets
Pretoria

Postal Address of Head Office
Private Bag X55662
Arcadia
Pretoria
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Contact Telephone Numbers
Switchboard: 012 400 2000
Toll free: 0800 60 10 11
Email address: GrantEnquiries@sassa.gov.za
Website address: www.sassa.gov.za

EXTERNAL AUDITORS
Auditor-General of South Africa (AGSA)

BANKERS' INFORMATION AND ADDRESSES

Bank	Physical Address	Postal Address
South African Reserve Bank (SARB)	370 Helen Joseph Street Pretoria 0002	PO Box 427 Pretoria 0001
First National Bank (FNB)	4 First Place 6th Floor Bank City Johannesburg 2001	Commercial Account Services Customers P O Box 1153 Johannesburg 2000

2. LIST OF ABBREVIATIONS/ACRONYMS

AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
BAC	Bid Adjudication Committee
B-BBEE	Broad-Based Black Economic Empowerment
BPR	Business Process Re-engineering
CDG	Care Dependency Grant
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIO	Chief Information Officer
COVID-19	Coronavirus Disease 2019
CPI	Consumer Price Index
CSG	Child Support Grant
DG	Disability Grant
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
EC	Eastern Cape
EE	Employment Equity
EM	Executive Manager
EME	Exempt Micro Enterprise
ENE	Estimates of National Expenditure
EXCO	Executive Committee
FCG	Foster Child Grant
FS	Free State
GIA	Grant-in-Aid
GP	Gauteng
GRAP	Generally Recognised Accounting Practice
HCM	Human Capital Management
HO	Head Office
ICT	Information and Communications Technology
IGPS	Integrated Grants Payments System
KZN	KwaZulu-Natal
LP	Limpopo
MoU	Memorandum of Understanding
MP	Mpumalanga
MSA	Master Service Agreement
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NC	Northern Cape
NDP	National Development Plan
NPS	National Payment System
NSFAS	National Student Financial Aid Scheme
NT	National Treasury
NW	North West
OAG	Old-Age Grant
OHS	Occupational Health and Safety
PFMA	Public Finance Management Act
PPPFA	Preferential Procurement Policy Framework Act
QMS	Queue Management System
REM	Regional Executive Manager
RFQ	Request for Quotations
SAPO	South African Post Office
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprise
SNBF	SASSA National Bargaining Forum
SOCPEN	Social Pensions System
SRD	Social Relief of Distress
WC	Western Cape
WVG	War Veterans' Grant

MS. NOKUZOLA GLADYS TOLASHE, MP
MINISTER OF SOCIAL DEVELOPMENT

3. FOREWORD BY MINISTER

As we enter the second year of the Seventh Administration under the leadership of the Government of National Unity (GNU), it is timely to reflect on the strategic and operational achievements of the South African Social Security Agency (SASSA). Established in terms of the SASSA Act, No. 9 of 2004, SASSA continues to fulfil its mandate of administering, managing, and paying social assistance with increasing efficiency and impact. Over the past year, the Agency has made notable progress in ushering in a new chapter focused on modernizing its systems, enhancing service delivery, and realigning its operations with national priorities such as poverty alleviation and ethical governance.

SASSA also administers the Social Relief of Distress (SRD) programme, which provides immediate support to individuals and households affected by disasters, food insecurity, and unforeseen life events. The COVID-19 SRD remains a key component of this programme, ensuring continued relief to vulnerable populations since its inception in 2020. The work of SASSA remains central to the national effort to combat poverty and now forms part of the Government of National Unity’s (GNU) strategic priorities particularly priority number two “Reduce Poverty and Tackle the High Cost of Living.” This priority is led by the National Department of Social Development and its Agencies, reinforcing the critical role of SASSA in delivering social protection to vulnerable citizens.

As committed in our maiden speech at the start of the Seventh Administration, we pledged to stabilise the Department and its Entities. In line with this commitment, the post of Chief Executive Officer at SASSA was filled shortly after becoming vacant. We are also on course to fill the vacant Regional Executive Managers (REMs) positions for Free State, Limpopo, and Northern Cape before the end of the second quarter of the current financial year. The remaining REMs posts for Gauteng and Western Cape are prioritised for completion within the same financial year. These strategic appointments are expected to enhance accountability and promote good governance across the Agency.

Through the Integrated Community Outreach Programme (ICROP), we are intensifying our reach to communities across the country. Feedback from beneficiaries has highlighted persistent challenges such as long queues at SASSA offices, the need to travel long distances to access services, and system downtimes that result in clients being asked to return the following day. We recognise that these frustrations carry financial and emotional costs for beneficiaries, and our response must be timely and considerate.

I am pleased to report that SASSA is making steady progress in implementing queue management systems across its offices. This tool enables us to monitor and manage client flow, measure time spent in offices and implement targeted interventions to reduce waiting times. By the end of March 2025, queue management systems had been rolled out in 113 offices, with an additional 269 offices scheduled for implementation during the current financial year

I have also directed SASSA to develop alternative service delivery models aimed at improving accessibility for both applications and payments within the current financial year. This initiative is particularly focused on accommodating beneficiaries in rural areas and regions facing infrastructure challenges. To support this, SASSA has commenced with bandwidth upgrades across its offices, prioritising local branches to reduce system downtime and minimise instances where clients are turned away without being served.

Our unwavering commitment to combat fraud and corruption remains a top priority. This will be reinforced by the rollout of a biometric system across all SASSA offices by the end of the financial year. The biometric system will apply to all grant types, including the COVID-19 Social Relief of Distress.

Over the past five years, the number of grants paid by SASSA has grown from 18 290 592 at the end of March 2020 to 19 255 361 by the end of March 2025. This figure excludes the approximately 9 million COVID-19 SRD beneficiaries. Combined, these grants bring the total number of individuals dependent on social transfers to nearly 28 million. The South African government now spend more than R266 billion annually (R267 billion for the 2024/25 audited cycle) to provide social assistance to citizens who are unable to support themselves and their dependents.

In conclusion, I extend my sincere appreciation to the Portfolio Committee on Social Development for its guidance throughout the reporting period. I also wish to thank the SASSA CEO, Themba Matlou, his management team, and the entire SASSA family for their continued dedication to fighting poverty and delivering on our mandate

Ms. Nokuzola Gladys Tolashe, MP

Minister of Social Development

MR MT MATLOU

CHIEF EXECUTIVE
OFFICER

4. CHIEF EXECUTIVE OFFICER'S OVERVIEW

The 2024/25 financial year became a transitional year from the 6th to the 7th Government Administration; it also marked the final year of implementation for the South African Social Security Agency (SASSA) 2020–2025 strategic plan. Therefore, the annual report will provide progress made in the past five years as well as the first year of the 7th Administration, as led by the Government of National Unity (GNU). I am pleased to present the 2024/25 Annual Report of the South African Social Security Agency (SASSA). As an Agency of the Department of Social Development (DSD), SASSA is entrusted with the responsibility of administering, managing and paying social assistance to people living in South Africa who are unable to support themselves and their dependants. This is done towards reaching the ultimate goal of poverty alleviation. The social assistance programme makes provision for income support for older persons, people with disabilities and children. It also provides Social Relief of Distress (SRD) to individuals and households in disastrous situations.

The 6th Administration was challenged by several factors, from disasters that are attributed to climate change, the COVID-19 pandemic, slow economic growth and high levels of unemployment that have a direct impact on the need for social assistance and national electricity supply. Our national government response to the COVID-19 pandemic through the COVID-19 Social Relief of Disaster (SRD) grant cushioned many people who lost their income during the pandemic period. This grant was introduced in May 2020 and has been further extended annually to include the current financial year ending March 2026. The value of the grant was improved from the initial R350 to the current R370.

SASSA's role in the implementation of the COVID-19 SRD grant was that of developing a system for the administration of the grant, including a database for the targeted population of 18- to 59-year-olds who are unemployed, with a low or no-income. A system that is wholly electronic was developed and implemented within the first iteration (2020) of the grant. The COVID-19 SRD grant applications are validated monthly through a verification process with various databases (GEPF, UIF, NSFAS, Commercial Banks, Correctional services, etc.) to ensure deserving applicants benefit from the grant. The system currently processes approximately 17 million applications, with an average of about 9 million approved monthly.

The challenges experienced by the Agency in the 2024/25 financial year include, among others, a report from two students at the University of Stellenbosch alleging vulnerabilities in the COVID-19 SRD grant system. The report was made public and presented to the Portfolio Committee on Social Development in Parliament. Subsequently, an investigation was conducted to identify any weaknesses that could potentially compromise the system's integrity. The results indicated areas for improvement, and SASSA is implementing remedial actions to ensure the integrity of the system is preserved. These actions include the roll-out of a biometric solution for beneficiaries of all grant types. For the 2025/26 financial year, SASSA has put aside a budget of about R50 million to enhance the Agency's cybersecurity posture and build the necessary capacity and capabilities to identify, prevent, and combat cyber-attacks against the infrastructure.

The advent of COVID-19 compelled us to accelerate our digitisation processes, as it was prohibited to have big crowds gathering in our offices. During this period, SASSA finalised the development of an online applications system for all grant types. The online system allows citizens to apply and upload information in the comfort of their homes or assisted by officials in our offices and/or self-help kiosks. SASSA also initiated a process to electronically store beneficiaries' records; the process serves as a backup plan during disasters such as fire and flooding. By the end of March 2025, more than 21 million records had been scanned. This process will be finalised in the 2025/26 financial year.

Since the 2022/23 financial year, SASSA has embarked on a project to install alternative power supply in the form of inverters, lithium batteries, solar panels and hybrid inverters at various service points. The main objective of this project was to minimise the impact of electricity load shedding that negatively affected service delivery. By the end of March 2025, about 342 offices were equipped with alternative power supply to allow frontline service delivery staff and critical services to continue operating during power cuts.

During the 6th Administration, the contract for the payment of social grants was ceded from the South African Post Office (SAPO) to South African Post Bank as is, following operational challenges faced by SAPO. Regrettably, in the 2023/24 financial year, SASSA and Post Bank could not agree on terms, particularly on the review of the Master Service Agreement (MSA) that led to the activation of the contract termination clause in January 2024 with an 18-month notice. The distribution of social grants continued, albeit with instances of non-compliance with the MSA. Social grants are paid through beneficiaries' personal bank accounts and merchants.

In the 2024/25 financial year, Post Bank encountered issues with the transition from gold cards to new black cards, causing significant distress within communities. This led to an influx of clients visiting SASSA offices to switch to other banks, resulting in operational pressures and backlogs in processing these requests. Among the solutions implemented, SASSA extended operating hours from 7 a.m. to 7 p.m. for several months. Offices were authorised to work extended hours to reduce accumulated backlogs. For beneficiaries who had not swapped their cards by the end of March 2025 the validity of the gold card was further extended to allow processing of payments without any inconvenience.

The fight against fraud and corruption remains a priority, in the 2024/25 financial year alone, 12 SASSA officials from three different regions (Gauteng, North-West and Eastern Cape) were implicated and arrested for social grants-related fraud and corruption. SASSA continues to cooperate with the Law enforcement agencies on these investigations.

Amidst all these challenges, the constitutional mandate of administering, managing, and paying social grants was met. By end of March 2025, SASSA was administering 19 255 361 social grants, an increase of approximately 5% from 18 290 592 at the end of March 2020. In addition, SASSA administers about 17 million monthly COVID-19 SRD grant applications with a 52% (9 million) approval rate. Combined, the normal social grants and the COVID-19 SRD grant increase the number of people dependent on social transfers to approximately 28 million.

SASSA received unqualified audit opinions from the Auditor-General of South Africa (AGSA) for the entire 6th Administration period (2019/20–2023/24) on its financial statements. Similarly, the Agency received an unqualified audit opinion for the 2024/25 financial year. The AGSA did, however, raise findings on both predetermined objectives and some areas within financial management. These matters were considered and included in the annual audit action plans for improved audit results.

SASSA's FINANCIAL OVERVIEW

The Agency manages its budget on a three-year rolling basis, updated annually to align with the Government's medium-term expenditure framework (MTEF). Guided by the National Treasury's advice during the MTEC process, the Agency follows established principles for budget allocation:

- No additional resources are provided, so planning is based on the current baseline.
- Any programme increases must be funded by reductions or reprioritisation within the Agency.
- Strategic reallocations should be informed by previous spending reviews and evaluations.

The budget allocations for the MTEF period, including the prior year.

Description	2023/24	2024/25	2025/26	2026/27	2027/28
	R'000	R'000	R'000	R'000	R'000
Original Allocation	7 970 261	7 910 237	7 772 816	8 121 952	8 479 232
General Reduction by NT	(400 000)	(461 800)	(2 000)	(5 000)	(5 000)
Additional for COVID-19 SRD admin cost	-	300 000	300 000	-	-
New Allocation	7 570 261	7 748 437	8 070 816	8 116 952	8 484 232
% Reduction on the original allocation	*-5%*	*-2%*	*0%*	*0%*	*0%*
R Y/Y increase/decrease	-	*178 176*	*322 379*	*46 136*	*367 280*
% y/y increase/decrease	-	*2%*	*4%*	*1%*	*5%*
Projected CPI rate	-	-	4.61%	4.14%	4.36%

As outlined in the table, the year-on-year budget increase between 2023/24 and 2024/25 amounted to R178 million, equivalent to 2%. This increment fell short of addressing the rising costs of goods and services, given the Consumer Price Index (CPI) of 4.4% during the period under review. Additionally, the budget had to accommodate salary increases mandated by the Public Service Coordinating Bargaining Council (PSCBC) for cost-of-living adjustments.

The Agency relies heavily on contracts with external service providers for essential operations, including grant disbursement, IT support, security services, cleaning, office accommodation, medical assessments, beneficiary records management, and ERP system support. These contracted services, combined with employee compensation, account for approximately 90% of the total budget. As a result, only 10% of the budget remains available for other critical operational needs, such as communication, travel, subsistence, and capital asset investments.

Revenue

During the reporting period, SASSA primarily generated revenue from the National Revenue Fund through monthly transfers facilitated by the National Department of Social Development, as part of the Department's Vote. Additionally, the Agency accrued revenue from various other sources, including fines and penalties, the sale of capital assets, interest earnings, the sale of wastepaper, parking fees, and miscellaneous streams. The total revenue amounted to R7.773 billion, of which R7.748 billion was contributed by the National Revenue Fund, with the remaining balance derived from these secondary sources.

Expenditure

Expenditure for the period ending March 2025 reached 92%, indicating an overall underspending of 8%. Employee compensation spending achieved 98%, with the 2% underspending largely due to vacant funded positions at the close of the reporting period. Spending on goods and services reached 87%, reflecting significant underspending in areas such as ICT services and travel.

The reduced number of beneficiaries serviced through Postbank during the year decreased the cost of social assistance fees, contributing to the overall budget underspending. ICT service expenditure, comprising mainly contracts, amounted to 94%, leaving a 6% underspending. This underspending was driven by lower-than-expected costs for SITA services, particularly SOCPEN hosting and Livelink services, both of which are billed based on actual work performed.

Additionally, travel expenditure was notably below budget due to cost containment measures. Grant modernisation projects also contributed to underspending, as these were still in various stages of implementation by the financial year's end. The projects were funded using savings accrued from cash-handling fees during the third quarter of the financial year.

Programme Expenditure

SASSA's budget is split into two parts: Benefits Administration (60%) and Administration (40%). Benefits Administration covers costs for disbursing social grant benefits. Administration covers support functions necessary for operations.

IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

Irregular Expenditure

In the previous financial year, SASSA disclosed an irregular expenditure amounting to R75.7 million. In the year under review, 2024/25, National Treasury condoned R21.9 million of this amount, while R43.9 million was finalised and removed by the Accounting Authority in line with paragraphs 5.7 and 5.8 of the National Treasury PFMA Compliance and Reporting Framework implemented effective January 2023.

Fruitless and Wasteful Expenditure

In the previous financial year, SASSA disclosed fruitless and wasteful expenditure amounting to R84.3 million, which mainly consisted of the four material cases from the previous years. One case of R3.5 million has been decided by the Supreme Court of Appeal, where the affected person was ordered to pay SASSA an amount of R2 million, while other persons were not found liable for the remaining amount of R1.5 million. The Agency is in the process of finalising this remaining amount through loss control processes. There is no significant progress on the other three cases, as the agency is awaiting a legal process to conclude as well as the liquidation process for the R74.8 million case.

Supply Chain Management

The Supply Chain Management (SCM) environment is fairly stable with systems in place that are compliant with the Constitution of the Republic, Section 217. SCM and the Preferential Procurement policy, SCM delegations and SCM Standard Operating Procedures are in place and were reviewed in alignment with Regulations and Treasury Instructions as and when issued. The control environment has proven to be adequate, as measures are in place to prevent, detect, record, and report irregular expenditure resulting from non-compliance with the legislative framework. Treasury conducted workshops on SCM processes, bid committees, and the Irregular Expenditure Framework for critical role players in the SCM value chain.

Risk assessment, being the inherent part of the SCM processes, informs the review of compliance checklists, which are in place and fully aligned with all compliance requirements for pre-audits as a prevention strategy for irregular expenditure. Post audits are also done on a half-yearly basis as a detection strategy to ensure that all irregular expenditure is accounted for in the register for completeness of disclosure in the AFS. This depicts the level of awareness coupled with adherence to controls that are in place and, as such, yield intended results. There is room for improvement towards an unqualified audit with no findings. Therefore, continual communication and improvement of controls are ongoing initiatives.

SASSA did not conclude any contract in the year of reporting through the procurement strategy of unsolicited bids.

B-BBEE verification was conducted for the 2024/25 financial year; among the findings is non-compliance with supplier development. SASSA has benchmarked with other organs of state on how they approach this element. Based on the benchmark results, SASSA is implementing some of the lessons.

Inventories

SASSA recognises and values inventory through the First-in-First-Out (FIFO) principle. The value of inventory as at 31 March 2025 is R37 million compared to R34 million in the previous year. This represents an increase of approximately 10%.

Discontinued Activities or Activities to be discontinued

No significant portion of SASSA’s operations was discontinued during the year under review.

Assets Management

SASSA invested in new assets, property, plant and equipment, and intangible assets to the value of R266 million and recorded them in the Fixed Assets Register. The Agency reports on the Generally Recognised Accounting Practice (GRAP) standards and complies with its requirements.

The carrying value of the Agency's assets portfolio is indicated below (this includes the intangible assets portfolio):

	OPENING BALANCE AT CARRYING VALUE	PRIOR PERIOD ERROR	ADDITIONS AND TRANSFERS	DISPOSALS	DEPRECIATION AND AMORTISATION	TOTAL VALUE
	(R)	(R)	(R)	(R)	(R)	(R)
TOTAL	1 113 022 883	(9 344 672)	266 341 507	(24 700 697)	(129 334 517)	1 225 329 176

Finally, I take this opportunity to acknowledge the resolute support of the SASSA staff in the implementation of the mandate of the Agency, the support and guidance received from the Audit Committee, and the leadership provided by the Minister, Deputy Minister of Social Development and the Director-General in ensuring that South African citizens who are unable to support themselves and their dependants are assisted to meet their basic needs.

MR M T MATLOU

ACCOUNTING AUTHORITY

DATE: 30 July 2025

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF THE ACCURACY OF THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed in the Annual Report are consistent with the Annual Financial Statements audited by the Auditor-General of South Africa (AGSA).

The Annual Report is complete, accurate and free from any omissions.

The Annual Report has been prepared in accordance with the Guidelines on Annual Reports as issued by the National Treasury.

The Annual Financial Statements (Part F) have been prepared in accordance with the GRAP standards, including any interpretations, guidelines and directives issued by the Accounting Standards Board applicable to the public entity.

The Accounting Authority is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information.

The Accounting Authority is responsible for establishing and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the Annual Financial Statements.

The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

In my opinion, the Annual Report fairly reflects the operations, performance information, human resources information and financial affairs of the public entity for the financial year ended 31 March 2025.

Yours faithfully,

MR M T MATLOU

ACCOUNTING AUTHORITY

DATE: 30 July 2025

6. STRATEGIC OVERVIEW

6.1 Vision

A leader in the delivery of social security services.

6.2 Mission

Provide social security and related services to eligible people in South Africa.

6.3 Values

SASSA's values are:

- Integrity – being honest, accountable, reliable, and showing high moral values.
- Compassion – showing sympathy and concern; embodying heart for all stakeholders and beneficiaries.
- Fairness – treating everyone equally.
- Respect – showing due regard for the rights and obligations of others.

6.4 Principles Guiding How We Work

SASSA operates according to the Batho-Pele principles, having institutionalised the following:

- Transparency – being open in all communication and engagements.
- Professionalism – observing the highest standards with respect to being reliable, delivering work of the highest quality, on time, and behaving in a manner worthy of the SASSA creed.
- Customer-centric – putting customer needs at the forefront of everything we do.
- Confidentiality – being respectful of the need to safeguard confidential information.
- Courtesy – being polite, civil, and showing good manners to all we engage with.
- Responsibility – doing what is expected of us to do.
- Accountability – taking ownership for our actions.

6.5 SASSA's Relevance and Value Add

SASSA is relevant and adds value because it:

- Contributes to poverty alleviation.
- Contributes to individual social well-being.
- The delegated Agency mandated to administer social assistance.
- Provides a safety net to the most vulnerable.

6.6 SASSA Strategic Outcomes

SASSA's strategic outcomes as published in the 2020–2025 strategic plan remains unchanged; they are:

- Reduced levels of poverty;
- Economic transformation – empowered individuals and sustainable communities;
- Improved customer experience; and
- Improved organisational efficiencies.

7. LEGISLATIVE AND POLICY MANDATES

7.1 Constitutional Mandate

Constitution, 1996 (Act 108 of 1996)	How SASSA Contributes
In terms of section 27(1): “Everyone has the right to have access to: a. health care services, including reproductive health care; b. sufficient food and water; and c. social security, including if they are unable to support themselves and their dependants, appropriate social assistance.”	• SASSA contributes to this mandate by providing the institutional platform for the implementation of section 27 (1) (2) (c) and further creates channels for eligible beneficiaries to access their social grants.

7.2 Legislative Mandate

Legislation	How SASSA Contributes
THE SOCIAL ASSISTANCE ACT, 2004 (ACT. NO. 13 OF 2004 AS AMENDED)	
“The objects of this Act are to *inter alia*— a. provide for the administration of social assistance and payment of social grants; b. make provision for social assistance and to determine the qualification requirements in respect thereof; c. ensure that minimum norms and standards are prescribed for the delivery of social assistance.”	• SASSA administers social assistance in terms of Chapter 3 of the Social Assistance Act and performs any function delegated to it under that Act.
THE SOUTH AFRICAN SOCIAL SECURITY ACT, 2004 (ACT NO. 9 OF 2004).	
The SASSA Act provides for the establishment of SASSA with the objective of ensuring the effective and efficient administration, management, and payment of Social Assistance. The Act further provides for the prospective administration of social security, including the provision of services and matters related thereto.	
Section 4(1) of the SASSA Act obligates SASSA to: a. administer social assistance in terms of Chapter 3 of the Social Assistance Act, 2004, and perform any function delegated to it under that Act; b. collect, collate, maintain and administer such information as is necessary for the payment of social security, as well as for the central reconciliation and management of payment of transfer funds, in a national database of all applicants for and beneficiaries of social assistance; c. establish a compliance and fraud mechanism to ensure that the integrity of the social security system is maintained; d. render any service in accordance with an agreement or a provision of any applicable law as contemplated in sub-section (4).”	• SASSA is responsible for processing grant applications to qualifying beneficiaries; ensuring consistent and effective monthly payment of social grants; maintaining a credible database for all grant beneficiaries. • SASSA is the sole custodian for the agreed platform and footprint to provide social assistance. • SASSA issues a payment file every month and has a beneficiary records management system for the payments made. • There are processes and systems to detect fraud, including internal control. • SASSA established a credible system to manage data.

Policy Directive	How SASSA Contributes
GUIDELINES FROM THE NATIONAL DEVELOPMENT PLAN, VISION 2030[1]	
According to the National Development Plan (NDP) 2030, South Africa needs to ensure that vulnerable groups and citizens are protected from the worst effects of poverty by 2030. The social protection measures proposed seek to support those most in need, including children, people with disabilities and the elderly. In addition, the NDP seeks to promote active participation in the economy and society for those who are unemployed and underemployed through labour market activation measures, employment services, income support programmes and other services to sustain and improve quality of life. The NDP recommends that the priority should be improving efficiency in the delivery of services, addressing exclusions by identifying and reaching those who are entitled to the existing benefits of social protection and reducing the administrative bottlenecks that prevent people from accessing benefits.	• SASSA is responsible for the provision of a basket of social assistance services (income support and safety net to the most vulnerable) and oversees services responding to the needs of the community. • In line with the requirement to address exclusions by identifying and reaching those who are entitled to the existing benefits of social protection, SASSA prioritised improving coverage for children below the age of one (1). • SASSA will implement measures to reduce the administrative bottlenecks that prevent people from accessing social assistance benefits.
7 PRIORITIES ADOPTED BY THE CABINET AND ALIGNED TO THE ELECTORAL MANDATE	
Priority 1: Economic Transformation and Job Creation Priority 2: Education, Skills, and Health Priority 3: Consolidating the Social Wage through Reliable and Quality Basic Services Priority 4: Spatial Integration, Human Settlements and Local Government Priority 5: Social Cohesion and Safe Communities Priority 6: A Capable, Ethical and Developmental State Priority 7: A Better Africa and World	• SASSA's core mandate is primarily linked to priority 3: "Consolidating the Social Wage through Reliable and Quality Basic Services." • SASSA will improve coverage of the social assistance programme, including for eligible refugees, with the objective to ensure that South Africans who are unable to support themselves and/or their dependents are not excluded.
SUSTAINABLE DEVELOPMENT GOALS AND MILLENIUM DEVELOPMENT GOALS	
Goal 1: No poverty Goal 2: End hunger, achieve food security Goal 5: Gender Equality	• Goal 1: SASSA will contribute to South Africa's target of ensuring that no South African lives below the extreme poverty line[2] by 2030. • Goal 2: SASSA will provide temporary relief of distress to individuals and households who are experiencing undue hardship due to disasters, loss of breadwinners, and so on. • Goal 5: SASSA will ensure that vulnerable groups such as women and children are prioritised when processing the social assistance programmes.
WHITE PAPER PROPOSALS	
Proposal 1: Establish a Social Protection Floor that Includes Social Welfare Proposal 6: Establish and Enforce Simple, Effective and Standardised Data Collection Proposal 16: Comprehensive Social Security	• Expand access of social grants to eligible citizens. • Implement integrated and standardised data collection processes. • Empower women- and disabled-driven Small, Medium and Micro Enterprises (SMMEs). • Link youth in SASSA's target beneficiary group to development opportunities.

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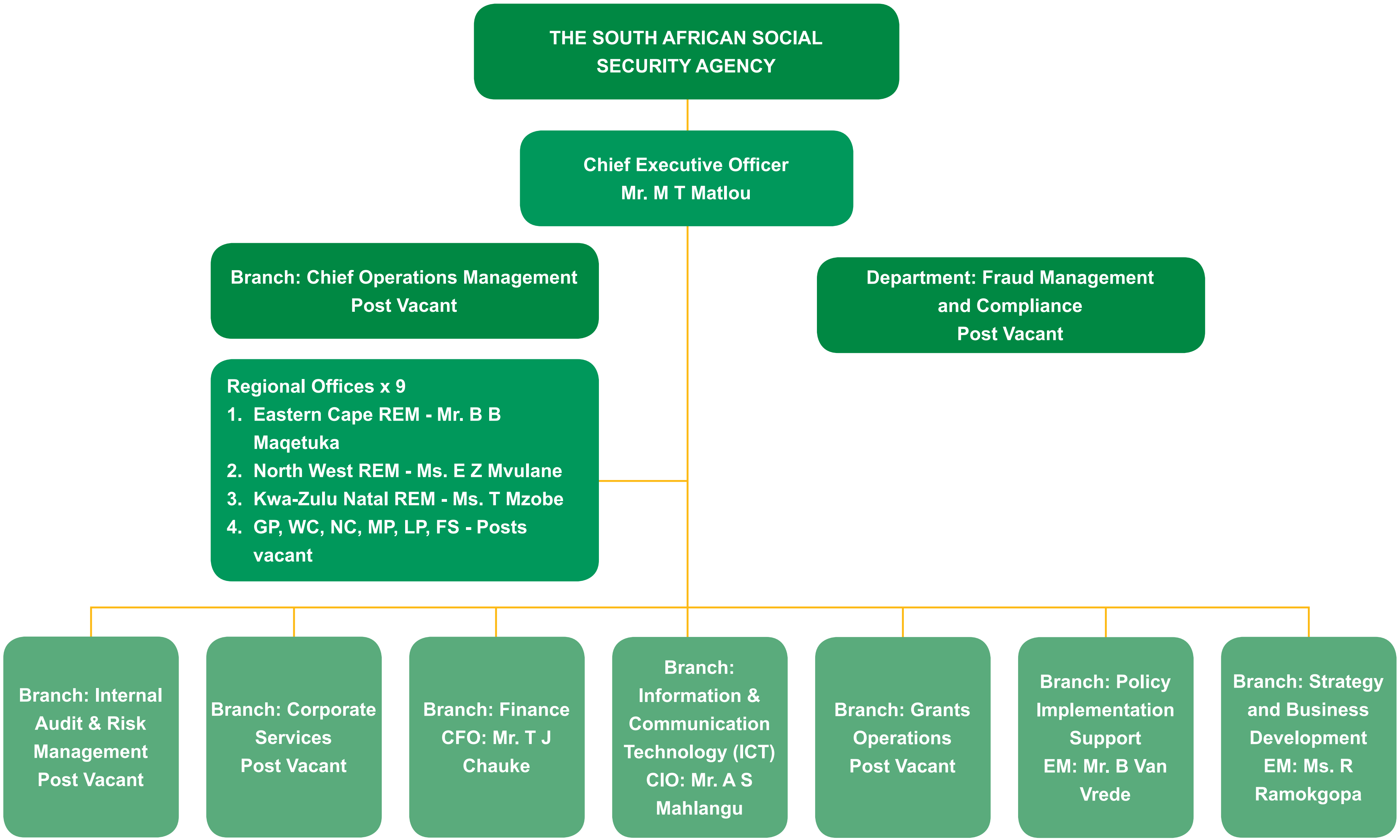
[1] National Planning Commission, 2012: National Development Plan 2030, South Africa. Chapter 11 (Social Protection)

[2] The National Poverty Lines, 2019 by Statistics South Africa determined the food poverty line to be R561 per person per month. This refers to the amount of money that an individual will need to afford the minimum required daily energy intake.

Policy Directive	How SASSA Contributes
PRESIDENTIAL DISTRICT CO-ORDINATION SERVICE DELIVERY MODEL	
The new District Development Model (Khawuleza - “hurry up”) seeks to synchronise planning by all spheres of Government and involve citizens and civil society in the development of South Africa’s 44 Municipal Districts and eight Metros.	• Strengthening the capacity of SASSA’s local and district areas. • Leveraging these offices to support the 44 municipal districts and the eight metros targeted by the President.
THE BROAD-BASED BLACK ECONOMIC EMPOWERMENT ACT, 2003 AS AMENDED (ACT NO. 53 OF 2003).	
The objectives of section 2 of the B-BBEE Act are to facilitate broad–based black economic empowerment through various interventions. SASSA reports annually on its compliance with the Broad-based Black Economic Empowerment (B-BBEE).	SASSA contributes toward broad-based black economic empowerment by: • Utilisation of the SRD budget (30%) to support qualifying small businesses and cooperatives. • Expand the procurement spent on other goods and services to increase support to qualifying women, youth, and people with disabilities. This will also cover the subcontracting as prescribed by the Preferential Procurement Policy Framework Act (PPPFA) and its regulations.

8. ORGANISATIONAL STRUCTURE



THE SOUTH AFRICAN SOCIAL SECURITY AGENCY

Chief Executive Officer
Mr. M T Matlou

Branch: Chief Operations Management
Post Vacant

Department: Fraud Management and Compliance
Post Vacant

Regional Offices x 9

1. Eastern Cape REM - Mr. B B Maqetuka
2. North West REM - Ms. E Z Mvulane
3. Kwa-Zulu Natal REM - Ms. T Mzobe
4. GP, WC, NC, MP, LP, FS - Posts vacant

Branch: Internal Audit & Risk Management
Post Vacant

Branch: Corporate Services
Post Vacant

Branch: Finance
CFO: Mr. T J Chauke

Branch: Information & Communication Technology (ICT)
CIO: Mr. A S Mahlangu

Branch: Grants Operations
Post Vacant

Branch: Policy Implementation Support
EM: Mr. B Van Vrede

Branch: Strategy and Business Development
EM: Ms. R Ramokgopa

PART B

PERFORMANCE INFORMATION

1. AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General of South Africa (AGSA) currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against Predetermined Objectives is included in the report to management, with material findings being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the Auditor's Report.

Refer to page 108 of the Report of the Auditor's Report, published as Part F: Financial Information.

2. OVERVIEW OF PERFORMANCE

2.1 Service Delivery Environment

SASSA's constitutional mandate is to administer, manage and pay social grants to all eligible people living in South Africa. The social assistance programme makes provision for older persons, people with disabilities and children, including social relief of distress to individuals and households experiencing sudden destitution. Social assistance is South Africa's largest safety net against destitution and poverty and promotes social and financial inclusion.

South Africa's economy has been experiencing prolonged low growth, with GDP increasing by an average of only 0.7% over the past decade. This growth remains insufficient to substantially boost employment, and socio-economic indicators are expected to remain weak. The population has grown faster than the economy, resulting in a decline in real income per capita to 2007 levels. Over the past decade, socio-economic challenges have intensified due to the weak economy, among other factors. Approximately 8 million people in the labour force are unemployed, representing 32.6% of the labour force. South Africa's Gini coefficient, which measures inequality, remains high at 0.63 (The World Bank, 2024)[3].

According to Statistics South Africa (Stats SA), in 2021, 80% (14.2 million) of nearly 17.9 million households in South Africa reported adequate access to food. However, 15% (2.6 million) and 6% (1.1 million) of households reported inadequate and severely inadequate access to food, respectively. These figures underscore the significant disparities in food security within the country. Rural areas, in particular, face challenges such as limited access to resources and infrastructure, contributing to higher levels of household food insecurity. Factors such as unemployment, poverty, and the effects of climate change, which disproportionately impact rural regions, exacerbate these disparities. Additionally, the COVID-19 pandemic and the ensuing economic crisis have led to job losses and higher food prices, further worsening the situation (Statistics South Africa, 2023)[4].

There is a wealth of global evidence supporting the positive impact of social grants, and South Africa's experience is no exception. These grants have helped to reduce child hunger and alleviate poverty across the nation. Social grants have a direct and profound effect on reducing child hunger. By providing families with a stable source of income, they ensure that children have access to adequate nutrition. This, in turn, has significant implications for the health and development of the younger generation, contributing to better educational outcomes and long-term well-being (Miyajima, 2023)[5]. SASSA's intervention in this regard is through the provision of children's grants (CSG, CDG, FCG, and CSG Top-up) to children under the age of 18. The children's grants are the highest of the total grants paid by SASSA (13 515 162).

During the period under review, adverse economic conditions led to more people needing social assistance; hence, approximately 1.8 million social grant applications were processed. SASSA was also able to increase the number of grants in payments, including grant-in-aid, from 19 137 524 at the end of March 2024 to 19 255 361 at the end of March 2025. This represents an overall growth of 1.62%. The continued roll-out of the COVID-19 SRD grant to individuals aged 18–59 who are unemployed and have no income played a central role in protecting individuals and households against the loss of income due to the serious implications of the COVID-19 pandemic. For the period 1 April 2024 to 31 March 2025, an accumulated 201 321 746 COVID-19 SRD grant applications were processed, with a monthly average of approximately 16.8 million. For the month of March 2025, approximately 9.2 million applications were approved.

Social grants remain a vital safety net, particularly in the poorest provinces. The percentage of households and persons who benefitted from a social grant increased from 12,8% in 2003 to 30,9% in 2019, before rising sharply to 39,4% in 2023 due to the introduction of the special COVID-19 SRD grant. The percentage of households that received grants concurrently increased from 30,8% to 50,0%. Grants were the second most important source of income (50,5%) for households after salaries (62,2%), and the main source of income for more than one-fifth (23,0%) of households nationally.

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[3] The World Bank (2024). The World Bank in South Africa. [online] The World Bank. Available at: https://www.worldbank.org/en/country/southafrica/overview.

[4] Statistics South Africa (Stats SA). (2023). *Focus on food inadequacy and hunger in South Africa in 2021*. [online] StatsSa.gov.za. Available at: https://www.statssa.gov.za/?p=16235.

[5] Ken Miyajima (2023). *The Link Between Social Grant and Employment in South Africa*. International Monetary Fund.

A larger percentage of households received grants compared to salaries as a source of income in Eastern Cape (65,4% versus 51,2%), Free State (64,5% versus 55,1%), and Limpopo (61,4% versus 48,9%). Grants were particularly important as a main source of income for households in Eastern Cape (37,0%), Limpopo (33,2%) and Free State (33,0%), (Statistics South Africa, 2023)[6].

Payment of social grants continued within the agreement between SASSA and Postbank. However, beneficiaries are gradually transitioning from Postbank cards to personal private bank accounts as their preferred method of payment. This change is facilitated by Social Assistance Regulation 23, which allows social grants beneficiaries the freedom to choose their payment method. At any time, they may request a change by submitting a formal request to SASSA. Switching to private banks offers several advantages, including the ability to visit branches directly for enquiries about products and services. In contrast, Postbank lacks physical infrastructure, limiting beneficiaries to call centre enquiries, an approach that poses challenges, particularly for elderly individuals. Although SASSA assists by making enquiries on their behalf, responses are not always immediate. To address payment accessibility in rural areas, SASSA is in the process of implementing the Alternative Payment Access (APA) solution. This initiative aims to reduce travel distances for beneficiaries seeking access to the National Payment System (NPS). The solution will empower local small businesses to facilitate transactions through Point of Sale (POS) devices, enabling beneficiaries to purchase goods, access cash, and obtain essential services conveniently within their communities.

Despite its successes, South Africa’s social grant system faces several challenges. Efficient delivery mechanisms, prevention of fraud and abuse are ongoing concerns that require continuous attention and innovation. SASSA faced allegations regarding the vulnerability of the COVID-19 SRD grant application and payment system. In response, an independent investigator was appointed to conduct a comprehensive review of the SRD grant system. The key findings of the report revealed vulnerabilities in authentication and data protection mechanisms, as well as the existence of public-facing fraudulent websites designed to mislead beneficiaries and harvest their information.

SASSA has started implementing some of the recommendations from the investigation reports on a short-term basis. One of the key measures includes reconfiguring the web server configuration files to mitigate identified risks and prevent external manipulation of the webpage. Additionally, the system’s firewall has been upgraded to a newer version to enhance protection against unauthorised access, data breaches, remote code execution, and service disruptions associated with older versions. Furthermore, regular scheduled patch management processes will be enhanced to ensure ongoing security and stability.

Table 1 below shows the uptake rates of different grant types over the past five years. The number of social grants increased from 18 440 572 to 19 255 361 during the period between April 2020 and March 2025. This represents a 4.4% growth over the period and was mainly driven by the CSG (13 117 004), the Old-Age Grant (OAG) (4 163 720), and Disability (1 049 646), which showed significant upward trends over these years due to policy changes and an improved outreach programme.

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[6] Statistics South Africa (Stats SA). (2023). *General Household Survey 2023*. Retrieved from [Link: Statssa website https://www.statssa.gov.za/publications/P0318/GHS%202023%20Presentation.pdf

Table 1: **Number of social grants per grant type, 2020/21-2024/25**

Grant type	2020/21	2021/22	2022/23	2023/24	2024/25
Old Age	3 722 675	3 774 604	3 886 708	4 041 763	4 163 720
War Veterans	40	25	15	9	7
Disability	997 752	1 004 798	1 035 437	1 056 270	1 049 646
Grant-in-Aid	267 912	283 771	328 507	401 761	526 826
Care Dependency	150 151	153 768	156 982	165 764	173 400
Foster Child	309 453	294 031	274 130	253 256	224 758
Child Support	12 992 589	13 166 342	13 147 937	13 218 701	13 117 004
Total	**18 440 572**	**18 677 339**	**18 829 716**	**19 137 524**	**19 255 361**
Annual Growth	-	1.28%	0.82%	1.63%	0.62%

Table 2: **Social grant expenditure per grant type (R'000), 2020/21-2024/25**

Grant type	2020/21	2021/22	2022/23	2023/24	2024/25
OAG	81 024 952	84 102 284	90 655 247	98 515 264	106 753 032
WVG	1 101	704	518	289	203
DG	23 031 721	24 081 504	25 385 839	27 000 240	28 478 146
FCG	4 783 110	4 373 497	4 162 140	4 056 907	3 850 637
CDG	3 445 776	3 492 803	3 770 622	4 111 793	4 521 429
CSG	85 590 843	72 666 743	76 441 385	80 410 353	84 081 051
GIA	1 311 643	1 529 872	1 778 716	2 195 008	2 981 323
SRD	224 781	139 789	184 020	276 539	369 191
COVID-19	19 543 008	32 330 702	30 221 747	33 470 841	34 907 108
CSG Top-Up	-	-	135 907	495 365	772 618
Total	**218 956 935**	**222 717 897**	**232 736 141**	**250 550 482**	**266 714 738**

Table 3: **Number of social grants per grant type and region as at 31 March 2025**

Region	Care Dependency Grant	Child Support Grant	Disability Grant	Foster Care Grant	Grant-in-Aid	Old Age Grant	War Veteran's Grant	Grand Total
EC	25 870	1 929 012	179 117	47 649	72 762	638 373	-	2 892 783
FS	10 379	701 199	73 369	14 390	21 444	236 724	-	1 057 505
GP	25 146	2 035 582	125 984	30 561	34 672	800 241	2	3 052 188
KZN	42 734	2 980 054	223 545	36 457	176 059	815 602	2	4 274 453
LP	19 216	1 988 224	100 191	27 570	71 310	537 794	-	2 744 305
MP	13 205	1 199 322	81 034	11 922	38 612	300 303	-	1 644 398
NC	6 419	337 089	53 531	7 574	42 511	101 234	-	548 358
NW	11 563	917 517	61 736	17 425	34 300	307 574	1	1 350 116
WC	18 868	1 029 005	151 139	31 210	35 156	425 875	2	1 691 255
Total	**173 400**	**13 117 004**	**1 049 646**	**224 758**	**526 826**	**4 163 720**	**7**	**19 255 361**

At the end of March 2025, there were 13 543 802 beneficiaries receiving 19 255 361 social grants: 11 092 317 were females, and 2 451 485 were males. The highest number of beneficiaries is in KZN at 4.3 million, followed by GP at 3.0 million and EC and LP at 2.9 million. The highest number of grant recipients are the CSG at 13 027 299, followed by the OAG with 4 163 720 grants. Approximately 1.5 million beneficiaries are between the ages of 30-34, followed by 1.5 million between the ages of 35-39, including 60-64 years. While the CSG has shown a positive impact on school enrolments, its increase is cause for concern, as most of the recipients are young mothers who have left school, and some have never returned to complete their schooling.

2.2 Organisational Environment

The SASSA Strategic Plan 2020–2025 entered its fifth year of implementation in the 2024/25 financial year. Four outcomes are outlined in the strategic plan: Reduced levels of poverty; Economic transformation—empowered individuals and sustainable communities; Improved customer experience; and Improved organisational efficiencies. Progress in implementing these outcomes is discussed in Section 2.4

In December 2024, SASSA's CEO, Ms Busisiwe Memela-Khambula, was suspended on full pay pending an investigation into her appointment. Ms Memela-Khambula was serving a 12-month extended employment contract after completing her five-year initial period, the extension was due to expire in May 2025. Mr MT Matlou, the Regional Executive Manager for Gauteng, was appointed as the Acting CEO. Mr Matlou remained the acting CEO at the end of the financial year.

Mr Bandile Maqetuka was reinstated into his substantive position as the Regional Executive Manager (REM) for the Eastern Cape Region, following the labour relation process. He resumed his duties in January 2025.

The current SASSA Operating Model is that of Head Office, Region, District and Local Office. In line with this model, there were four regions with permanently appointed Regional Executive Managers (REMS) (namely, NW, GP, and KZN), while acting arrangements for the other five regions (namely, MP, LP, NC, FS and WC) were put in place to enable effective operations and service delivery. These positions, including that of the CEO were advertised in February 2025.

SASSA is configured into two Programmes:

Programme 1: Administration

The Administration programme provides leadership as well as management and support services. These include the following sub-programmes: Executive Management, Fraud and Compliance Management, Internal Audit and Risk Management, Communications and Marketing, Corporate Services, Financial Management, Information and Communication Technology, and Strategy and Business Development.

Programme 2: Benefits Administration and Support

The Benefits Administration and Support programme provides the grant administration service and ensures that operations within SASSA are integrated. The programme manages the full function of grant administration from application to approval and beneficiary maintenance.

2.3 Key Policy Developments and Legislative Changes

There were no key policy developments and legislative changes in the 2024/25 Financial Year. However, an amendment was made relating to COVID-19 SRD Regulations. The amendment was for the increase of the monthly COVID-19 SRD grant from R350 to R370 per person and was payable for the months in the period 1 April 2024 to 31 March 2025.

2.4 Progress Towards Achievement of Institutional Impacts and Outcomes

SASSA's strategic outcomes as published in the 2020–2025 Strategic Plan remain unchanged; they are:

2.4.1 Reduced levels of poverty

The outcome's focus is to provide income support to people who are unable to support themselves and/or their dependents, targeting older persons, persons with disabilities, and children. This is done through the provision of a basket of social assistance services, social relief of distress to individuals and households (now including the COVID-19 SRD grant), and the removal of barriers that limit entry for eligible social grant beneficiaries, in particular children below the age of 1. The social grants paid by SASSA increased from 18 440 572 at the end of March 2020 to 19 255 361 at the end of March 2025. This is 99% performance against a revised projected (19 501 748) number of grants in payment for the 2024/25 financial year. These grants are dominated by CSG with 13 117 004 grants, followed by the Old-Age Grant (OAG) with 4 163 720 grants and the Disability Grant with 1 049 646 grants.

Towards closing the exclusion gap for the children below the age of 1. SASSA continued to collaborate with other government institutions such as the departments of Home Affairs and Health to ensure that deserving children are enrolled for social grants in their early days after birth. By the end of March 2025, there were 421 017 children in receipt of children's grants against the targeted 530 495 children.

SASSA continued with the provision of SRD. This was done through the normal SRD and the COVID-19 SRD grants. For the normal SRD grant, 667 697 applications were awarded at a cost of R1.3 billion between the period 2020 and 2025. The awards were issued to individuals and households affected by disastrous situations; they were in different forms, ranging from cash, vouchers, and school uniforms.

In line with the further extension of the COVID-19 SRD grant to the end of March 2025, SASSA continued to process applications for this grant to benefit eligible people living in South Africa. This grant was first implemented in May 2020 for six months, thereafter further extensions were pronounced yearly and including the end of March 2025. For this period, approximately 17 million applications are administered by SASSA monthly.

In ensuring that we pay the right beneficiary at the right time, SASSA ensured that at least 99.98% transfers were effected into beneficiaries' bank accounts, hosted either by Postbank or any other commercial banks.

2.4.2 Economic transformation – empowered individuals and sustainable communities

The goal of the outcome is to help recipients of social grants become more self-sufficient by facilitating their access to economic and development opportunities. The collaboration between SASSA, the Department of Education, and the National Student Financial Aid Scheme (NSFAS) in financially assisting social assistance beneficiaries to further their tertiary education demonstrates the government's commitment to using education as a tool for long-term social development and economic growth. The purpose of the collaboration is to ensure that these beneficiaries are not subjected to a further means test. Approximately 3.2 million beneficiaries who wrote the National Senior Certificate (NSC) or matric over the course of four years were referred to NSFAS and DSD for financial support. In addition, this outcome aims at economically empowering SMMEs, cooperatives and qualifying women, youth, and persons with disabilities in line with the PPPFA. For the period 2020 to 2025, procurement was spent (16% against a 5% target) through the designated enterprises with 51% or more ownership, i.e., black women, black youth, and black people with disabilities (in line with the PPPFA). An amount of R641 million procurement was spent against the R4 billion goods and services budget.

2.4.3 Improved customer experience

The implementation of this outcome is intended to improve the quality of services provided and ensure customers are not inconvenienced. This covers the gradual reduction of time taken to process social grant applications and the time taken to resolve customers' enquiries and disputes. The goal set by SASSA in the five-year Strategic plan was to progressively reduce the processing time of social grant applications to one day.

SASSA improved the time spent processing social grant applications from 10 days in 2020/21 to seven days in 2024/25. For the 2024/25 financial year, 91% (1 657 935 of 1 830 936) of new grant applications were processed within seven days, a significant number (62%) of these applications were completed within one day. Furthermore, SASSA has progressively implemented a Queue Management System (QMS) in 118 offices since the 2022/23 financial year to measure and improve the time spent by citizens in a SASSA local office.

With a 92% resolution rate, the average time to respond to an enquiry has improved from 21 days to five days during the past five years. Regarding the disputes, a comparable trend was noted, with a reduction in the time required to settle customer disputes from 21 days to 14 days at a resolution rate of 97% against an 80% resolution rate as stipulated in the Strategic plan.

2.4.4 Improved organisational efficiencies

The outcome is to improve institutional capability to address a shortage of critical skills and automation of business processes. SASSA has prioritised the automation of the social grant processes, which include scanning of beneficiary records, online grant application solutions, and implementation of beneficiary biometrics in the five-year period. To date, most SASSA local offices have a scanning infrastructure in place to assist with ongoing and backlog scanning of beneficiary records. Over 20 million beneficiary records were scanned. This contributes towards automation of beneficiary records, ensuring the security and preservation of beneficiary data by reducing the risk of physical damage or loss.

An online grant application solution was developed, and several grant types can be processed through this platform. These grant types are OAG, FCG, CSG, CDG, GIA, and COVID-19 SRD grant and the Disability Management module. SASSA's aim is to reduce face-to-face applications by at least 30% in two years. This goal is expected to decrease congestion at physical offices, enhance accessibility for applicants, and ensure a more efficient and transparent process.

SASSA has demonstrated its commitment to enhancing the security and efficiency of its operations through the adoption of biometric solutions. This innovative approach aims to authenticate both system users, which include employees and beneficiaries, ensuring that the right individuals receive the right benefits while minimising fraudulent activities. The biometric solution for employees was rolled out and successfully piloted, whereby time and motion studies to measure time taken to enrol beneficiaries were undertaken. A full roll-out is planned for the 2025/26 MTEF period.

3. INSTITUTIONAL PROGRAMME: PERFORMANCE INFORMATION

3.1 Programme 1: Administration

3.1.1 Purpose

To provide leadership, management, and support services to SASSA.

3.1.2 Description

This programme aims to ensure effective leadership and administrative support services within SASSA. The programme consists of the following sub-programmes:

- **Executive Management:** This sub-programme comprises the Office of the CEO and related support services, including Fraud and Compliance Management, Communication, and Marketing and Legal Services.
- **Internal Audit and Risk Management:** This sub-programme is responsible for providing internal audit assurance and risk management services.
- **Corporate Services:** The main responsibility of this sub-programme is to provide corporate support services to the organisation. It comprises Human Capital Management, Facilities Management, Security Services and Auxiliary Support Services. The sub-programme is also responsible for ensuring the provision and maintenance of suitable office space, lease administration and cleaning services.
- **Financial Management:** The sub-programme prepares financial plans and monitors national and regional budgets and expenditure. It is also responsible for managing the Agency's accounting and procurement system.
- **Information and Communication Technology (ICT):** This sub-programme ensures the development of ICT systems to support key business processes and effective utilisation of related solutions.
- **Strategy and Business Development:** This sub-programme is responsible for effective planning, improving operational efficiency and overseeing the implementation of policies through monitoring and evaluation as well as the development of new products.

3.1.3 Outcomes Relevant to Programme 1

- Economic transformation – empowered individuals and sustainable communities;
- Improved customer experience; and
- Improved organisational efficiencies.

3.1.4 Key Achievements

Programme 1 had 18 targets planned for this financial year, of which 12 (67%) were achieved.

During the period under review, AGSA undertook an audit for the 2023/24 financial year of both AFS and Predetermined Objectives, wherein an unqualified audit was obtained. There was, however, a finding on the usefulness and reliability of the reported performance information. The finding is being monitored.

Towards enhancing the efficiency and effectiveness of fraud prevention, detection, investigation, and resolution within SASSA, a total of 478 cases of fraud and corruption were reported during the reporting period. SASSA investigated and finalised 99% (478 of 483) of these cases against a target of 90%.

The implementation of consequence management resulted in SASSA finalising 91% of the received labour relations (current) cases (337 of 370), reflecting an overachievement of the planned target of 60%, and 73% (30 of 41) of labour relations (backlog) cases were also finalised, reflecting an overachievement of the planned target of 70%. Effective consequence management serves as a deterrent to prevent further wrongdoing.

SASSA has made efforts to improve office accommodation and working conditions in 109 offices against a planned target of 63. Most improvements were in relation to the provision of dignity services and the procurement of alternative power supply equipment.

The front-end web-based system (online grants application system) was successfully configured to enable the intake of all social grant applications. The front-end web-based system was implemented in at least 403 local offices, surpassing the initial target of 27.

In ensuring economic development, 6.58% of procurement was spent through the designated enterprises with 51% or more ownership, i.e., black women, black youth, and black people with disabilities (in line with PPPFA), against a planned target of 5%. R107 million procurement was spent against R1.56 billion of goods and services budget.

Table 4: **Programme 1: Administration - Report against the Tabled Annual Performance Plan**

Programme 1: Administration									
No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2022/2023**	**Audited Actual Performance 2023/2024**	**Planned Annual Target 2024/2025**	**Actual Achievement 2024/2025***	**Deviation from Planned Target to Actual Achievement for 2024/25**	**Reasons for Deviations**
1.	Improved organisational efficiency.	Effective financial management.	Unqualified audit outcome received.	**Achieved** SASSA received an unqualified Audit opinion for the 2021/22 Financial Year.	**Achieved** SASSA received an unqualified Audit opinion for the 2022/23 Financial Year.	Unqualified audit outcome received.	**Achieved** SASSA received an Unqualified Audit Opinion for the 2023/24 Financial Year.	None	None
2.	Improved organisational efficiency.	Cost of administering social grants.	Average cost of administering social assistance.	**Achieved** Average cost of administering social assistance was R22 per beneficiary. The total SASSA's administrative expenditure was R7.2 billion and there were 27.3 million *(18.8 million normal grants plus 8.5 million COVID-19 SRD grant)* beneficiaries at the end of March 2023.	**Achieved** Average cost of administering social assistance was **R22** per beneficiary. The total SASSA's administrative expenditure was R7.3 billion and there were 28 million *(19.1 million normal grants in payment plus 7.9 million COVID-19 SRD grants paid in March 2024)* grants paid at the end of March 2024.	Average cost of administering social assistance projected at below R37.	**Achieved** The average cost of administering social assistance was **R22** per beneficiary. The total SASSA's administrative expenditure was R7 billion, and the social assistance expenditure was R267 billion, with 26.3 million grants paid at the end of March 2025. **Grant Numbers** Social grants in-payment - March 2025. — 19.2 million COVID-19 SRD Grant paid in March 2025. — 7.1 million **Total** — **26.3 million**	R15	Beneficiaries receive their benefits through the National Payment System and the NPS payment channels are less expensive.
3.	Improved organisational efficiency.	Cost of administering social grants.	Administration cost as a percentage of social assistance transfers' budget.	**Achieved** Administration cost of social assistance transfers budget was 3.1% of the total social grants budget. SASSA's administrative expenditure was R7.2 billion against R233 billion social assistance actual expenditure.	**Achieved** Administration cost of social assistance transfers budget was **3%** of the total social grants budget. SASSA's administrative expenditure was R7.3 billion against R251 billion social assistance actual expenditure.	Administration cost as a percentage of social assistance transfers budget projected at below 5%.	**Achieved** Administration cost of social assistance transfers budget was 2.6% of the total social assistance expenditure. SASSA's administrative expenditure was R7 billion against R267 billion social assistance actual expenditure.	2.4%	Beneficiaries receive their benefits through the National Payment System and the NPS payment channels are less expensive.

<table>
<tr><th colspan="10">Programme 1: Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr>
<td>4.</td>
<td>Improved organisational efficiency.</td>
<td>Effective financial management.</td>
<td>Percentage of social assistance debts recovered and/or written-off.</td>
<td>Achieved
43.75% (R345 million of R789 million) of social assistance debts were recovered and submitted for a write-off to the Department of Social Development and National Treasury.
Recovery = R11 million
Write-off submitted and approved = R334 million (R328 million actual write-off)</td>
<td>Achieved
6% (R32 million of R543 million of social assistance debts was collected and/or written-off.
Recoveries: R14 million
Write offs: R18 million
A collective achievement from the nine regions is detailed below.
Contribution by Regions:
<table>
<tr><th>Region</th><th>Debt book (R)</th><th>Amount Collected/ written off (R)</th><th>Percentage (%)</th></tr>
<tr><td>EC</td><td>75 798 860.11</td><td>5 371 152.98</td><td>7</td></tr>
<tr><td>FS</td><td>18 762 763.72</td><td>2 111 579.24</td><td>11</td></tr>
<tr><td>GP</td><td>42 894 128.96</td><td>1 387 065.50</td><td>3</td></tr>
<tr><td>KZN</td><td>284 268 278.5</td><td>3 100 312.87</td><td>1</td></tr>
<tr><td>LP</td><td>55 153 677.47</td><td>6 454 323.59</td><td>12</td></tr>
<tr><td>MP</td><td>20 901 100.33</td><td>7 937 883.97</td><td>38</td></tr>
<tr><td>NC</td><td>14 621 865.45</td><td>1 019 716.02</td><td>7</td></tr>
<tr><td>NW</td><td>19 677 324.59</td><td>2 160 043.62</td><td>11</td></tr>
<tr><td>WC</td><td>11 366 025.61</td><td>2 521 670.30</td><td>22</td></tr>
<tr><td>Total</td><td>543 444 025.43</td><td>32 063 748.09</td><td>6</td></tr>
</table>
</td>
<td>5% of social assistance debts recovered and/or written-off.</td>
<td>Not Achieved.
3.36% (R22 million of 646 million) was collected.
A collective achievement from the nine regions is detailed below.
Contribution by Regions:
<table>
<tr><th>Region</th><th>Debt book (R)</th><th>Amount Collected/ written off (R)</th><th>Percentage (%)</th></tr>
<tr><td>EC</td><td>71 824 667.58</td><td>2 216 705.31</td><td>3.09</td></tr>
<tr><td>FS</td><td>32 438 214.14</td><td>1 502 015.17</td><td>4.63</td></tr>
<tr><td>GP</td><td>80 331 306.99</td><td>4 169 811.28</td><td>5.19</td></tr>
<tr><td>KZN</td><td>289 599 031.77</td><td>1 680 518.90</td><td>0.58</td></tr>
<tr><td>LP</td><td>91 582 011.84</td><td>6 269 694.71</td><td>6.85</td></tr>
<tr><td>MP</td><td>27 747 103.85</td><td>2 196 328.59</td><td>7.92</td></tr>
<tr><td>NC</td><td>17 620 942.24</td><td>1 277 027.24</td><td>7.25</td></tr>
<tr><td>NW</td><td>21 176 360.84</td><td>1 613 372.96</td><td>7.62</td></tr>
<tr><td>WC</td><td>13 273 022.87</td><td>745 742.44</td><td>5.62</td></tr>
<tr><td>Total</td><td>645 592 662.12</td><td>21 671 216.60</td><td>3.36</td></tr>
</table>
</td>
<td>(1.64)</td>
<td>• The majority of the debtors are also social grant beneficiaries (including COVID-19 SRD grant database) who rely solely on the grant money and are therefore not able to pay.
• Approval to use saving from social assistance grant funds to write-off R117 million social assistance debt in 2024/25 was not approved by National Treasury due to projected overspending on Social Assistance grants and R370 SRD budget.</td>
</tr>
</table>

<table>
<tr><th colspan="10">Programme 1: Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr><td></td><td></td><td></td><td></td><td>A collective achievement from the nine regions is detailed below.
Contribution by Regions:
<table>
<tr><th>Region</th><th>Debt book (R)</th><th>Amount Collected/ written off (R)</th><th>Percentage (%)</th></tr>
<tr><td>EC</td><td>97 651 939.21</td><td>22 622 170.29</td><td>23.17</td></tr>
<tr><td>FS</td><td>18 993 279.12</td><td>8 522 191.20</td><td>44.87</td></tr>
<tr><td>GP</td><td>31 260 262.61</td><td>7 272 714.02</td><td>23.27</td></tr>
<tr><td>KZN</td><td>547 162 160.43</td><td>277 086 126.59</td><td>50.64</td></tr>
<tr><td>LP</td><td>36 326 115.29</td><td>3 644 592.65</td><td>10.03</td></tr>
<tr><td>MP</td><td>14 400 386.23</td><td>9 521 111.82</td><td>66.12</td></tr>
<tr><td>NC</td><td>11 746 327.81</td><td>2 822 097.04</td><td>24.03</td></tr>
<tr><td>NW</td><td>15 836 665.57</td><td>3 165 908.40</td><td>19.99</td></tr>
<tr><td>WC</td><td>15 399 839.47</td><td>10 457 465.02</td><td>67.91</td></tr>
<tr><td>Total</td><td>788 776 975.74</td><td>345 114 377.03</td><td>43.75</td></tr>
</table></td><td></td><td></td><td></td><td></td><td>• Other administrative challenges: Slow recovery due to non-payment; debtors defaulting on payments; and untraceable debtors.</td></tr>
</table>

Programme 1: Administration									
No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2022/2023**	**Audited Actual Performance 2023/2024**	**Planned Annual Target 2024/2025**	**Actual Achievement 2024/2025***	**Deviation from Planned Target to Actual Achievement for 2024/25**	**Reasons for Deviations**
5.	Economic transformation – Empowered individuals and sustainable communities.	Economic opportunities for SMME's and Cooperatives.	Percentage procurement spent through the designated enterprises with 51% or more ownership i.e. black women, black youth and black people with disabilities (in line with PPPFA).	**Achieved** A report was compiled on procurement spent through SMME and Cooperatives on goods and services budget. • Overall, SASSA procured and awarded goods and services in 2022/23 amounting to R302 million. • R270 million was awarded to SMMEs and EMEs. • A significant amount was allocated for women and young people (R155 million). • Actual expenditure as at end of March is 9% of the goods and services.	**Achieved** 6% procurement was spent through qualifying women, youth and people with disabilities (in line with PPPFA. R106 million procurement spend against R1 711 billion of goods and services budget.	5% procurement spent through the designated enterprises with 51% or more ownership i.e. black women, black youth and black people with disabilities (in line with PPPFA).	**Achieved** 6.85% procurement was spent through the designated enterprises with 51% or more ownership i.e. black women, black youth and black people with disabilities (in line with PPPFA). **R107 million** procurement spend against **R1.6 billion** of goods and services budget.	1.85%	Expenditure on Good and Services increased in the 4th quarter due to the additional allocations from the approved retained surplus funds.
6.1	Improved organisational efficiency.	BPR transitional plan implementation	BPR transitional plan implemented: Human Capital Management Strategy developed and approved.	-	**Not Achieved** A service provider for the development of the HCM strategy was appointed.	Human Capital management (HCM) Policy developed and approved.	**Not Achieved** Draft Human Resource Management Policy was developed.	Human Capital Management policy was not approved.	Policy could not be approved pending further consultations with external stakeholders. These stakeholders include the Department of Public Service and Administration, National Treasury and the Department of Social Development.

Programme 1: Administration									
No.	Outcome	Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025*	Deviation from Planned Target to Actual Achievement for 2024/25	Reasons for Deviations
6.2	Improved organisational efficiency.	BPR transitional plan implementation	Organisational structure approved (with phased in implementation).	Draft Operating Model and Options for High-level Organisational structure was developed by BPR team pending EXCO approval.	-	Organisational structure approved (with phased in implementation).	**Not Achieved** The draft review of both functional and post establishment was completed, and the matter was due for engagement with the Department of Public Service and Administration and National Treasury for concurrence.	Organisational structure was not approved.	Organisational structure could not be approved pending further engagements with Executive Authorities of the three critical departments, Department of Social Development, National Treasury and Department of Public Service and Administration.
6.3	Improved organisational efficiency.	BPR transitional plan implementation	Roadmap for full automation of social grants processes developed: Front-end web-based system rolled out.	**Achieved** The new web based front-end solution was implemented to integrate the online application system with SOCPEN for the processing of CSG, FCG and OAG.	**Achieved** Front end web-based system was piloted in 9 offices (1 per region) and the solution is currently operational in support and maintenance phase, in all the regions.	Integration of new technology with legacy system: Front-end web-based system rolled out to 27 local offices.	**Achieved** The front-end web-based system was implemented in **403** local offices.	376	Organisation's decision to accelerate automation and digitisation processes.

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No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2022/2023**	**Audited Actual Performance 2023/2024**	**Planned Annual Target 2024/2025**	**Actual Achievement 2024/2025***	**Deviation from Planned Target to Actual Achievement for 2024/25**	**Reasons for Deviations**
6.4	Improved organisational efficiency.	BPR transitional plan implementation	Roadmap for full automation of social grants processes developed: replacement of SOCPEN legacy system approved.	-	**Not Achieved** Research and User requirement analysis were completed, and the Terms of Reference (ToR) were finalised for the appointment of a service provider.	Roadmap for the replacement of SOCPEN legacy system approved.	**Not Achieved** A contract was awarded for professional services.	Roadmap for the replacement of SOCPEN legacy system was not approved.	The consultation with professional bodies on the terms of reference for the appointment of a service provider took longer than was anticipated.
6.5	Improved organisational efficiency.	BPR transitional plan implementation	BPR transitional plan implemented: SASSA ICT Enterprise Architecture Reviewed and Optimised.	-	-	SASSA ICT Enterprise Architecture Reviewed and Optimised.	**Not Achieved** The terms of reference / specifications were developed and approved by the BAC. The bid was advertised and evaluated, however none of the bids met the requirements.	SASSA ICT Enterprise Architecture was not reviewed and optimised.	Non-responsive bids.

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No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2022/2023**	**Audited Actual Performance 2023/2024**	**Planned Annual Target 2024/2025**	**Actual Achievement 2024/2025***	**Deviation from Planned Target to Actual Achievement for 2024/25**	**Reasons for Deviations**
6.6	Improved organisational efficiency.	BPR transitional plan implementation	Biometric solution for users and beneficiaries acquired and implemented.	**Not Achieved** A business process for the piloting and implementation of grant application process with beneficiary biometrics through face-to-face application channel was developed and signed off.	**Achieved** Process maps were signed off and Biometric Enrolment and Verification System for Beneficiaries was successfully implemented, which included conducting time and motion studies in 4 pilot offices in 4 regions, namely: • North-West (Ramotshere Moiloa Local Office), • Mpumalanga (Mbombela Local Office), • Kwa-Zulu Natal (Howick Local Office) and • Free State (Bloemfontein Local Office). A full roll-out implementation plan has been developed.	Beneficiary biometrics rolled out to all regions.	**Not Achieved** Norms and standards, and job evaluations were conducted in the four beneficiary biometric piloted local offices (2023/24 pilot) for salary levels 5 and 7. Therefore, the results will apply across all nine regions. This process was undertaken to determine whether biometric enrolment is an added function.	Beneficiary biometrics was not rolled out.	The consultation with professional bodies on the terms of reference for the appointment of a service provider took longer than was anticipated.

<table>
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<tr>
<td>7.</td>
<td>Improved Organisational efficiency.</td>
<td>Capacitation of SASSA for optimum performance.</td>
<td>Percentage of funded posts filled.</td>
<td>Achieved
96% (7 543 of 7 875) of vacant funded posts were filled.
Performance Breakdown:
<table>
<tr><th>Region</th><th>Funded Posts</th><th>Posts Filled</th><th>Percentage (%)</th></tr>
<tr><td>HO</td><td>398</td><td>375</td><td>94</td></tr>
<tr><td>EC</td><td>1 271</td><td>1 241</td><td>98</td></tr>
<tr><td>FS</td><td>536</td><td>517</td><td>96</td></tr>
<tr><td>GP</td><td>869</td><td>832</td><td>96</td></tr>
<tr><td>KZN</td><td>1 471</td><td>1 434</td><td>97</td></tr>
<tr><td>LP</td><td>843</td><td>794</td><td>94</td></tr>
<tr><td>MP</td><td>581</td><td>541</td><td>93</td></tr>
<tr><td>NC</td><td>528</td><td>493</td><td>93</td></tr>
<tr><td>NW</td><td>643</td><td>626</td><td>97</td></tr>
<tr><td>WC</td><td>735</td><td>690</td><td>94</td></tr>
<tr><td>Total</td><td>7 875</td><td>7 543</td><td>96</td></tr>
</table>
</td>
<td>Achieved
96% (7 319 of 7 610) of funded posts were filled.
Contribution by Head Office and Regions
<table>
<tr><th>Region</th><th>Funded posts</th><th>Posts filled</th><th>Percentage (%)</th></tr>
<tr><td>HO</td><td>371</td><td>360</td><td>97</td></tr>
<tr><td>EC</td><td>1 249</td><td>1 207</td><td>97</td></tr>
<tr><td>FS</td><td>526</td><td>497</td><td>94</td></tr>
<tr><td>GP</td><td>841</td><td>809</td><td>96</td></tr>
<tr><td>KZN</td><td>1 437</td><td>1 398</td><td>97</td></tr>
<tr><td>LP</td><td>808</td><td>770</td><td>95</td></tr>
<tr><td>MP</td><td>546</td><td>530</td><td>97</td></tr>
<tr><td>NC</td><td>495</td><td>473</td><td>96</td></tr>
<tr><td>NW</td><td>638</td><td>616</td><td>97</td></tr>
<tr><td>WC</td><td>699</td><td>659</td><td>94</td></tr>
<tr><td>Total</td><td>7 610</td><td>7 319</td><td>96</td></tr>
</table>
</td>
<td>90% of funded posts filled.</td>
<td>Achieved
95% (7 116 of 7 494) of funded posts were filled.
Posts filled per location:
<table>
<tr><th>Location</th><th>Funded Posts</th><th>Posts Filled</th><th>Percentage (%)</th></tr>
<tr><td>HO</td><td>390</td><td>347</td><td>89</td></tr>
<tr><td>EC</td><td>1 230</td><td>1 171</td><td>95</td></tr>
<tr><td>FS</td><td>506</td><td>490</td><td>97</td></tr>
<tr><td>GP</td><td>824</td><td>784</td><td>95</td></tr>
<tr><td>KZN</td><td>1 431</td><td>1 371</td><td>96</td></tr>
<tr><td>LP</td><td>785</td><td>739</td><td>94</td></tr>
<tr><td>MP</td><td>545</td><td>512</td><td>94</td></tr>
<tr><td>NW</td><td>628</td><td>600</td><td>96</td></tr>
<tr><td>NC</td><td>484</td><td>463</td><td>96</td></tr>
<tr><td>WC</td><td>671</td><td>639</td><td>95</td></tr>
<tr><td>TOTAL</td><td>7 494</td><td>7 116</td><td>95</td></tr>
</table>
</td>
<td>5%</td>
<td>SASSA has an effective Critical Post Committee (CPC) that monitors the implementation of the recruitment plan.</td>
</tr>
<tr>
<td>8.1</td>
<td>Improved organisational efficiency.</td>
<td>Consequence management measures implemented.</td>
<td>Percentage of labour relations cases finalised (<i>misconduct and grievance cases</i>).
<i>(Current cases)</i></td>
<td>Achieved
79% (227 of 287) of labour relations cases were finalised.
A collective achievement (i.e., <i>cases finalised</i>) from the nine regions is detailed below.</td>
<td>Achieved
89% (224 of 252) of received labour relations cases were finalised.</td>
<td>60% labour relations cases finalised – current cases.</td>
<td>Achieved
91% (336 of 370) of labour relations (current) cases were finalised.</td>
<td>31%</td>
<td>More Line Managers were trained to deal with cases through an informal process within their area of operations.</td>
</tr>
</table>

<table>
<tr><th colspan="10">Programme 1: Administration</th></tr>
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<tr><td></td><td></td><td></td><td></td>
<td>
Contribution by Head Office and Regions:
<table>
<tr><th>Location</th><th>Cases Reported</th><th>Cases finalised (Current)</th><th>Cases carried over and finalised</th><th>Overall Percentage</th></tr>
<tr><td>HO</td><td>7</td><td>6</td><td>1</td><td>100.00</td></tr>
<tr><td>EC</td><td>37</td><td>19</td><td>16</td><td>94.59</td></tr>
<tr><td>FS</td><td>14</td><td>10</td><td>6</td><td>114.29</td></tr>
<tr><td>GP</td><td>18</td><td>14</td><td>2</td><td>88.89</td></tr>
<tr><td>KZN</td><td>57</td><td>5</td><td>42</td><td>82.46</td></tr>
<tr><td>LP</td><td>23</td><td>20</td><td>-</td><td>86.96</td></tr>
<tr><td>MP</td><td>19</td><td>9</td><td>-</td><td>47.37</td></tr>
<tr><td>NC</td><td>50</td><td>45</td><td>2</td><td>94.00</td></tr>
<tr><td>NW</td><td>18</td><td>11</td><td>-</td><td>61.11</td></tr>
<tr><td>WC</td><td>44</td><td>19</td><td>-</td><td>43.18</td></tr>
<tr><td>Total</td><td>287</td><td>158</td><td>69</td><td>79.09</td></tr>
</table>
Sanctions issued:

Dismissal - 3
Suspension w/o pay - 17
Final written warning - 33
Written warning - 75
Corrective counselling - 17
Demotion - 2
Verbal warning - 5
Withdrawn - 19
Resigned - 3
Not guilty – 10

NB: Outcomes of grievances are not included in the list of sanctions cited above; they are dealt with at different levels.
</td>
<td>
Contribution by Head Office and Regions:
<table>
<tr><th>Office</th><th>Cases Received</th><th>Cases Finalised</th><th>Percentage %</th></tr>
<tr><td>EC</td><td>91</td><td>90</td><td>99</td></tr>
<tr><td>FS</td><td>26</td><td>17</td><td>65</td></tr>
<tr><td>GP</td><td>14</td><td>13</td><td>93</td></tr>
<tr><td>HO</td><td>11</td><td>11</td><td>100</td></tr>
<tr><td>KZN</td><td>9</td><td>9</td><td>100</td></tr>
<tr><td>LP</td><td>13</td><td>11</td><td>85</td></tr>
<tr><td>MP</td><td>11</td><td>8</td><td>73</td></tr>
<tr><td>NW</td><td>17</td><td>11</td><td>65</td></tr>
<tr><td>NC</td><td>33</td><td>30</td><td>91</td></tr>
<tr><td>WC</td><td>27</td><td>22</td><td>82</td></tr>
<tr><td>Total</td><td>252</td><td>224</td><td>89</td></tr>
</table>
Sanctions issued:

Written warning – 108
Final written warning - 24
Suspension without pay – 6
Dismissal – 9
Corrective counselling - 9
Verbal warning – 2
Withdrawn – 8
Not Guilty – 1

NB: Outcomes of grievances are not included in the list of sanctions cited above; they are dealt with at different levels.
</td>
<td></td>
<td>
Contribution by Head Office and Regions:
<table>
<tr><th>Location</th><th>Cases Received</th><th>Cases Finalised</th><th>Percentage %</th></tr>
<tr><td>EC</td><td>88</td><td>77</td><td>88</td></tr>
<tr><td>FS</td><td>21</td><td>20</td><td>95</td></tr>
<tr><td>GP</td><td>11</td><td>11</td><td>100</td></tr>
<tr><td>HO</td><td>11</td><td>11</td><td>100</td></tr>
<tr><td>KZN</td><td>14</td><td>7</td><td>50</td></tr>
<tr><td>LP</td><td>95</td><td>90</td><td>95</td></tr>
<tr><td>MP</td><td>27</td><td>24</td><td>89</td></tr>
<tr><td>NW</td><td>7</td><td>7</td><td>100</td></tr>
<tr><td>NC</td><td>56</td><td>53</td><td>95</td></tr>
<tr><td>WC</td><td>40</td><td>36</td><td>90</td></tr>
<tr><td>Total</td><td>370</td><td>336</td><td>91</td></tr>
</table>
Sanctions issued:

Written warning – 158
Final written warning – 24
Suspension without pay – 7
Dismissal – 16
Corrective counselling – 8
Verbal warning – 2
Withdrawn - 6
Resigned – 2
Not guilty - 6

NB: Outcomes of grievances are not included in the list of sanctions cited above; they are dealt with at different levels.
</td>
<td></td><td></td></tr>
</table>

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<tr>
<td>8.2</td>
<td>Improved organisational efficiency.</td>
<td>Consequence management measures implemented.</td>
<td>Percentage of labour relations cases finalised (<i>misconduct and grievance cases</i>).
<i>(Backlog cases).</i></td>
<td>-</td>
<td>Achieved
85% (86 of 101) of labour relations (backlog) cases were finalised.
Contribution by Head Office and Regions:
<table>
<tr><th>Office</th><th>Backlog Cases</th><th>Cases Finalised</th><th>Percentage %</th></tr>
<tr><td>EC</td><td>13</td><td>12</td><td>92</td></tr>
<tr><td>FS</td><td>4</td><td>4</td><td>100</td></tr>
<tr><td>GP</td><td>2</td><td>1</td><td>50</td></tr>
<tr><td>HO</td><td>1</td><td>1</td><td>100</td></tr>
<tr><td>KZN</td><td>40</td><td>37</td><td>93</td></tr>
<tr><td>LIM</td><td>4</td><td>3</td><td>75</td></tr>
<tr><td>MP</td><td>8</td><td>4</td><td>50</td></tr>
<tr><td>NW</td><td>2</td><td>2</td><td>100</td></tr>
<tr><td>NC</td><td>2</td><td>2</td><td>100</td></tr>
<tr><td>WC</td><td>25</td><td>20</td><td>80</td></tr>
<tr><td>TOTAL</td><td>101</td><td>86</td><td>85</td></tr>
</table>
Sanctions issued:

Written warning – 6
Final written warning - 13
Suspension without pay – 4
Dismissal – 9
Corrective counselling - 3
Verbal warning – 1
Withdrawn – 29
Not Guilty-10

</td>
<td>70% labour relations cases finalised – backlog cases.</td>
<td>Achieved
73% (30 of 41) of labour relations backlog cases were finalised.
Contribution by Head Office and Regions:
<table>
<tr><th>Location</th><th>Cases Received</th><th>Cases Finalised</th><th>Percentage %</th></tr>
<tr><td>HO</td><td>-</td><td>-</td><td>-</td></tr>
<tr><td>EC</td><td>2</td><td>2</td><td>100</td></tr>
<tr><td>FS</td><td>6</td><td>6</td><td>100</td></tr>
<tr><td>GP</td><td>-</td><td>-</td><td>-</td></tr>
<tr><td>KZN</td><td>7</td><td>4</td><td>57</td></tr>
<tr><td>LP</td><td>2</td><td>1</td><td>50</td></tr>
<tr><td>MP</td><td>7</td><td>5</td><td>71</td></tr>
<tr><td>NW</td><td>3</td><td>0</td><td>0</td></tr>
<tr><td>NC</td><td>4</td><td>4</td><td>100</td></tr>
<tr><td>WC</td><td>10</td><td>7</td><td>70</td></tr>
<tr><td>TOTAL</td><td>41</td><td>30</td><td>73</td></tr>
</table>
Sanctions issued:

Written warning - 1
Final written warning – 9
Suspension without pay – 4
Dismissal – 14
Withdrawn – 1
Counselling – 1

</td>
<td>3%</td>
<td>
Over-achievement is attributed to an effective implementation of the backlog case management plan, and
Increased number of presiding and investigating officers through training.
</td>
</tr>
</table>

<table>
<tr><th colspan="10">Programme 1: Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr>
<td>9.</td>
<td>Improved organisational efficiency.</td>
<td>Improved management of physical infrastructure.</td>
<td>Office accommodation improvement strategy developed and implemented.</td>
<td>Not Achieved
Office accommodation improvement strategy was developed and implemented in 13 of 18 offices, as detailed below.
<table>
<tr><th>Region</th><th>Local Offices</th></tr>
<tr><td>EC</td><td>• Nil</td></tr>
<tr><td>FS</td><td>• Ladybrand Local Office
• Jaggersfontein Local Office</td></tr>
<tr><td>GP</td><td>• Orlando West Local Office
• Thokoza Local Office</td></tr>
<tr><td>KZN</td><td>• Msinga Local Office
• Kranskop Local Office</td></tr>
<tr><td>LP</td><td>• Ceres Local Office
• Apel Local Office</td></tr>
<tr><td>MP</td><td>• Nil</td></tr>
<tr><td>NC</td><td>• Port Nolloth Local Office</td></tr>
<tr><td>NW</td><td>• Mantsere Service Office</td></tr>
<tr><td>WC</td><td>• Wynberg Local Office
• Robertson Thusong Centre
• Atlantis Thusong Centre</td></tr>
</table>
Total = 13 offices</td>
<td>Achieved
Office accommodation improvements were implemented in 213 local offices against a target of 54.
Contribution by Regions:
<table>
<tr><th>Region</th><th>Target</th><th>Number of offices improved</th></tr>
<tr><td>EC</td><td>6</td><td>21</td></tr>
<tr><td>FS</td><td>6</td><td>14</td></tr>
<tr><td>GP</td><td>6</td><td>20</td></tr>
<tr><td>KZN</td><td>6</td><td>52</td></tr>
<tr><td>LP</td><td>6</td><td>28</td></tr>
<tr><td>MP</td><td>6</td><td>12</td></tr>
<tr><td>NC</td><td>6</td><td>25</td></tr>
<tr><td>NW</td><td>6</td><td>20</td></tr>
<tr><td>WC</td><td>6</td><td>21</td></tr>
<tr><td>Total</td><td>54</td><td>213</td></tr>
</table></td>
<td>Office accommodation improvements implemented in 63 local offices focusing on:
• Physical accessibility
• Branding
• Dignity services
• Network connectivity
• Alternative power.</td>
<td>Achieved
The Office accommodation improvement strategy was implemented in 109 local offices.
Contribution by Regions.
<table>
<tr><th>Region</th><th>Target</th><th>Number of offices improved</th></tr>
<tr><td>EC</td><td>7</td><td>9</td></tr>
<tr><td>FS</td><td>7</td><td>12</td></tr>
<tr><td>GP</td><td>7</td><td>0</td></tr>
<tr><td>KZN</td><td>7</td><td>26</td></tr>
<tr><td>LP</td><td>7</td><td>8</td></tr>
<tr><td>MP</td><td>7</td><td>10</td></tr>
<tr><td>NC</td><td>7</td><td>20</td></tr>
<tr><td>NW</td><td>7</td><td>8</td></tr>
<tr><td>WC</td><td>7</td><td>16</td></tr>
<tr><td>Total</td><td>63</td><td>109</td></tr>
</table></td>
<td>46</td>
<td>Additional funding was approved to assist with the implementation of the programme to enhance service delivery.</td>
</tr>
</table>

Programme 1: Administration

No.	Outcome	Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025*	Deviation from Planned Target to Actual Achievement for 2024/25	Reasons for Deviations
10.	Improved organisational efficiency.	Consequence management measures implemented.	Suspected fraud detected and referred to relevant stakeholders (Administration, Postbank, and Commercial banks). for corrective action.	**Achieved** Suspected fraud was detected and referred to relevant stakeholders (e.g., Grant Administration, SAPO and banks) for corrective action. **Change of banking details at Head Office Supply Chain Management:** During May 2022, it was detected that a suppliers' banking details had been changed by an official without documentary evidence, whereby an amount of R728 000 was paid into an account that is not that of an approved supplier. Investigations were conducted and the matters was also reported to SAPS for criminal investigations. Subsequently, one official from was suspended pending the finalisation of the investigations.	**Achieved** Suspected fraud was detected and referred to relevant Stakeholders (e.g., Grant Administration, SAPO and banks) for corrective action. **Members of the public arrested in possession of stolen SASSA cards in Johannesburg.** During the month of May 2023, information of people selling SASSA cards was received from SAPS and a joint intelligence investigation was established to arrest the suspects. An undercover agent was deployed to infiltrate the syndicate. In June 2023, a sting operation was conducted, and five (5) suspects were arrested in possession of over 250 SASSA cards. It was established that the cards were stolen from a Postbank depot in Bloemfontein. The monetary value has not yet been established. The accused appeared at Johannesburg Magistrate's Court on 7 July 2023 for a formal bail application and released. The matter was postponed to 6 May 2024 for disclosure of the docket to the defence and the trial date will be set for further proceedings. Investigations are still ongoing from both SAPS and SASSA.	Suspected fraud detected and referred to relevant stakeholders (Administration, Postbank and Commercial Banks) for corrective action.	Suspected fraud was detected and referred to relevant stakeholders for corrective actions. These include: • Money lenders were arrested with SASSA cards and other bank cards in Eastern Cape Region, Mpumalanga and Northern Cape (sting operation). • Detection of online change of payment method without the consent and /or knowledge of the beneficiaries were detected in the Free State, Western Cape, North West, Kwazulu-Natal, Eastern Cape and Gauteng. • Fraudulent old age grant captured and verified at Zwide Local Office in the Eastern Cape. • SASSA working in collaboration with SAPS, NCR and the Law Enforcement Agencies arrested and opened 23 criminal cases against money lenders who were found with cards belonging to SASSA beneficiaries through sting operations. These sting operations, arrests and opening of criminal cases took place from the Eastern Cape, Mpumalanga and the Northen Cape.	None	None

Programme 1: Administration

No.	Outcome	Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025*	Deviation from Planned Target to Actual Achievement for 2024/25	Reasons for Deviations
				Fraudulent activities at Department of Health facilities in Western Cape: A preliminary investigation discovered that 37 beneficiaries were involved in fraudulent activities involving fraudulent medical record to apply for disability grants. Eighteen of the applications stopped before capturing on SOCPEN, and the 19 that were already on payment system were lapsed and placed under investigations status. The matter was referred to the Police. **Fraudulent Disability grant at Fezile Dabi District Sasolburg and Para Local Office:** During the month of August 2022, SASSA detected that there were 171 disability grants applications of which the referral letters in the applications appeared to be fraudulent. The grants were all suspended and placed under investigation (U4 status). The matter was referred to both SAPS for further investigations.	**Money lenders arrested with SASSA cards at different towns in Eastern Cape Region.** In May 2023, information was received from Postbank alleging that there are some money lenders who demand personal documents from the beneficiaries (SASSA cards, identity documents and pin numbers) as collaterals for personal loans. Postbank identified the ATM'S which were used to withdraw the social grant money in the early hours of the morning. On 3 May 2023 a sting operation was conducted by officials of SASSA, Department of Home Affairs, members of SAPS, and National Credit Regulator. Eighteen (18) moneylenders were arrested, and 167 cards were found in their possession. The monetary value of the cards was worth R267 440.00. The cases were placed on the roll at different magistrates' courts. SASSA is awaiting the next court dates.		• Detection of SASSA officials who were colluding amongst themselves by generating fraudulent grants in Mpumalanga. • Detection of old age grant collecting using another applicant's ID number and illegal money lending to SASSA beneficiaries in the Western Cape. • Detection of suspected fraud through the Public Service Commission (PSC) and Fraud hotline. There were some arrests effected at several provinces relating to cases of fraud and corruption: • Gauteng – fraud card syndicate: Eight officials and others were arrested in possession bank cards to include the Gold SASSA cards, The first four Suspects were arrested in February 2025, Suspects appeared in court on the 1st and 2nd April and the matter was postponed. The suspects remain in custody, • North West – bribery Case: One Official was arrested in the North West Region for soliciting a bribe and the suspect was released on bail,		

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				In Gauteng, 82 fraudulent disability grants were detected through verification of medical assessment referral forms with hospitals/ clinics. These transactions were processed at the following Local Offices in Gauteng: Pretoria (42), Thokoza (20), Soshanguve (6) and Tembisa (14). The cases or transactions were referred to for further investigations and possible lapsing/cancellation of grants. **Fraudulent Quad 7777 cases at the South African Post Office (SAPO) in Pretoria:** In September 2020, irregularities were detected in the application and payment of Quad 7777 that implicated foreign nationals who applied at various SASSA offices but submitted the same asylum seeker document. The detection led to 6800 Quad 7777 accounts that were blocked by SAPO and was escalated to the SAPS in Gauteng and culminated in the arrest of two foreign nationals.	**Arrest of 11 suspects for Disability grant fraud in Limpopo (Tzaneen)** During the period July to September 2023, Fraud Management and Compliance unit of the Limpopo Region facilitated the arrest of two (2) former SASSA officials who were previously arrested by the same team in February 2021 for similar offences, and nine (9) accomplices were arrested for alleged Disability grant fraud in Tzaneen. The joint operation was conducted by SASSA investigators and members from Limpopo Hawks' Serious Corruption Investigation Unit. All the arrested suspects made their first court appearance at Tzaneen Magistrate Court. The case was postponed to the 18 September 2023 for a formal bail hearing. Two (2) SASSA officials were granted bail of R5 000 each, and nine (9) accomplices were granted bail of R1 000 each. They were due again at a Specialised Commercial Crime Court on 30 October 2023, upon which the matter was postponed to 8 May 2024 for trial. The Agency has suffered an estimated loss of R200 000 due to these fraudulent activities.		• Eastern Cape – alleged Grants Fraud –Three officials were arrested for allegedly processing fraudulent grant, the matter has been provisionally withdrawn from the Court, both internal and criminal investigations ongoing. • Arrest of two suspects for bribery of a SASSA official to capture and verify fraudulent old-age grants in the absence of beneficiaries.		

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				Two hundred and three (203) transactions were identified as suspected ID fraud in Limpopo: The cases of alleged sharing of IDs were detected at the Nebo Local Office, in Sekhukhune District. Verification of transactions (VOT) reports assessed indicated that 203 transactions suspected as ID fraud were processed by two officials. They identified 1 227 fraudulent accounts, wherein SASSA officials were depositing money were analysed with the assistance of the bank and were frozen and SASSA was able to lapse 203 old age grants transactions. **Public Service Commission and Fraud hotline (0800 601011):** A total of **1 050** cases were received through the fraud hotline, consisting mainly of the following categories: • Old Age Grant • Disability Grant • Child Support Grant • Covid-19 SRD Grant	**Extortion for Disability grants at Graskop Local Office.** In November 2023, Fraud Management and Compliance Unit received a complaint from a whistleblower alleging an extortion at Graskop Local Office. The allegation was that an official is demanding or extorting huge amounts of money from beneficiaries for them to capture and verify fraudulent disability grants. The money was to be deposited in the account of the official. The matter was referred to Labour Relations Department to initiate disciplinary actions against the implicated official. The disciplinary process against the implicated official could not proceed because of ill health and was postponed pending the recovery of the official (new dates not yet issued).				

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No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2022/2023**	**Audited Actual Performance 2023/2024**	**Planned Annual Target 2024/2025**	**Actual Achievement 2024/2025***	**Deviation from Planned Target to Actual Achievement for 2024/25**	**Reasons for Deviations**
				From the **1 050** cases received, 86 cases were closed as they did not contain elements of fraud. Two cases were referred to SAPO as they related to payment. Further investigations and reviews are conducted by the various units within SASSA.	**Missing files in the Eastern Cape Region.** During the month of November 2023, Fraud and Compliance Unit in Eastern Cape received 568 beneficiaries' complaints from Cradock Local Office whose grant files were alleged to be missing. A preliminary investigation was conducted and 486 grants out of 568 were identified to be processed fraudulently on SOCPEN during the years 2018 and 2019. Four hundred and seventy-seven (477) were disability grants that were never booked for assessment by SASSA doctors and nine (9) were Old Age grants. It was noted that most of the beneficiaries had Zulu names and surnames and were paid through Postbank. A memo was written to BMU to place the grant under U4 status. Fraud and Compliance Unit initiated an investigation of the matter, which is still in progress.				

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No.	Outcome	Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025*	Deviation from Planned Target to Actual Achievement for 2024/25	Reasons for Deviations
					Sting operation on moneylenders in the Northern Cape. On the night of 4 December 2023, Fraud Management and Compliance unit (in collaboration with law enforcement agencies - NCR and SAPS) coordinated a sting operation on legal and illegal money lenders who demanded SASSA cards and/or other bank cards, including identity documents of SASSA beneficiaries who apply for personal loans from them. The purpose of the sting operation was to crack down on those money lenders who do not follow the rules and regulations of National Credit Regulator (NCR). Four (4) criminal cases were lodged, and dockets were opened for identified suspects. The matter for one of the accused was postponed to 6 May 2024 and the other three accused were postponed to 15 May 2024 for further criminal investigations. In the fourth quarter of the reporting period, the Fraud Management and Compliance Unit detected a new *modus operandi* of online changing of payment method (bank details/cell phone numbers) without the consent and/or knowledge of the beneficiaries.				

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					This syndicate was operating in the North West, Eastern Cape, Kwa-Zulu Natal and Gauteng. They were targeting Old Age and Disability grant beneficiaries. Over 30 cases have been reported during that period. The money was allegedly transferred to Tyme Bank, Grinrod, and Shoprite Money Market. The matter was escalated to ICT to strengthen the system, and investigations are still ongoing on the reported cases. **Public Service Commission and fraud hotline (0800 701 701).** A total of 1 323 cases were received through the fraud hotline for the period 1 April 2023 to 31 March 2024, consisting mainly of the following: Old Age Grant, Disability Grant, Child Support Grant, and COVID-19 SRD grant. The 1 323 cases received in the four quarters were processed as follows: • One hundred and sixty-seven (167) cases were referred to the Regions for investigation, • One thousand one hundred and forty-six (1 146) COVID-19 SRD (R350) cases were referred to ICT for further verification, and • Ten (10) cases were closed as there were no elements of fraud identified.				

<table>
<tr><th colspan="10">Programme 1: Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr>
<td>11.</td>
<td>Improved organisational efficiency.</td>
<td>Consequence management measures implemented.</td>
<td>Percentage of reported fraud and corruption cases investigated and finalised.</td>
<td>Achieved
96.30% (469 of 487) reported fraud and corruption cases were investigated and finalised.
The cases involved were dominated by fraudulent CSG, SRD, DG, and OAG. This is a collective achievement from the nine regions as detailed below.
Contribution by Regions:
<table>
<tr><th>Location</th><th>Received cases</th><th>Investigated cases</th><th>Percentage</th></tr>
<tr><td>HO</td><td>16</td><td>14</td><td>87.50</td></tr>
<tr><td>EC</td><td>50</td><td>48</td><td>96.00</td></tr>
<tr><td>FS</td><td>29</td><td>28</td><td>96.55</td></tr>
<tr><td>GP</td><td>103</td><td>99</td><td>96.12</td></tr>
<tr><td>KZN</td><td>130</td><td>124</td><td>95.38</td></tr>
<tr><td>LP</td><td>16</td><td>16</td><td>100.00</td></tr>
<tr><td>MP</td><td>30</td><td>28</td><td>93.33</td></tr>
<tr><td>NC</td><td>26</td><td>26</td><td>100.00</td></tr>
<tr><td>NW</td><td>28</td><td>28</td><td>100.00</td></tr>
<tr><td>WC</td><td>59</td><td>58</td><td>98.31</td></tr>
<tr><td>Total</td><td>487</td><td>469</td><td>96.30</td></tr>
</table>
Eight hundred and sixty-six (866) cases were referred to law enforcement agencies involving 21 SASSA officials, 1 former SASSA employee, 369 beneficiaries, 1 880 public servants, 33 money lenders, 33 SAPO employees and 2 convicted persons.</td>
<td>Achieved
98% (465 of 474) reported fraud, and corruption cases were investigated and finalised.
The cases involved were dominated by fraudulent CSG, COVID-19 SRD, DG, and OAG. This is a collective achievement from the nine regions as detailed below.
Contribution by Head Office and Regions:
<table>
<tr><th>Region</th><th>Received</th><th>Investigated</th><th>Percentage %</th></tr>
<tr><td>HO</td><td>12</td><td>9</td><td>75</td></tr>
<tr><td>WC</td><td>66</td><td>65</td><td>99</td></tr>
<tr><td>EC</td><td>32</td><td>31</td><td>97</td></tr>
<tr><td>NC</td><td>19</td><td>19</td><td>100</td></tr>
<tr><td>FS</td><td>38</td><td>38</td><td>100</td></tr>
<tr><td>KZN</td><td>143</td><td>141</td><td>99</td></tr>
<tr><td>NW</td><td>30</td><td>30</td><td>100</td></tr>
<tr><td>GP</td><td>84</td><td>83</td><td>99</td></tr>
<tr><td>MP</td><td>36</td><td>35</td><td>97</td></tr>
<tr><td>LP</td><td>14</td><td>14</td><td>100</td></tr>
<tr><td>Total</td><td>474</td><td>465</td><td>98</td></tr>
</table></td>
<td>90% of reported fraud and corruption cases investigated and finalised.</td>
<td>Achieved.
99% (478 of 483) reported fraud and corruption cases were investigated and finalised.
The cases involved were dominated by fraudulent CSG, OAG, DG, COVID-19 SRD grant, and financial misconduct. This is a collective achievement from the nine regions as detailed below.
Contribution by Head Office and Regions:
<table>
<tr><th>Region</th><th>Received</th><th>Investigated</th><th>Percentage %</th></tr>
<tr><td>EC</td><td>39</td><td>39</td><td>100</td></tr>
<tr><td>FS</td><td>29</td><td>29</td><td>100</td></tr>
<tr><td>GP</td><td>115</td><td>113</td><td>98</td></tr>
<tr><td>HO</td><td>45</td><td>44</td><td>98</td></tr>
<tr><td>KZN</td><td>70</td><td>69</td><td>99</td></tr>
<tr><td>LP</td><td>25</td><td>25</td><td>100</td></tr>
<tr><td>MP</td><td>33</td><td>33</td><td>100</td></tr>
<tr><td>NC</td><td>16</td><td>15</td><td>94</td></tr>
<tr><td>NW</td><td>49</td><td>49</td><td>100</td></tr>
<tr><td>WC</td><td>62</td><td>62</td><td>100</td></tr>
<tr><td>Total</td><td>483</td><td>478</td><td>99</td></tr>
</table></td>
<td>9%</td>
<td>Improved case management strategy leading to fast-tracking of investigations to ensure compliance with performance target.</td>
</tr>
</table>

Programme 1: Administration									
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				(**NB:** *The variance between* ***469*** *internally* ***completed*** *cases and* ***866 referred*** *cases is attributed to SAPS system of registering cases as per individual suspect, in some instances*).					
				Achieved Integrated Communication and Marketing Programmes were implemented to improve customer communication, organisational reputation and communication on strategic interventions. A total of 1 792 programmes were implemented which focused on CSG Top-Up; intake of eligible children under the age of 1 year; COVID-19 SRD grant; elimination of open cash pay-points; online grant application; online medical assessment bookings; and SRD regulations.	**Achieved** Integrated Communication and Marketing Programmes were implemented to improve customer communication, organisational reputation and communication on strategic interventions. A total of 2 371 programmes were implemented and 3 "You and Your SASSA" booklets produced. This is a collective achievement from the nine regions and head office as detailed below.	Integrated communication and marketing programmes implemented to improve customer communication, organisational reputation, and communication on strategic interventions.	**Achieved** Integrated Communication and Marketing Programmes were implemented to improve customer communication, organisational reputation, and communication on strategic interventions. A total of 3 207 programmes were implemented and 3 "You and Your SASSA" booklets produced. This is a collective achievement from the nine regions and head office as detailed below.	None	None

<table>
<tr><th colspan="10">Programme 1: Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr>
<td>12.</td>
<td>Improved customer experience.</td>
<td>Informed citizenry.</td>
<td>Integrated communication and marketing programmes implemented to improve customer communication, organisational reputation, and communication on strategic interventions.</td>
<td>A collective achievement from the nine regions is detailed below.
Contribution by Regions:
<table>
<tr><th>Location</th><th>Media Engagements</th><th>Marketing</th><th>Stakeholder Engagement</th></tr>
<tr><td>HO</td><td>157</td><td>159</td><td>-</td></tr>
<tr><td>EC</td><td>87</td><td>41</td><td>53</td></tr>
<tr><td>FS</td><td>41</td><td>26</td><td>39</td></tr>
<tr><td>GP</td><td>72</td><td>26</td><td>131</td></tr>
<tr><td>KZN</td><td>69</td><td>54</td><td>37</td></tr>
<tr><td>LP</td><td>50</td><td>35</td><td>30</td></tr>
<tr><td>MP</td><td>77</td><td>44</td><td>37</td></tr>
<tr><td>NW</td><td>73</td><td>47</td><td>89</td></tr>
<tr><td>NC</td><td>116</td><td>50</td><td>42</td></tr>
<tr><td>WC</td><td>75</td><td>16</td><td>19</td></tr>
<tr><td>Total</td><td>817</td><td>498</td><td>477</td></tr>
</table>
</td>
<td>Contribution by Regions:
<table>
<tr><th>Location</th><th>Media Engagements</th><th>Stakeholder Engagement</th><th>Marketing</th></tr>
<tr><td>HO</td><td>177</td><td>-</td><td>207</td></tr>
<tr><td>EC</td><td>130</td><td>75</td><td>63</td></tr>
<tr><td>FS</td><td>50</td><td>62</td><td>54</td></tr>
<tr><td>GP</td><td>73</td><td>284</td><td>31</td></tr>
<tr><td>KZN</td><td>50</td><td>29</td><td>29</td></tr>
<tr><td>LP</td><td>44</td><td>27</td><td>28</td></tr>
<tr><td>MP</td><td>77</td><td>116</td><td>52</td></tr>
<tr><td>NW</td><td>125</td><td>140</td><td>64</td></tr>
<tr><td>NC</td><td>111</td><td>57</td><td>80</td></tr>
<tr><td>WC</td><td>82</td><td>17</td><td>37</td></tr>
<tr><td>Total</td><td>919</td><td>807</td><td>645</td></tr>
</table>
</td>
<td></td>
<td>Contribution by Head Office and Regions:
<table>
<tr><th>Location</th><th>Media Engagements</th><th>Stakeholder Engagement</th><th>Marketing</th></tr>
<tr><td>HO</td><td>193</td><td>-</td><td>249</td></tr>
<tr><td>EC</td><td>83</td><td>70</td><td>61</td></tr>
<tr><td>FS</td><td>52</td><td>59</td><td>68</td></tr>
<tr><td>GP</td><td>123</td><td>337</td><td>51</td></tr>
<tr><td>KZN</td><td>67</td><td>28</td><td>28</td></tr>
<tr><td>LP</td><td>105</td><td>82</td><td>107</td></tr>
<tr><td>MP</td><td>100</td><td>117</td><td>47</td></tr>
<tr><td>NW</td><td>215</td><td>133</td><td>210</td></tr>
<tr><td>NC</td><td>126</td><td>41</td><td>92</td></tr>
<tr><td>WC</td><td>268</td><td>44</td><td>51</td></tr>
<tr><td>Total</td><td>1 332</td><td>911</td><td>964</td></tr>
</table>
</td>
<td></td>
<td></td>
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</table>

Table 5: Strategy to overcome areas of underperformance: Programme 1 Administration

Target	Strategy
5% of social assistance debts recovered and/or written off.	• Engage the Department of Social Development and National Treasury so that debtors who are beneficiaries of social security assistance should be written off based on their means test. • Continue to implement social assistance debt policy and procedures to identify cases for write-off. • Resubmit request to write-off irrecoverable debts during 2025/26 including those disapproved in 2024/25. • Conduct home and departmental visits. • Recoveries through appointed debt collectors.
Human Capital management (HCM) Policy developed and approved.	Finalise consultation with the Department of Public Service and Administration and other stakeholders; and refer the policy for approval.
Organisational structure approved (with phased in implementation).	The Review of the Organisational Structure is planned for 2025/2026, as part of the Human Resource plan development.
Roadmap for the replacement of SOCPEN legacy system approved.	Roadmap for the replacement of SOCPEN legacy system will be finalised in 2025/26 whereby the current SASSA Grants Administration and Payments technology landscape will be analysed, research and benchmarking conducted on the technology to replace SOCPEN.
SASSA ICT Enterprise Architecture Reviewed and Optimised.	The SASSA ICT Enterprise Architecture will be reviewed in 2025/2026 as it forms part of the approved and tabled APP.
Beneficiary biometrics rolled out to all Regions.	Beneficiary biometrics rollout is prioritised in the 2025/2026 financial year.

Table 6: Linking performance with budgets: Programme 1: Administration

Programme/ Activity/ Objective	2023/24			2024/25		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	3 406 089	3 086 724	319 365	3 407 663	3 221 857	185 806
Add: Non-cash items	-	105 622	(105 622)	-	131 634	(131 634)
Total	**3 406 089**	**3 192 346**	**213 743**	**3 407 663**	**3 353 491**	**54 172**

The table reconciles to both the statement of financial performance and the statement of comparison of budget and actual amounts. The figure of R3.2 billion reports on cash only while the total figure of R3.3 billion includes non-cash items.

3.2 Programme 2: Benefits Administration and Support

3.2.1 Purpose

The Benefits Administration and Support Programme provides a grant administration service and ensures that operations within SASSA are integrated. The programme manages the full function of grant administration from application to approval, as well as beneficiary maintenance.

The programme is responsible for the core business of SASSA and ensures implementation of the full value chain of grants administration. The functions relating to this programme cut across all levels within the Agency, including day-to-day interface with clients.

The continued need for this programme should be seen against the persistently high levels of unemployment, poverty, and inequality in the country.

3.2.2 Description

The programme aims to ensure that the Social Assistance Programme is administered in the most effective and efficient manner. The programme consists of the following processes:

- **Application Management:** Screening and attesting of each applicant; enrolment of the applicant on the system; capturing and verification of the application on the system; and quality assurance. This is done to ensure that only qualifying citizens benefit from the programme.
- **Payment Management:** Processing of payments, payments to beneficiaries, and reconciliation of payments. The in-house unit's responsibility is primarily the management of the Service-Level Agreement (SLA) between SASSA and SAPO. It also manages the relationships between SASSA, the banks, and retailers, which all form an integral part of the social grant distribution network. The function is also responsible for the designation of the pay-point infrastructure.
- **Beneficiary Maintenance Management:** Responsible for life certification as well as maintenance of beneficiary data, including grant reviews. The primary purpose of this unit is to ensure the integrity of data within the SASSA environment through the management of identified exceptions, as well as to ensure beneficiaries' continued eligibility once grants are in payment.
- **Policy Implementation Support:** Includes continuous development and improvement of systems and procedures, training and management of business systems that support the grant administration process.
- **Customer Care:** Responsible for promoting a customer-centric service offering to clients. It also ensures the deployment of interventions to ensure that clients can access services, especially in the most remote areas of the country, and ensures the provision of information to all SASSA's stakeholders. A primary driver of all SASSA's interventions is to promote improved customer experience.

3.2.3 Outcomes Relevant to Programme 2: Benefits Administration and Support

- Reduced levels of poverty;
- Improved customer experience; and
- Improved organisational efficiencies.

3.2.4 Key Achievements

For this financial year, the Benefits Administration and Support programme had nine planned targets, of which eight (89%) were achieved. SASSA projected to process 1.6 million social grant applications for the period under review. In total, 1 830 936 applications were processed, which is an overachievement of 230,936. Included in these applications are records made in the reporting period amounting to approximately 120. These records had initially been archived on the SOCPEN system when SASSA identified them as deceased clients through the DHA interface. The clients later returned with official confirmation from the Department of Home Affairs (DHA) indicating that their personal details had been corrected on the DHA system, and they requested that SASSA reinstate their records. However, during the reinstatement process, an error occurred which incorrectly classified these reinstated records as new applications. As a result, they were mistakenly included in the achievement figures for the reporting period. The error has since been corrected.

By the end of March 2025, there were 19 255 361 social grants in payment, including grant-in-aid, up from 19 137 524 at the end of March 2024, which is 0.61% higher. The reported figure represents the number of active social grants in payment, which carries a financial implication for the state as of 31 March 2025. It does not consider the outcomes of reviews, late death reports, or fraud investigations that were not concluded by the end of the reporting period. Old Age Grant that appears to be 59 years should be regarded as Disability Grant, they are converted a month earlier to Old Age Grant as preparation for the payment extraction of the next month. No payments were effected for such beneficiaries.

In the period under review, SASSA prioritised the implementation of a Queue Management System (QMS) at 45 local offices across the nine regions, and 47 local offices implemented the QMS. The implementation of the QMS aims to improve management of queues and measure time spent by beneficiaries whilst waiting to be served in SASSA offices.

An average of 99.96% of social grant payments were successfully processed every month and paid into the correct beneficiary accounts. SASSA monitored the monthly social grant payments across all payment platforms.

Programme 2: Benefits Administration and Support - Report Against the Tabled Annual Performance Plan

Sub-programme 2.1: Benefits Administration

Table 7: Sub-Programme 2.1: Benefits Administration - Outcomes, Outputs, Output Indicators, Targets and Actual Achievement.

<table>
<tr><th colspan="10">Programme 2: Benefits Administration and Support
Sub-programme 2.1: Benefits Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr><td>13.</td><td>Reduced levels of poverty.</td><td>Provision of social assistance to persons unable to support themselves and /or their dependents.</td><td>Number of social grant applications processed.</td><td>Achieved
1 840 623 of social grant applications were processed.</td><td>Achieved
1 897 521 applications for social grants were processed. This represents 127% achievement against the target. This is a collective achievement from nine regions as detailed below.
Contribution by Regions:
<table>
<tr><th>Region</th><th>No. of new social grant applications approved</th></tr>
<tr><td>EC</td><td>228 877</td></tr>
<tr><td>FS</td><td>114 784</td></tr>
<tr><td>GP</td><td>304 058</td></tr>
<tr><td>KZN</td><td>419 082</td></tr>
<tr><td>LP</td><td>224 665</td></tr>
<tr><td>MP</td><td>157 052</td></tr>
<tr><td>NC</td><td>92 709</td></tr>
<tr><td>NW</td><td>133 620</td></tr>
<tr><td>WC</td><td>222 674</td></tr>
<tr><td>Total</td><td>1 897 521</td></tr>
</table></td><td>1 600 000 of social grant applications processed.</td><td>Achieved
1 830 936 applications for social grants were processed. This represents a 14% overachievement.
Contribution by Regions:
<table>
<tr><th>Region</th><th>No. of new social grant applications processed</th></tr>
<tr><td>EC</td><td>218 776</td></tr>
<tr><td>FS</td><td>109 834</td></tr>
<tr><td>GP</td><td>284 423</td></tr>
<tr><td>KZN</td><td>410 088</td></tr>
<tr><td>LP</td><td>208 041</td></tr>
<tr><td>MP</td><td>140 260</td></tr>
<tr><td>NW</td><td>133 308</td></tr>
<tr><td>NC</td><td>90 652</td></tr>
<tr><td>WC</td><td>235 554</td></tr>
<tr><td>Total</td><td>1 830 936</td></tr>
</table></td><td>230 936</td><td>High turnup of applicants who met the qualifying criteria due to economic pressure, unemployment rate and poverty levels.</td></tr>
</table>

<table>
<tr><th colspan="10">Programme 2: Benefits Administration and Support
Sub-programme 2.1: Benefits Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr>
<td>14.</td>
<td>Reduced levels of poverty.</td>
<td>Provision of social assistance to persons unable to support themselves and / or their dependents.</td>
<td>Number of grants in payment including Grant–in-Aid.</td>
<td>Achieved
18 829 716 grants including Grant-in-Aid were in payment at a cost of R202 330 billion. This represents 99.46% achievement against the target.
Performance breakdown per grant type:
<table>
<tr><th>Grant type</th><th>No. of social grants in payment including Grant-in-Aid</th></tr>
<tr><td>OAG</td><td>3 886 708</td></tr>
<tr><td>WVG</td><td>15</td></tr>
<tr><td>GIA</td><td>328 507</td></tr>
<tr><td>DG</td><td>1 035 437</td></tr>
<tr><td>FCG</td><td>274 130</td></tr>
<tr><td>CDG</td><td>156 982</td></tr>
<tr><td>CSG</td><td>13 147 937</td></tr>
<tr><td>Total</td><td>18 829 716</td></tr>
</table>
</td>
<td>Achieved
19 137 524 grants including Grant-in-Aid were in payment at a cost of R217 billion. This represents 99% achievement against the target.
Performance breakdown per grant type:
<table>
<tr><th>Grant type</th><th>No. of social grants in payment including Grant-in-Aid</th></tr>
<tr><td>OAG</td><td>4 041 763</td></tr>
<tr><td>WVG</td><td>9</td></tr>
<tr><td>GIA</td><td>401 761</td></tr>
<tr><td>DG</td><td>1 056 270</td></tr>
<tr><td>FCG</td><td>253 256</td></tr>
<tr><td>CDG</td><td>165 764</td></tr>
<tr><td>CSG</td><td>13 151 414</td></tr>
<tr><td>CSG Top-Up</td><td>67 287</td></tr>
<tr><td>Total</td><td>19 137 524</td></tr>
</table>
</td>
<td>19 501 748 grants in payment including Grant-in-Aid at a cost of R233 billion.
<table>
<tr><th>Grant Type</th><th>Target</th></tr>
<tr><td>OAG</td><td>4 141 118</td></tr>
<tr><td>WVG</td><td>5</td></tr>
<tr><td>GIA</td><td>436 931</td></tr>
<tr><td>DG</td><td>1 087 675</td></tr>
<tr><td>FCG</td><td>218 111</td></tr>
<tr><td>CDG</td><td>168 030</td></tr>
<tr><td>CSG</td><td>13 449 879</td></tr>
<tr><td>Total</td><td>19 501 748</td></tr>
</table>
</td>
<td>Achieved
19 255 361 grants including Grant-in-Aid were in payment at a cost of R232 billion. This represents 98.7% achievement against the target.
Performance breakdown per grant type:
<table>
<tr><th>Grant Type</th><th>Target</th><th>No. of grants in payment including Grant-in-Aid</th></tr>
<tr><td>OAG</td><td>4 141 118</td><td>4 163 720</td></tr>
<tr><td>WVG</td><td>5</td><td>7</td></tr>
<tr><td>GIA</td><td>436 931</td><td>526 826</td></tr>
<tr><td>DG</td><td>1 087 675</td><td>1 049 646</td></tr>
<tr><td>FCG</td><td>218 111</td><td>224 758</td></tr>
<tr><td>CDG</td><td>168 030</td><td>173 400</td></tr>
<tr><td>CSG</td><td>13 449 879</td><td>13 117 004</td></tr>
<tr><td>Total</td><td>19 501 748</td><td>19 255 361</td></tr>
</table>
</td>
<td>(246 387)</td>
<td>The achievement is within the acceptable 5% variance as per the desired performance in the definition of the indicator.</td>
</tr>
</table>

<table>
<tr><th colspan="10">Programme 2: Benefits Administration and Support
Sub-programme 2.1: Benefits Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr>
<td>15.</td>
<td>Reduced levels of poverty.</td>
<td>Implementation of measures to reduce exclusions to children's social grants.</td>
<td>Percentage of eligible children below the age of 1 in receipt of the children's grants.</td>
<td>Achieved
65.59% (509 430 of 776 715) of eligible children below the age of 1 were in receipt of the children's grant.
Contribution by Regions:
<table>
<tr><th>Region</th><th>No. of eligible children below age of 1 in receipt of the children's grant.</th></tr>
<tr><td>EC</td><td>76 462</td></tr>
<tr><td>FS</td><td>27 254</td></tr>
<tr><td>GP</td><td>67 261</td></tr>
<tr><td>KZN</td><td>126 244</td></tr>
<tr><td>LP</td><td>91 081</td></tr>
<tr><td>MP</td><td>48 194</td></tr>
<tr><td>NC</td><td>14 015</td></tr>
<tr><td>NW</td><td>36 762</td></tr>
<tr><td>WC</td><td>22 157</td></tr>
<tr><td>Total</td><td>509 430</td></tr>
</table>
</td>
<td>Not Achieved
59% (469 433 of 794 852) of eligible children below the age of 1 in receipt of the children's grant.
Contribution by Regions:
<table>
<tr><th>Region</th><th>No. of eligible children below age of 1 in receipt of the children's grant.</th></tr>
<tr><td>EC</td><td>70 501</td></tr>
<tr><td>FS</td><td>25 419</td></tr>
<tr><td>GP</td><td>62 179</td></tr>
<tr><td>KZN</td><td>112 650</td></tr>
<tr><td>LP</td><td>82 999</td></tr>
<tr><td>MP</td><td>44 078</td></tr>
<tr><td>NW</td><td>35 861</td></tr>
<tr><td>NC</td><td>13 538</td></tr>
<tr><td>WC</td><td>22 208</td></tr>
<tr><td>Total</td><td>469 433</td></tr>
</table>
</td>
<td>75% of eligible children below the age of 1 in receipt of children's grants.</td>
<td>Not achieved
60% {(421 017/530 495)x75%} of eligible children below the age of 1 were in receipt of children's grants.
NB:
• At the beginning of the financial year, the total population of eligible children was 707 327 and the Agency targeted only 530 495 which is an equivalent of 75%.
• The target for the reporting period was 530 495. However, the Agency fell short by processing only 421 017.
Contribution by Regions:
<table>
<tr><th>Region</th><th>No. of eligible children below age of 1 in receipt of the children's grant.</th></tr>
<tr><td>EC</td><td>64 087</td></tr>
<tr><td>FS</td><td>23 647</td></tr>
<tr><td>GP</td><td>55 536</td></tr>
<tr><td>KZN</td><td>99 101</td></tr>
<tr><td>LP</td><td>72 472</td></tr>
<tr><td>MP</td><td>36 802</td></tr>
<tr><td>NW</td><td>32 857</td></tr>
<tr><td>NC</td><td>12 846</td></tr>
<tr><td>WC</td><td>23 669</td></tr>
<tr><td>Total</td><td>421 017</td></tr>
</table>
</td>
<td>(15%)</td>
<td>Limited number of applications that fall within the age group that meet the eligibility criteria.</td>
</tr>
</table>

Programme 2: Benefits Administration and Support

Sub-programme 2.1: Benefits Administration

No.	Outcome	Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025*	Deviation from Planned Target to Actual Achievement for 2024/25	Reasons for Deviations
16.	Reduced levels of poverty.	Provision of temporary relief to individuals and households affected by disasters, undue hardships, and loss of breadwinner.	Percentage of COVID-19 SRD applications processed.	**Achieved** 100% (13 826 012 of 13 826 012) COVID-19 SRD grant (R350) applications were processed.	**Achieved** 100% (9 326 556 of 9 326 556) COVID-19 SRD grant (R350) applications were processed.	95% of COVID-19 SRD applications processed.	**Achieved** 94% (16 670 177 of 17 725 381) of COVID-19 SRD grant applications were processed for the month of March 2025.	(1%)	The achievement is within the acceptable 5% variance as per the desired performance in the definition of the indicator.

Programme 2: Benefits Administration and Support

Sub-programme 2.1: Benefits Administration

No.	Outcome	Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025*	Deviation from Planned Target to Actual Achievement for 2024/25	Reasons for Deviations
				Performance per month	Performance per month		Performance per month		

Performance per month (2022/2023)

Month	Total applications received	Applications processed			
		Approved	Declined	Total Processed	% Processed
Apr '22	8 058 846	5 630 200	2 428 646	8 058 846	100
May '22	10 497 013	6 639 255	3 857 758	10 497 013	100
Jun '22	11 270 918	8 332 780	2 938 138	11 270 918	100
Jul '22	11 722 089	7 071 472	4 650 617	11 722 089	100
Aug '22	12 102 554	7 450 626	4 651 928	12 102 554	100
Sep '22	12 388 542	7 781 240	4 607 302	12 388 542	100
Oct '22	12 755 514	7 659 430	5 096 084	12 755 514	100
Nov '22	13 053 299	7 802 279	5 251 020	13 053 299	100
Dec '22	13 117 847	7 932 769	5 185 078	13 117 847	100
Jan '23	13 416 453	7 653 146	5 763 307	13 416 453	100
Feb '23	13 590 684	8 439 635	5 151 049	13 590 684	100
Mar '23	**13 826 012**	**8 512 904**	**5 313 108**	**13 826 012**	**100**

Performance per month (2023/2024)

Month	Total applications received	Applications processed			
		Approved	Declined	Total Processed	% Processed
Apr '23	14 013 402	8 303 237	5 710 165	14 013 402	100
May '23	14 231 632	8 632 749	5 598 883	14 231 632	100
Jun '23	14 197 932	8 501 829	5 696 103	14 197 932	100
Jul '23	14 709 145	8 729 194	5 979 951	14 709 145	100
Aug '23	14 912 007	8 795 775	6 116 232	14 912 007	100
Sep '23	14 898 415	8 663 830	6 234 585	14 898 415	100
Oct '23	15 390 886	8 812 594	6 578 292	15 390 886	100
Nov '23	15 647 263	9 017 411	6 629 852	15 647 263	100
Dec '23	15 620 295	8 969 035	6 651 260	15 620 295	100
Jan '24	15 960 476	8 591 950	7 368 526	15 960 476	100
Feb '24	15 925 759	9 327 294	6 598 465	15 925 759	100
Mar '24	**9 326 556**	**9 322 885**	**3 671**	**9 326 556**	**100**

Performance per month (2024/2025)

Month	Total applications received	Applications validated		Applications processed	
		Approved	Declined	Processed	% Processed
Apr '24	16 561 123	9 073 919	7 190 341	16 264 260	98
May '24	16 763 244	9 401 657	7 046 428	16 448 085	98
Jun '24	16 973 567	9 239 062	7 402 491	16 641 553	98
Jul '24	17 020 171	9 242 625	7 430 430	16 673 055	98
Aug '24	17 140 242	9 258 920	7 532 148	16 791 068	98
Sep '24	17 244 622	9 194 678	7 693 133	16 887 811	98
Oct '24	17 227 545	9 215 120	7 631 740	16 846 860	98
Nov '24	17 337 205	9 121 798	7 837 634	16 959 432	98
Dec '24	17 407 027	9 072 010	7 967 278	17 039 288	98
Jan '25	17 375 968	8 612 735	8 368 488	16 981 223	98
Feb '25	17 518 407	8 720 595	8 398 339	17 118 934	98
Mar '25	**17 725 381**	**9 259 405**	**7 410 772**	**16 670 177**	**94**

<table>
<tr><th colspan="10">Programme 2: Benefits Administration and Support
Sub-programme 2.1: Benefits Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr>
<td>17.</td>
<td>Improved organisational efficiency.</td>
<td>Reduced turnaround times in social grants application process.</td>
<td>Percentage of new grant applications processed within stipulated timeframes.</td>
<td>Not achieved
89.13% (1 640 499 of 1 840 623) of new grant applications taken through face-to-face interaction were processed within 5 days. This is a collective achievement from the nine regions as detailed below.
Contribution by Regions:
<table>
<tr><th>Location</th><th>Applications Received</th><th>Applications Processed</th><th>% of new grant applications processed within 10 days</th></tr>
<tr><td>EC</td><td>231 028</td><td>180 446</td><td>78.11</td></tr>
<tr><td>FS</td><td>116 075</td><td>105 684</td><td>91.05</td></tr>
<tr><td>GP</td><td>288 646</td><td>257 080</td><td>89.06</td></tr>
<tr><td>KZN</td><td>405 337</td><td>381 108</td><td>94.02</td></tr>
<tr><td>LP</td><td>230 575</td><td>211 100</td><td>91.55</td></tr>
<tr><td>MP</td><td>148 634</td><td>137 653</td><td>92.61</td></tr>
<tr><td>NC</td><td>92 840</td><td>87 048</td><td>93.77</td></tr>
<tr><td>NW</td><td>124 098</td><td>111 652</td><td>89.97</td></tr>
<tr><td>WC</td><td>203 390</td><td>168 728</td><td>82.96</td></tr>
<tr><td>Total</td><td>1 840 623</td><td>1 640 499</td><td>89.13</td></tr>
</table>
</td>
<td>Achieved
95% (1 806 569 of 1 897 521) of new grant applications were processed within 10 days. This is a collective achievement from the nine regions as detailed below.
Contribution by Regions:
<table>
<tr><th>Location</th><th>Applications processed</th><th>New grant applications processed within 10 days</th><th>Percentage (%)</th></tr>
<tr><td>EC</td><td>228 877</td><td>220 230</td><td>96</td></tr>
<tr><td>FS</td><td>114 784</td><td>108 961</td><td>95</td></tr>
<tr><td>GP</td><td>304 058</td><td>286 755</td><td>94</td></tr>
<tr><td>KZN</td><td>419 082</td><td>404 312</td><td>96</td></tr>
<tr><td>LP</td><td>224 665</td><td>214 944</td><td>96</td></tr>
<tr><td>MP</td><td>157 052</td><td>147 946</td><td>94</td></tr>
<tr><td>NC</td><td>92 709</td><td>91 430</td><td>99</td></tr>
<tr><td>NW</td><td>133 620</td><td>128 586</td><td>96</td></tr>
<tr><td>WC</td><td>222 674</td><td>203 405</td><td>91</td></tr>
<tr><td>Total</td><td>1 897 521</td><td>1 806 569</td><td>95</td></tr>
</table>
</td>
<td>90% of new grant applications processed within 7 days.</td>
<td>Achieved
91% (1 657 935 of 1 830 936) of new grant applications were processed within 7 days. This is a collective achievement from the nine regions as detailed below.
Contribution by Regions
<table>
<tr><th>Region</th><th>New grant applications processed</th><th>New grant applications processed within 7 days.</th><th>Percentage %</th></tr>
<tr><td>EC</td><td>218 776</td><td>194 328</td><td>89</td></tr>
<tr><td>FS</td><td>109 834</td><td>103 620</td><td>94</td></tr>
<tr><td>GP</td><td>284 423</td><td>255 590</td><td>90</td></tr>
<tr><td>KZN</td><td>410 088</td><td>377 055</td><td>92</td></tr>
<tr><td>LP</td><td>208 041</td><td>174 857</td><td>84</td></tr>
<tr><td>MP</td><td>140 260</td><td>126 562</td><td>90</td></tr>
<tr><td>NW</td><td>133 308</td><td>122 828</td><td>92</td></tr>
<tr><td>NC</td><td>90 652</td><td>82 844</td><td>91</td></tr>
<tr><td>WC</td><td>235 554</td><td>220 251</td><td>94</td></tr>
<tr><td>Total</td><td>1 830 936</td><td>1 657 935</td><td>91</td></tr>
</table>
</td>
<td>1%</td>
<td>The achievement is within the acceptable 5% variance as per the desired performance in the definition of the indicator.</td>
</tr>
</table>

<table>
<thead>
<tr><th colspan="10">Programme 2: Benefits Administration and Support
Sub-programme 2.1: Benefits Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
</thead>
<tbody>
<tr><td></td><td></td><td></td><td></td><td>Achieved
75.93% (17 011 of 22 405) of online applications were processed within 10 days.
Contribution by Regions
<table>
<tr><th>Region</th><th>Received</th><th>Processed</th><th>Percent (%)</th></tr>
<tr><td>EC</td><td>225</td><td>147</td><td>65.33</td></tr>
<tr><td>FS</td><td>255</td><td>215</td><td>84.31</td></tr>
<tr><td>GP</td><td>8 963</td><td>7 081</td><td>79.00</td></tr>
<tr><td>KZN</td><td>283</td><td>221</td><td>78.09</td></tr>
<tr><td>LP</td><td>1673</td><td>1 362</td><td>81.41</td></tr>
<tr><td>MP</td><td>3 582</td><td>2 326</td><td>64.94</td></tr>
<tr><td>NC</td><td>149</td><td>130</td><td>87.25</td></tr>
<tr><td>NW</td><td>3 337</td><td>3 243</td><td>97.18</td></tr>
<tr><td>WC</td><td>3 938</td><td>2 286</td><td>58.05</td></tr>
<tr><td>Total</td><td>22 405</td><td>17 011</td><td>75.93</td></tr>
</table>
</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>18.</td><td>Improved customer experience.</td><td>Improve the turnaround time for resolving customer enquiries.</td><td>Percentage of enquiries resolved within stipulated timeframe.</td><td>Achieved
98.25% (632 662 of 643 931) of enquiries were resolved within 10 days. This is a collective achievement from the nine regions and Head Office, as detailed below.</td><td>Achieved
97% (301 567 of 309 488) of enquiries were resolved within 5 days. This is a collective achievement from the nine regions (including ISON) and Head Office, as detailed below.</td><td>90% of enquiries resolved within 5 working days.</td><td>Achieved
94% (242 546 of 258 030) of enquiries were resolved within 5 working days. This is a collective achievement from the nine regions and Head Office, as detailed below.</td><td>4%</td><td>Overachievement was due to continuous ad hoc engagements with customer care officials on the importance of customer care deliverables.</td></tr>
</tbody>
</table>

<table>
<tr><th colspan="10">Programme 2: Benefits Administration and Support
Sub-programme 2.1: Benefits Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr><td></td><td></td><td></td><td></td>
<td>Contribution by Regions and Head Office:
<table>
<tr><th>Location</th><th>No. of enquiries received</th><th>No. of enquiries resolved</th><th>% Enquiries resolved</th></tr>
<tr><td>EC</td><td>36 000</td><td>34 831</td><td>96.75</td></tr>
<tr><td>FS</td><td>17 084</td><td>16 908</td><td>98.97</td></tr>
<tr><td>GP</td><td>83 698</td><td>82 027</td><td>98.00</td></tr>
<tr><td>KZN</td><td>23 610</td><td>23 512</td><td>99.58</td></tr>
<tr><td>LP</td><td>55 818</td><td>55 122</td><td>98.75</td></tr>
<tr><td>MP</td><td>13 214</td><td>12 939</td><td>97.92</td></tr>
<tr><td>NC</td><td>24 122</td><td>24 078</td><td>99.82</td></tr>
<tr><td>NW</td><td>39 875</td><td>38 377</td><td>96.24</td></tr>
<tr><td>WC</td><td>60 218</td><td>59 170</td><td>98.26</td></tr>
<tr><td>HO</td><td>290 292</td><td>285 698</td><td>98.42</td></tr>
<tr><td>Total</td><td>643 931</td><td>632 662</td><td>98.25</td></tr>
</table>
The most frequent enquiries were related to:
• <i>Checking of application outcome/progress/status.</i>
• <i>Online grant complaints.</i>
• <i>Checking payment date for R350 (pay-point).</i>
• <i>Non-payment of normal grants.</i>
• <i>Updating of banking details – request for bank form.</i>
• <i>Appeals status.</i>
• <i>Change of contact number due to fraudulent activities.</i>
• <i>Qualifying criteria for R350.</i>
• <i>Request for grant statement; and</i>
• <i>Request for grant confirmation letter – proof of receiving grant.</i>
</td>
<td>Contribution by Regions, Head Office and ISON:
<table>
<tr><th>Location</th><th>No. of enquiries received</th><th>No. of enquiries resolved</th><th>% Enquiries resolved</th></tr>
<tr><td>EC</td><td>26 736</td><td>26 239</td><td>98</td></tr>
<tr><td>FS</td><td>5 444</td><td>5 224</td><td>96</td></tr>
<tr><td>GP</td><td>49 433</td><td>48 823</td><td>99</td></tr>
<tr><td>KZN</td><td>12 595</td><td>11 823</td><td>94</td></tr>
<tr><td>LM</td><td>21 410</td><td>21 107</td><td>99</td></tr>
<tr><td>MP</td><td>12 040</td><td>11 297</td><td>94</td></tr>
<tr><td>NC</td><td>12 989</td><td>12 935</td><td>100</td></tr>
<tr><td>NW</td><td>12 595</td><td>11 823</td><td>94</td></tr>
<tr><td>WC</td><td>30 120</td><td>28 954</td><td>96</td></tr>
<tr><td>HO</td><td>27 347</td><td>26 587</td><td>97</td></tr>
<tr><td>ISON</td><td>102 528</td><td>100 157</td><td>98</td></tr>
<tr><td>Total</td><td>309 488</td><td>301 567</td><td>97</td></tr>
</table>
The most frequent enquiries were related to:
• <i>Application outcome/ progress/status.</i>
• <i>Payment date (pay-point).</i>
• <i>Change of contact number.</i>
• <i>Appeals.</i>
• <i>Non-payment</i>
• <i>Grant not captured.</i>
</td>
<td></td>
<td>Contribution by Regions, Head Office and Outsourced Service.
<table>
<tr><th>Location</th><th>No. of enquiries received</th><th>No. of enquiries resolved</th><th>Enquiries resolved</th></tr>
<tr><td>EC</td><td>27 856</td><td>26 069</td><td>94</td></tr>
<tr><td>FS</td><td>5 076</td><td>4 917</td><td>97</td></tr>
<tr><td>GP</td><td>59 231</td><td>55 124</td><td>93</td></tr>
<tr><td>KZN</td><td>13 954</td><td>12 578</td><td>90</td></tr>
<tr><td>LP</td><td>20 699</td><td>20 424</td><td>99</td></tr>
<tr><td>MP</td><td>9 886</td><td>9 310</td><td>94</td></tr>
<tr><td>NC</td><td>12 776</td><td>12 703</td><td>99</td></tr>
<tr><td>NW</td><td>14 654</td><td>14 266</td><td>97</td></tr>
<tr><td>WC</td><td>33 286</td><td>31 974</td><td>96</td></tr>
<tr><td>HO</td><td>17 672</td><td>17 183</td><td>97</td></tr>
<tr><td>OS*</td><td>42 940</td><td>37 998</td><td>89</td></tr>
<tr><td>Total</td><td>258 030</td><td>242 546</td><td>94</td></tr>
</table>
*OS = <i>Outsourced Service</i>
NB: - All the figures exclude COVID-19 SRD grant.
- The figures for outsourced services are included within ICCAS.
The most frequent enquiries were related to:
• <i>Application outcome/progress/ status.</i>
• <i>Change of contact number.</i>
• <i>Payment date.</i>
• <i>Method of payment.</i>
• <i>Online applications.</i>
• <i>Lost card.</i>
• <i>Checking balance.</i>
• <i>Grant not captured.</i>
• <i>Request confirmation letter; and</i>
• <i>Grant lapsed/cancelled/stopped.</i>
</td>
<td></td><td></td></tr>
</table>

<table>
<tr><th colspan="10">Programme 2: Benefits Administration and Support
Sub-programme 2.1: Benefits Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr>
<td>19.</td>
<td>Improved customer experience.</td>
<td>Improve the turnaround time for resolving customer disputes.</td>
<td>Percentage of disputes resolved within stipulated timeframes.</td>
<td>**Achieved**
97.80% (12 331 of 12 608) of disputes were resolved within 14 days. This is a collective achievement from the nine regions and Head Office as detailed below.
Contribution by Regions and Head Office:
<table>
<tr><th>Location</th><th>No. of disputes received</th><th>No. of disputes resolved</th><th>% Disputes resolved</th></tr>
<tr><td>EC</td><td>1 103</td><td>1 031</td><td>93.47</td></tr>
<tr><td>FS</td><td>34</td><td>34</td><td>100.00</td></tr>
<tr><td>GP</td><td>307</td><td>299</td><td>97.39</td></tr>
<tr><td>KZN</td><td>567</td><td>541</td><td>95.41</td></tr>
<tr><td>LP</td><td>968</td><td>960</td><td>99.17</td></tr>
<tr><td>MP</td><td>215</td><td>206</td><td>95.81</td></tr>
<tr><td>NC</td><td>121</td><td>121</td><td>100.00</td></tr>
<tr><td>NW</td><td>4 350</td><td>4 286</td><td>98.53</td></tr>
<tr><td>WC</td><td>72</td><td>66</td><td>91.67</td></tr>
<tr><td>HO</td><td>4 871</td><td>4 787</td><td>98.28</td></tr>
<tr><td>**Total**</td><td>**12 608**</td><td>**12 331**</td><td>**97.80**</td></tr>
</table>
The most frequent disputes for 2022/23 Financial Year include:
• *Auto-migrate card withdrawal.*
• *Blocked card.*
• *Damaged card.*
• *Dispute withdrawals from SASSA SAPO Card / COVID-19 SRD Grant.*
• *Funeral Policy Dispute.*
• *Registered False Beneficiary; and*
• *Regulation 26A.*</td>
<td>**Achieved**
97% (6 516 of 6 689) of disputes were resolved within 14 days. This is a collective achievement from the nine regions and Head Office as detailed below.
Contribution by Regions and Head Office:
<table>
<tr><th>Location</th><th>No. of disputes received</th><th>No. of disputes resolved</th><th>% Disputes resolved</th></tr>
<tr><td>EC</td><td>1 586</td><td>1 580</td><td>100</td></tr>
<tr><td>FS</td><td>80</td><td>79</td><td>99</td></tr>
<tr><td>GP</td><td>167</td><td>153</td><td>92</td></tr>
<tr><td>KZN</td><td>238</td><td>233</td><td>98</td></tr>
<tr><td>LM</td><td>1 342</td><td>1 329</td><td>99</td></tr>
<tr><td>MP</td><td>389</td><td>379</td><td>97</td></tr>
<tr><td>NC</td><td>188</td><td>188</td><td>100</td></tr>
<tr><td>NW</td><td>687</td><td>667</td><td>97</td></tr>
<tr><td>WC</td><td>65</td><td>63</td><td>97</td></tr>
<tr><td>HO</td><td>1 947</td><td>1 845</td><td>95</td></tr>
<tr><td>**Total**</td><td>**6 689**</td><td>**6 516**</td><td>**97**</td></tr>
</table>
The most frequent disputes for 2023/24 Financial Year include:
• *Dispute withdrawals from SASSA – SAPO Card / COVID-19 SRD Grant.*
• *Failed Bank Verification.*
• *Funeral Policy Dispute.*
• *Funeral Policy Dispute*
• *Registered False Beneficiary.*</td>
<td>80% of disputes resolved within 14 working days.</td>
<td>**Achieved**
94% (3 153 of 3 354) of disputes were resolved within 14 working days. This is a collective achievement from the nine regions and Head Office, as detailed below.
Contribution by Regions and Head Office:
<table>
<tr><th>Location</th><th>No. of disputes received</th><th>No. of disputes resolved</th><th>% Disputes resolved</th></tr>
<tr><td>EC</td><td>1 138</td><td>1 136</td><td>100</td></tr>
<tr><td>FS</td><td>183</td><td>149</td><td>81</td></tr>
<tr><td>GP</td><td>298</td><td>284</td><td>95</td></tr>
<tr><td>KZN</td><td>233</td><td>231</td><td>99</td></tr>
<tr><td>LM</td><td>494</td><td>489</td><td>99</td></tr>
<tr><td>MP</td><td>123</td><td>110</td><td>89</td></tr>
<tr><td>NC</td><td>142</td><td>142</td><td>100</td></tr>
<tr><td>NW</td><td>265</td><td>257</td><td>97</td></tr>
<tr><td>WC</td><td>119</td><td>101</td><td>85</td></tr>
<tr><td>HO</td><td>359</td><td>254</td><td>71</td></tr>
<tr><td>**Total**</td><td>**3 354**</td><td>**3 153**</td><td>**94**</td></tr>
</table>
NB: All the figures exclude COVID-19 SRD grant.
The most frequent disputes for 2024/25 Financial Year include:
• Disputes Withdrawals from SASSA SAPO Card/Covid-19 SRD Grant.
• Funeral policy Dispute.
• Registered False Beneficiary.
• Initial bank account changed to Commercial account.</td>
<td>14%</td>
<td>Overachievement was
due to continuous ad hoc engagements with customer care officials on the importance of customer care deliverables.</td>
</tr>
</table>

<table>
<tr><th colspan="10">Programme 2: Benefits Administration and Support
Sub-programme 2.1: Benefits Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr>
<td>20.</td>
<td>Improved customer experience.</td>
<td>Implement measures to reduce long queues at SASSA local offices.</td>
<td>Number of local offices implementing queue management system.</td>
<td>Achieved
Queue management system was implemented in 23 local offices in the regions below.
<table>
<tr><th>Region</th><th>Local Office</th></tr>
<tr><td>EC</td><td>East London
Queenstown
Flagstaff
Bizana</td></tr>
<tr><td>FS</td><td>Qwaqwa
Welkom
Smithfield
Sasolburg
Bloemfontein</td></tr>
<tr><td>GP</td><td>Pretoria
Roodepoort
Johannesburg</td></tr>
<tr><td>KZN</td><td>Durban
Osizweni</td></tr>
<tr><td>LP</td><td>Seshego
Giyani</td></tr>
<tr><td>MP</td><td>Mbombela
Msukaligwa</td></tr>
<tr><td>NC</td><td>Upington
Tlhlokomelo</td></tr>
<tr><td>NW</td><td>Mahikeng
Rustenburg
Jouberton</td></tr>
<tr><td>Total</td><td>= 23 offices</td></tr>
</table>
</td>
<td>Achieved
Queue management system implemented in 43 local offices.
These offices are located in the nine regions and detailed below.
<table>
<tr><th>Region</th><th>Number of Local Offices</th></tr>
<tr><td>EC</td><td>5</td></tr>
<tr><td>FS</td><td>3</td></tr>
<tr><td>GP</td><td>6</td></tr>
<tr><td>KZN</td><td>3</td></tr>
<tr><td>LP</td><td>3</td></tr>
<tr><td>MP</td><td>3</td></tr>
<tr><td>NW</td><td>7</td></tr>
<tr><td>NC</td><td>10</td></tr>
<tr><td>WC</td><td>3</td></tr>
<tr><td>Total</td><td>43</td></tr>
</table>
</td>
<td>Queue management system implemented in 45 local offices.</td>
<td>Achieved
Queue management system was implemented in 47 local offices.
These offices are located in the following regions as detailed below.
<table>
<tr><th>Region</th><th>Number of Local Offices</th></tr>
<tr><td>EC</td><td>5</td></tr>
<tr><td>FS</td><td>5</td></tr>
<tr><td>GP</td><td>5</td></tr>
<tr><td>KZN</td><td>5</td></tr>
<tr><td>LP</td><td>5</td></tr>
<tr><td>MP</td><td>2</td></tr>
<tr><td>NW</td><td>15</td></tr>
<tr><td>NC</td><td>5</td></tr>
<tr><td>Total</td><td>47</td></tr>
</table>
</td>
<td>2</td>
<td>Additional budget was made available to supplement the queue management roll-out, which resulted in some regions being able to do more within the limited period.</td>
</tr>
</table>

Sub-programme: 2: Payment Administration

Table 8: **Sub-programme 2.2: Payment Administration - Outcomes, Outputs, Output Indicators, Targets and Actual Achievement**

<table>
<tr><th colspan="10">Programme 2: Benefits Administration and Support
Sub-programme 2.2: Payment Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr>
<td>21.</td>
<td>Reduced levels of poverty.</td>
<td>Direct transfers (payments) into correct beneficiaries' accounts.</td>
<td>Percentage of successful payment transfers paid into correct beneficiary accounts.</td>
<td>Achieved
For the period ending March 2023, 99.98% of social grant payments were successfully processed.
Performance breakdown:
<table>
<tr><th>Month</th><th>Apr-22</th><th>May-22</th><th>Jun-22</th></tr>
<tr><td>Payment File</td><td>11 596 370</td><td>11 609 885</td><td>11 647 541</td></tr>
<tr><td>Successful Payments</td><td>11 595 669</td><td>11 609 113</td><td>11 646 527</td></tr>
<tr><td>% Successful</td><td>99.99</td><td>99.99</td><td>99.99</td></tr>
<tr><td>Rejections</td><td>701</td><td>772</td><td>1 014</td></tr>
<tr><td>% Rejected</td><td>0.01</td><td>0.01</td><td>0.01</td></tr>
</table>
<table>
<tr><th>Month</th><th>July-22</th><th>Aug-22</th><th>Sep-22</th></tr>
<tr><td>Payment File</td><td>11 669 689</td><td>11 603 077</td><td>11 663 040</td></tr>
<tr><td>Successful Payments</td><td>11 668 602</td><td>11 601 145</td><td>11 660 147</td></tr>
<tr><td>% Successful</td><td>99.99</td><td>99.98</td><td>99.98</td></tr>
<tr><td>Rejections</td><td>1 087</td><td>1 932</td><td>2 893</td></tr>
<tr><td>% Rejected</td><td>0.01</td><td>0.02</td><td>0.02</td></tr>
</table>
<table>
<tr><th>Month</th><th>Oct-22</th><th>Nov-22</th><th>Dec-22</th></tr>
<tr><td>Payment File</td><td>11 687 952</td><td>11 719 002</td><td>11 749 846</td></tr>
<tr><td>Successful Payments</td><td>11 684 866</td><td>11 717 724</td><td>11 748 113</td></tr>
<tr><td>% Successful</td><td>99.97</td><td>99.99</td><td>99.99</td></tr>
<tr><td>Rejections</td><td>3 086</td><td>1 278</td><td>1 733</td></tr>
<tr><td>% Rejected</td><td>0.03</td><td>0.01</td><td>0.01</td></tr>
</table>
</td>
<td>Achieved
For the period ending March 2024, an average of 99.98% per month of social grant payments were successfully processed through the banking system.
Performance breakdown:
<table>
<tr><th>Month</th><th>Apr-23</th><th>May-23</th><th>Jun-23</th></tr>
<tr><td>Payment File</td><td>11 718 120</td><td>11 764 444</td><td>11 794 688</td></tr>
<tr><td>Successful Payments</td><td>11 715 896</td><td>11 761 940</td><td>11 792 030</td></tr>
<tr><td>% Successful</td><td>99.98</td><td>99.98</td><td>99.98</td></tr>
<tr><td>Rejections</td><td>2 224</td><td>2 504</td><td>2 658</td></tr>
<tr><td>% Rejected</td><td>0.02</td><td>0.02</td><td>0.02</td></tr>
</table>
<table>
<tr><th>Month</th><th>July-23</th><th>Aug-23</th><th>Sep-23</th></tr>
<tr><td>Payment File</td><td>11 817 024</td><td>11 836 544</td><td>11 869 057</td></tr>
<tr><td>Successful Payments</td><td>11 814 382</td><td>11 833 970</td><td>11 866 251</td></tr>
<tr><td>% Successful</td><td>99.98</td><td>99.98</td><td>99.98</td></tr>
<tr><td>Rejections</td><td>2 642</td><td>2 574</td><td>2 806</td></tr>
<tr><td>% Rejected</td><td>0.02</td><td>0.02</td><td>0.02</td></tr>
</table>
<table>
<tr><th>Month</th><th>Oct-23</th><th>Nov-23</th><th>Dec-23</th></tr>
<tr><td>Payment File</td><td>11 889 592</td><td>11 894 520</td><td>11 928 608</td></tr>
<tr><td>Successful Payments</td><td>11 886 566</td><td>11 890 864</td><td>11 924 944</td></tr>
<tr><td>% Successful</td><td>99.97</td><td>99.97</td><td>99.97</td></tr>
<tr><td>Rejections</td><td>3 026</td><td>3 656</td><td>3 664</td></tr>
<tr><td>% Rejected</td><td>0.03</td><td>0.03</td><td>0.03</td></tr>
</table>
</td>
<td>99% of social grant payments successfully processed.</td>
<td>Achieved
For the period ending March 2025, a monthly average of 99.96% of social grant payments were successfully processed through the banking system. The number of beneficiaries paid monthly is detailed below.
Monthly Payment:
<table>
<tr><th rowspan="2">Month</th><th rowspan="2">Payment file</th><th rowspan="2">Rejections (EFT70 + VET)</th><th colspan="2">Successfully processed</th></tr>
<tr><th>No.</th><th>%</th></tr>
<tr><td>Apr '24</td><td>11 975 908</td><td>4 + 2 407</td><td>11 973 497</td><td>99.98%</td></tr>
<tr><td>May '24</td><td>12 001 250</td><td>6 + 2 303</td><td>11 998 941</td><td>99.98%</td></tr>
<tr><td>Jun '24</td><td>12 016 796</td><td>4 + 3 150</td><td>12 013 642</td><td>99.97%</td></tr>
<tr><td>Jul '24</td><td>12 912 517</td><td>3 + 2 197</td><td>12 910 317</td><td>99.98%</td></tr>
<tr><td>Aug '24</td><td>12 982 728</td><td>3 + 3 053</td><td>12 979 672</td><td>99.97%</td></tr>
<tr><td>Sep '24</td><td>12 973 809</td><td>6 + 6 022</td><td>12 967 781</td><td>99.95%</td></tr>
<tr><td>Oct '24</td><td>12 059 861</td><td>16 + 6 668</td><td>12 053 177</td><td>99.94%</td></tr>
<tr><td>Nov '24</td><td>12 086 606</td><td>6 + 4502</td><td>12 082 098</td><td>99.96%</td></tr>
<tr><td>Dec '24</td><td>12 104 977</td><td>7 + 5 877</td><td>12 099 093</td><td>99.95%</td></tr>
<tr><td>Jan '25</td><td>12 972 283</td><td>3 + 10 437</td><td>12 961 843</td><td>99.92%</td></tr>
<tr><td>Feb '25</td><td>12 964 504</td><td>6 + 4 750</td><td>12 959 748</td><td>99.96%</td></tr>
<tr><td>Mar '25</td><td>12 982 400</td><td>6 + 5 755</td><td>12 976 639</td><td>99.96%</td></tr>
</table>
</td>
<td>0.96%</td>
<td>There were less rejections than projected.</td>
</tr>
</table>

<table>
<tr><th colspan="10">Programme 2: Benefits Administration and Support
Sub-programme 2.2: Payment Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2022/2023</th><th>Audited Actual Performance 2023/2024</th><th>Planned Annual Target 2024/2025</th><th>Actual Achievement 2024/2025*</th><th>Deviation from Planned Target to Actual Achievement for 2024/25</th><th>Reasons for Deviations</th></tr>
<tr><td></td><td></td><td></td><td></td><td>
<table>
<tr><th>Month</th><th>Jan-23</th><th>Feb-23</th><th>Mar-23</th></tr>
<tr><td>Payment File</td><td>11 746 136</td><td>11 695 131</td><td>11 687 460</td></tr>
<tr><td>Successful Payments</td><td>11 744 375</td><td>11 693 282</td><td>11 685 238</td></tr>
<tr><td>% Successful</td><td>99.99</td><td>99.98</td><td>99.98</td></tr>
<tr><td>Rejections</td><td>1 761</td><td>1 849</td><td>2 222</td></tr>
<tr><td>% Rejected</td><td>0.01</td><td>0.02</td><td>0.02</td></tr>
</table>
</td><td>
<table>
<tr><th>Month</th><th>Jan-24</th><th>Feb-24</th><th>Mar-24</th></tr>
<tr><td>Payment File</td><td>11 842 475</td><td>11 928 912</td><td>11 953 490</td></tr>
<tr><td>Successful Payments</td><td>11 839 464</td><td>11 925 728</td><td>11 950 793</td></tr>
<tr><td>% Successful</td><td>99.97</td><td>99.97</td><td>99.98</td></tr>
<tr><td>Rejections</td><td>3 011</td><td>3 184</td><td>2 697</td></tr>
<tr><td>% Rejected</td><td>0.03</td><td>0.03</td><td>0.02</td></tr>
</table>
</td><td></td><td></td><td></td><td></td></tr>
</table>

Table 9: Strategy to Overcome Areas of Underperformance: Programme 2: Benefits Administration and Support

Target	Strategy
75% of eligible children below the age of 1 in receipt of children's grants.	• In the 2025/26 financial year the target and the TIDs have been revised to track children under two years old and address the reporting limitations. • Increasing registration sites at health facilities, creating awareness through community spaces and media, and collaborating with departments like Health and Home Affairs. Specific actions include marketing, outreach programmes, and dedicated visits to hospitals and clinics.

Table 10: Linking Performance with Budgets: Programme 2: Benefits Administration and Support

Programme/ Activity/ Objective	2023/24			2024/25		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Benefits Administration (Cash)	4 164 172	4 106 509	57 663	4 340 774	3 723 594	617 180
Add: Non-cash items	-	148	(148)	-	-	-
Total	**4 164 172**	**4 106 657**	**57 515**	**4 340 774**	**3 723 594**	**617 180**

The table reconciles to both the statement of financial performance and the statement of comparison of budget and actual amounts. The total figure is R3.7 billion.

4. REVENUE COLLECTION

Table 11: Revenue Collection

Sources of Revenue	2023/24			2024/25		
	Estimate	Actual Amount Collected	(Over)/ Under Collection	Estimate	Actual Amount Collected	(Over)/ Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Revenue from exchange transactions	4 738	39 957	(35 219)	4 950	22 053	(17 103)
Finance income	898	1 229	(331)	939	1 199	(260)
Government grants	7 570 261	7 570 261	-	7 748 437	7 748 437	-
Total	**7 575 897**	**7 611 447**	**(35 550)**	**7 754 326**	**7 771 689**	**(17 363)**

The bulk of SASSA's revenue comes mainly from the transfers from the National Department of Social Development's (NDSD) vote.

A significant portion of other revenue relates to R7.3 million in penalties charged to the Post Bank due to non-adherence to the signed agreement with the Agency, and another portion of the revenue was derived from the fines and penalties, the sale of capital assets, interest received, the sale of wastepaper, parking fees, etc. The total revenue received was R7.7 billion, of which R7.7 billion was from the National Revenue Fund and the balance was other own revenue.

5. CAPITAL INVESTMENT

5.1 Capital Investment Maintenance

There were no planned capital projects for the 2024/25 Financial Year.

5.2 Asset Management Plan

SASSA's Assets Management Policy and Demand Plan, among others, are the basis for asset planning. The demand plan (asset procurement) is a yearly plan that is effective from the first day of April of each financial year. Progress is monitored through monthly reports. Such reports are consolidated quarterly for reporting to the National Treasury, while SASSA Assets Management Policy covers the life span of the assets, depreciation/amortise, and disposal, among others. Below is progress against such for the 2024/25 Financial Year.

The Agency uses the straight-line method to depreciate/amortise its assets.

Table 12: Asset depreciation/amortisation

Assets Category	Useful Life
Land	Indefinite
Buildings	20 – 50 Years
Furniture & Fixtures	5 – 17 Years
Motor Vehicles	4 – 10 Years
Office Equipment	5 – 17 Years
IT Equipment	2 – 10 Years
Finance Leases	Over the lease agreement term
Machinery & Equipment	2 – 17 Years
Communication Equipment	2 – 17 Years
Leasehold improvements	Over the lease agreement term
Intangible Assets	3 – 20 Years

The breakdown in numbers for additions, disposals, reclassification/transfer and depreciation/amortisation for the 2024/25 Financial Year is as follows:

Table 13: Asset additions, disposals and reclassification/transfer as at 2024/25 Financial Year

Category	Number of Assets at Beginning of Financial Year	Number of Additions	Number of Reclassification or Transfer	Number of Assets Disposed	Number of Assets at End of Financial Year
Land	1	0	0	0	1
Buildings	519	17	0	0	536
Leasehold improvements	29	14	0	0	43
Furniture & Fixtures	63 943	1 479	2	(2 206)	63 218
Motor Vehicles	2 317	31	0	(501)	1 847
Office Equipment	582	309	721	(59)	1 553
IT Equipment	49 939	8 924	2	(4 213)	54 653
Finance Leases	717	0	0	(71)	646
Machinery & Equipment	13 583	4 062	(725)	(500)	16 420
Communication Equipment	9 089	8	0	(285)	8 812
Intangible Assets	51	10	0	(7)	54
Total	**140 770**	**14 854**	**0**	**(7 842)**	**147 782**

Table 14: Asset holdings' change over the period under review, including information on disposals, scrapping and loss due to theft

Reconciliation of Property, Plant, Equipment and Intangible Assets - 2025					
	Opening Balance	**Additions**	**Disposals**	**Depreciation/ Amortisation**	**Closing Balance**
	(R)	**(R)**	**(R)**	**(R)**	**(R)**
Land	519 500	0	0	0	519 500
Buildings	177 728 035	13 049 032	0	(9 756 662)	181 020 405
Leasehold Improvements	29 091 970	146 750	0	(11 194 433)	18 044 287
Furniture & Fixtures	80 785 062	8 968 152	(1 314 365)	(9 257 597)	79 184 136
Motor Vehicles	348 771 154	11 030 309	(19 372 505)	(29 277 598)	311 151 360
Office Equipment	1 871 188	4 057 628	(63 156)	(757 915)	9 769 977
IT Equipment	296 200 227	171 607 594	(2 323 215)	(49 285 580)	416 185 679
Finance Leases	567 597	0	(13 111)	(459 096)	95 390
Machinery & Equipment	103 514 462	56 141 799	(1 176 325)	(10 928 174)	142 899 993
Communication Equipment	11 620 648	36 000	(79 383)	(922 206)	10 655 059
Intangible Assets	62 353 040	1 304 250	(358 644)	(7 495 256)	55 803 390
TOTAL	**1 113 022 883**	**266 341 514**	**(24 700 704)**	**(129 334 517)**	**1 225 329 175**

The Agency's opening balance of Property, Plant and Equipment (PPE) and Intangible Assets as of 1 April 2024 was R1,113 billion.

Adjustment of opening balance for Property, Plant and Equipment because of prior period error was R 9 million.

Assets Additions in the period under review was R266 million.

Disposals of assets due to redundancy, obsolescence and being unserviceable (R24 million).

Assets Depreciation and Amortisation was (R129 million)

Closing balance of Property Plant and Equipment, and Intangible Assets as of 31 March 2025 was R1.225 billion.

Agency Assets Register increased with the value of R102 million for Property Plant and Equipment, and Intangible Assets.

5.3 Measures taken to ensure that the Public Entity's assets register remained up-to date during the period under review

When assets are procured, the assets' clearing account is used. This is a suspense account that is cleared monthly.

Once the assets are confirmed to be delivered at the right quantity and quality, the assets are tagged/barcoded and added to the assets register with the asset numbers, description, serial numbers, asset users, etc.

The assets are physically verified half-yearly, and their condition is noted. For assets not found and not reported to have been stolen or lost, the loss control process is followed to ensure accountability for such assets.

For the movement of assets, a transfer form is completed by the individuals involved in the movement of affected assets and such a form becomes the source document for the updating of the assets register.

The assets lose value each month through depreciation/amortisation on the system and the register is automatically updated after depreciation has run to completion.

Lost assets, similar to unverified assets, are also updated as such and they are managed through the damage and loss process, and when the process is finalised, they are updated on the assets register as write-offs/recoverable debt or whatever method that is approved by the Loss Control Committee.

Assets that are donated, scrapped, and auctioned are updated as such in the assets register once they are disposed of through the disposal process as approved by the delegated authority. Asset reconciliation is done to ensure that the Trial Balance and Fixed Assets Register agree on the assets captured on the register with what is paid for.

5.4 The Current State of the Public Entity's Capital Assets

Table 15: Current State of Capital Assets

Condition	Number of assets	Percentage
Excellent	36 239	25
Good	48 332	33
Fair	55 393	37
Poor	3 107	2
Broken	4 711	3
Total	**147 782**	**100**

PART C

GOVERNANCE

1. INTRODUCTION

Corporate governance embodies processes and systems by which public entities are directed, controlled, and held to account. In addition to legislative requirements based on a public entity's enabling legislation and the Companies Act (Act 71 of 2008), corporate governance regarding public entities is applied through the precepts of the Public Finance Management Act (PFMA) (Act 1 of 1999, as amended) and run in tandem with the principles contained in the King Report on Corporate Governance. Corporate governance is the responsibility of Parliament, the Executive, the Accounting Authority, and the public entity's management. Below is a list of governance structures and dates to which SASSA engaged with the Parliamentary committees during the 2024/25 Financial Year.

2. PORTFOLIO COMMITTEES TO WHICH SASSA REPORTED: 2024/25

Table 16: Portfolio Committees

Committee	Subject	Date
Portfolio Committee	DSD, SASSA & NDA Annual Performance Plan 2024/25; with Minister.	10 July 2024
Portfolio Committee	SASSA and DSD findings on the SRD grant allegations; with Minister and Deputy Minister.	27 November 2024
Portfolio Committee	SASSA social grant fraud allegations; DSD BRRR; with Ministry.	23 October 2024
Portfolio Committee	SASSA and NDA 2023/24 Annual Report; with Minister.	11 October 2024

3. EXECUTIVE AUTHORITY

Table 17: Reports submitted to the Executive Authority

Report	Date
SASSA 2023/24: 4th Quarter report	30 April 2024
SASSA 2024/25: 1st Quarterly report	31 July 2024
SASSA Audited Annual Report 2023/24	31 August 2024
SASSA 2024/25: 2nd Quarterly report	31 October 2024
SASSA 2024/25: 3rd Quarterly report	31 January 2025

4. RISK MANAGEMENT

SASSA acknowledges that risk management and internal controls are fundamental components of effective corporate governance. Section 51(1) of the Public Finance Management Act (PFMA) and Treasury Regulations 1999 mandates the Accounting Officer (CEO) to undertake all reasonable measures to guarantee that the Agency possesses and upholds effective, efficient, and transparent systems of financial and risk management, as well as internal control. The Agency's Risk Management Policy and Strategy are guided by the following best practice risk management frameworks: ISO 31000:2018, the Committee of Sponsoring Organisations (COSO) 2017 Framework, the Public Sector Risk Management Framework, and the King IV Report on Corporate Governance (2016).

During the 2024/25 Strategic Planning Session, comprehensive annual risk assessments were conducted nationwide, at both the head office and regional levels. These assessments were aligned to the Agency's Annual Performance Plan and Operational Plans, thereby facilitating effective integrated risk management. The approach employed both top-down and bottom-up approaches to direct performance and to influence decision-making. It focused on critical risk issues and held management responsible for risk mitigation. Progress in risk mitigation is tracked across many programs, guaranteeing continuous risk assessment, evaluation, mitigation, and reporting of significant emergent risks.

SASSA has a Risk Management Department responsible for establishing, embedding, overseeing, guiding, facilitating and monitoring various systems of governance and risk within the agency. The oversight of the systems of risk management is tasked to an independent Risk Management Committee. The Committee is a structure, comprising independent external experts responsible for advising and overseeing that the overall risk management system is maintained at an acceptable risk level. The committee convenes quarterly to review and advise on risk-related matters. Quarterly reports on key risks are reported to the Audit Committee, enabling independent assurance on the effectiveness of risk management systems.

The Agency has demonstrated progressive improvement in risk management, leading to improved performance in meeting established outcomes and priorities. SASSA is making strides in institutionalising and integrating risk management into decision-making and daily operations, which has positively influenced the Agency's performance. Nevertheless, in areas requiring enhancement, SASSA continues to address these issues by refining its risk management strategies and implementing more effective controls.

5. INTERNAL CONTROL UNIT

The Internal Control Unit carried out the following activities during the financial year under review.

a) Coordination of Loss Control Process

- In compliance with sections 83 to 86 of the PFMA (1999, as amended), SASSA identifies and records all allegations of irregular expenditure, fruitless and wasteful expenditure, as well as damages and losses, and thereafter investigates and takes appropriate action(s) against the employees responsible.
- The unit performed investigations of irregular expenditure, fruitless and wasteful expenditure and damages and losses cases and compiled determination test reports in line with the National Treasury PFMA Compliance and Reporting Framework issued in January 2023. The determination outcome reports for cases referred to above were submitted to delegated structures where necessary and approved by the delegated authority for implementation. However, after investigation of irregular expenditure and implementation of consequence management against affected employees, the submissions were sent to the National Treasury for condonation, consideration and approval.
- The Accounting Authority also considered submissions for removal of irregular expenditure from the register in line with the National Treasury PFMA Compliance and Reporting Framework
- The unit facilitated and convened Loss Control Committee meetings, scribed and prepared the committee's submissions for consideration by the delegated authority for approval of determination test reports related to investigated cases.

b) Co-ordination of the Audit

- The Internal Control Unit was responsible for coordinating AGSA audits. This involved ensuring that information requested for audit purposes was submitted to the audit team within stipulated timeframes; providing advice to other units on matters related to the audit; preparing and keeping accurate registers of audit information requests and findings; and following up on any outstanding matters regarding the audit.

- During the audit, the unit facilitated the Audit Steering Committee meetings where the audit progress and related issues were deliberated. The management report and audit report were also engaged in these meetings before being taken through to the Audit Committee for consideration of the audit outcome.
- On finalisation of the audit, the Audit Action Plan was developed for implementation by the affected branches and regions, ensuring that control measures were implemented to avoid recurrence of the audit findings. The progress report on the Audit Action Plan was updated monthly and submitted to AGSA, the Audit Committee and EXCO when required. The unit coordinated inputs and progress reports on the status of the records review report, which deals with high-risk areas identified and communicated by AGSA through these reports. Management was requested to provide commitments and interventions to ensure that such risks are addressed during the audit and beyond.

c) **Monitoring, analysis and follow-up on compliance with policies and relevant legislation such as the PFMA, National Treasury Regulations and National Treasury's Instructions or Practice Notes.**

- The unit amended the theft, damages and losses policy which was approved at the end of July 2024 and implemented during the year under review.
- Communicated with employees through circulars, ensuring they comply with SASSA ICT policies, Assets Management, Code of Ethics etc. in the timeous reporting of incidents of theft, damages and losses, as well as the guidance to strengthen the audit coordination process.
- After the audit outcome is received from the Auditor-General of South Africa (AGSA), the unit performs continuous assessments and monitoring of the effectiveness of internal controls by analysing progress made by various branches and units on the control measures contained in the Audit Action Plan.

6. INTERNAL AUDIT AND AUDIT COMMITTEES

Introduction

The PFMA underscores the importance of accountability, transparency, and sound financial management across all state institutions. In this context, internal audit plays a critical role in offering independent, objective assurance and advisory services to support and enhance SASSA's operations.

In line with Section 38(1)(a)(ii) of the PFMA and Chapter 3 of the National Treasury Regulations, this section outlines the internal audit activities undertaken during the year. It highlights internal audit contributions to strengthening governance, improving risk management, and reinforcing internal controls.

Throughout the reporting period, the Internal Audit Unit remained aligned with SASSA's strategic goals, ensuring compliance with relevant legislation and policies. Through risk-based audits and ongoing collaboration with management, the unit has worked to drive efficiency, address control weaknesses, and promote continuous improvement, which will ensure that SASSA pays the right social grant to the right person at the right time and place. NJALO!

Internal Audit Activities

Given the growing ICT related risks within SASSA's operating environment and their potential to significantly disrupt the Agency's core functions, it was essential for Internal Audit to prioritise a series of focused reviews. These included assessments of the following:

- Active Directory;
- Firewall;
- Information Security;
- Online Grant Applications; and
- Systems Development Lifecycle.

In addition to the ICT related reviews, Internal Audit conducted several key projects focused on compliance and regulatory audits. These included assessments of grants administration, security management, the demand management plan, probity audits on tender files prior to award, quarterly performance information, financial management, and supply chain management.

These reviews were instrumental in providing management with assurance on the effectiveness of the internal control environment across critical business areas. Furthermore, Internal Audit reviewed both the Annual Financial Statements and the Annual Performance Report for the 2024/25 financial year on behalf of the Audit Committee prior to their submission to the Department of Social Development, National Treasury, and the Auditor-General of South Africa (AGSA).

The internal audit underwent an external quality assurance review conducted by the Leadership Academy, a subsidiary of the Institute of Internal Auditors of South Africa (IIASA). The primary objective of this review was to assess the extent to which the internal audit function adheres to the prescribed professional standards and the code of ethics while performing its roles and responsibilities. We are pleased to announce that the internal audit department achieved a "General Conformance" rating, which is the highest level of compliance, reflecting a strong alignment with the required standards and ethical guidelines.

Audit Committee Activities

The Audit Committee has fully complied with its responsibilities as outlined in Section 51(1)(a)(ii) of the Public Finance Management Act (PFMA) and Treasury Regulation 27.1. In line with these requirements, the Committee has formally adopted a comprehensive Audit and Risk Committee Charter, which clearly defines its mandate, roles, and responsibilities.

The Committee has diligently regulated its activities in strict accordance with the terms set out in the Charter. This includes overseeing the effectiveness of internal controls, reviewing financial and performance reporting, assessing risk management processes, and ensuring compliance with relevant laws and regulations. Throughout the reporting period, the Audit Committee has carried out all its duties as stipulated, ensuring transparency, accountability, and sound governance in line with the best practices outlined in the Charter.

The table below provides relevant information on the Audit Committee members:

Table 18: **Relevant information on the Audit Committee Members and meeting attendance**

Name	Qualifications	Internal or external	If internal, position in the public entity	Date appointed	Date Resigned	No. of Meetings attended
Adv. L Peter Chairperson	• Doctor of Law (LLD) Candidate UFH. • Master of Science (MSc. Med.) Wits University. • Master of Law (LLM) UWC. • Master of Philosophy (M.Phil.) UP. • Bachelor of Law (LLB) UWC. • Postgraduate Diploma (Compliance Management) UJ. • Postgraduate Diploma (Drafting & Interpretation of Contracts) UJ.	External	Not applicable	30 May 2021 Acting Chairperson: 01 October 2023-30 April 2024 Appointed as Chairperson – 01 May 2024.	Not applicable	12 of 12

Name	Qualifications	Internal or external	If internal, position in the public entity	Date appointed	Date Resigned	No. of Meetings attended
Ms S Mzizi Member	• Certified Director - IODSA • ACG -CGISA • Postgraduate Diploma in Corporate Law - UJ • Postgraduate Certificate in Corporate Governance - UJ • ACMA CGMA - CIMA • B. Com Honours Financial Management - UJ • BTech Cost and Management Accounting - Tech Natal	External	Not applicable	30 May 2019 Re-appointed – 01 October 2023.	Not applicable	11 of 12
Mr W Hero Member	• Master's in Technology Innovation - Da Vinci Institute • Chartered Information Technology professional CIO Council 2019 • Bachelor of Science, Research and Statistics - Wits	External	Not applicable	30 May 2021	30 April 2024	4 of 12
Ms S Daya Member	• BSc Computer Science and Applied Mathematics • Executive Master's in Digital Transformation and Innovation • Certified Information Technology Business Professional	External	Not applicable	01 0ctober 2023	Not applicable	11 of 12
Dr L Mphahlele-Ntsasa Member	• Bachelor of Science • Diploma in Datametrics • Master of Business Administration • Doctor of Business Leadership	External	Not applicable	01 October 2023	Not applicable	12 of 12
Ms Neo Shabalala Member	• Diploma in Business Administration and Management • Bachelor of Commerce (Information Technology) • Bachelor of Science - Honours (Information Systems).	External	Not applicable	01 October 2023	Not applicable	12 of 12

7. COMPLIANCE WITH LAWS AND REGULATIONS

To ensure compliance with applicable laws and regulations, SASSA developed and implemented various compliance checklists and delegations of authority. These include, but are not limited to, Supply Chain Management, Finance, Human Capital, and Facilities.

8. FRAUD AND CORRUPTION

SASSA has an approved Fraud Prevention Strategy which has adopted a Zero tolerance stance on fraud and corruption. Its Anti-Fraud and Corruption strategic approach focuses on fraud and corruption governance, prevention, detection, investigations and resolutions (corrective actions). Furthermore, SASSA has developed the Fraud Prevention Implementation plan to operationalise the implementation of the Fraud Prevention Strategy within the Agency and to further deploy Anti-Corruption Measures, which would minimise and/or lead to the reduction in cases of fraud and corruption activities.

The implementation of the Anti-Fraud and Corruption mechanisms is dissected below, incorporating the pillars of the SASSA's Anti-Fraud and Corruption Strategies:

8.1 Fraud and Corruption Governance

SASSA has established an internal Fraud Management and Compliance Department, which is mainly responsible for the implementation of the anti-fraud and corruption prevention, detection and investigation mechanisms. The Fraud Management and Compliance Department reports to SASSA and the Department of Social Development's (DSD's) governance structures on a quarterly basis. The governance structures consist of, amongst others, the SASSA and Department of Social Development Oversight Forum, Ethics Committee, Risk Management Committee and the Audit Committee.

8.2 Fraud and Corruption Investigations

Cases of fraud and corruption are mainly reported through the Office of the Public Service Commission (PSC's) National Anti-Corruption Hotline and other related reporting channels. Such cases are formally referred to the Office of the Chief Executive Officer and the Fraud Management and Compliance Department within SASSA for consideration, further assessment, investigation, and resolution.

In the year under review, 99% (478 out of 483) of the reported cases of fraud and corruption were investigated and finalised. Based on the outcome of the trend and/or pattern analysis, most cases emanate from grant fraud and corruption, among other issues.

8.3 Fraud and Corruption Prevention

SASSA has a Fraud Prevention Strategy that was approved in March 2020. The Fraud Prevention Strategy and Plan addresses, amongst others, new fraud trends associated with electronic grant applications and electronic payments. As part of measures implemented to prevent corruption and fraudulent activities, SASSA planned to conduct 112 Anti-Fraud and Corruption Awareness Sessions during the 2024/25 financial year, and 131 awareness sessions were implemented across the Regions.

The implemented Anti-Fraud and Corruption awareness programmes were integrated into induction training, planned awareness sessions, staff engagement sessions, and an Integrated Government Services Outreach Programme. Various mediums were utilised, including virtual remote meetings via MS Teams, in-person presentations, and the distribution of pamphlets that contained important fraud prevention messages and fraud reporting channels.

A total of 4 550 individuals were reached in the awareness sessions. This group comprised 574 SASSA employees, 635 stakeholders, and 3 341 members of the public, including social grant beneficiaries.

8.4 Fraud and Corruption Detection Measures Implemented

The fraud detection measures of the Agency resulted in the following activities being implemented:

Arrest of two suspects for bribery of a SASSA official to capture and verify fraudulent old age grants in the absence of beneficiaries

During the 2024/25 financial year, the Fraud Management and Compliance Department received a complaint from a whistleblower, alleging that there were two white males who requested an official to process fraudulent old age grants without beneficiaries. The suspects offered R1 000.00 for each transaction. The matter was reported to the Directorate of Priority Crime Investigations (Hawks). Section 252a of the Criminal Procedure Act was applied to allow the officials to participate in the commission of a crime. The suspects brought 36 identity numbers with R36 000.00, and they were immediately arrested, and a case docket was registered.

Cases Implicating Money Lenders

SASSA, working in collaboration with SAPS, NCR, and the Law Enforcement Agencies, arrested and opened 23 criminal cases against money lenders who were found in possession of SASSA beneficiaries' cards through sting operations. The moneylenders were found with bank cards from different banks, including SASSA cards, PINs of those cards, money and some were even found with drugs. These sting operations, arrests and the opening of criminal cases took place from the Eastern Cape, Mpumalanga and the Northern Cape.

Cases Implicating SASSA Employees and Arrests

There were some arrests in several provinces pertaining to cases of fraud and corruption:

Gauteng – Fraud card syndicate: Eight officials and others were arrested in possession of Bank Cards and including the SASSA Gold Cards. The first four suspects were arrested in February 2025, they will appear in court on 1 and 2 April 2025.

North West – Bribery Case: One Official was arrested in the North West Region for soliciting a bribe and the suspect was released on bail.

Eastern Cape – Alleged Grants Fraud – Three officials were arrested for allegedly processing fraudulent grants; the matter has been provisionally withdrawn from the Court, both internal and criminal investigations are ongoing.

Public Service Commission and Fraud Hotline (0800 601011)

During the 2024/25 financial year, SASSA received 1 820 cases from the Public Service Commission. Of which 1 521 cases were the COVID-19 SRD grant complaints. The complainants reported that they discovered that an unknown person(s) had registered and was receiving the COVID-19 SRD grant using their personal details.

SASSA also received cases from a community activist in Limpopo of alleged identity theft/fraud cases. Three (3) suspects were arrested in Limpopo in connection with the alleged cases and have since been released on bail and the matter is before the High Court in Polokwane.

SASSA has compiled an A1 statement on behalf of the victims who reported the alleged cases of identity theft/fraud across the country. The complaint statement was presented to the South African Police Services (SAPS) in Pretoria, and a SAPS case was opened. SASSA included reported cases by the two Stellenbosch Students in the A1 statement. A case has been opened and registered as a National Investigations project.

9. MINIMISING CONFLICT OF INTEREST

As part of the SCM value chain, every official involved in any transaction, including the end-user (custodian of goods and services), is required to declare his/her interest (if any) by completing a Declaration of Interest Form. The form is populated by all Directors of Companies whose bids are being evaluated, allowing all role players to verify and declare their interest. There is also a register to record any declarations made.

Declaration of interest is a standard practice in all sessions of the Bid Evaluation Committee and the Bid Adjudication Committee (BAC); records are kept (Declaration of Interest Forms) and the BAC minutes reflect that the process is undertaken as an agenda item. Additionally, segregation of functions is maintained to ensure that officials who capture transactions do not also approve them. Equally, the same official cannot nominate suppliers, issue RFQs, receive quotations, evaluate them, and issue orders. These business processes are streamlined so that there is segregation of duties. Where there is a shortage of personnel, it is ensured that the approver is different from the official who sourced quotations, and the capturer is different from the approver of the transaction on the system.

All officials in the SCM environment are made aware of the SCM Code of Conduct for SCM Practitioners (Treasury Practice Note 4 of 2003) and are required to declare in writing that they are aware of the contents of the Code. The file for such declarations is kept for reference.

The Compliance Checklist, against which all SCM transactions are subjected for approval by the delegated authority, also checks if the Declaration of Interest form has been duly completed. The Compliance Checklist is an internal control mechanism to prevent irregular expenditure and is fully aligned with all applicable legislation, instructions and regulations that govern the SCM environment.

The service providers are compelled (mandatory requirement) to complete the Declaration of Interest Form as a retainable document with their bids or quotations. Additionally, the Central Supplier Database (CSD) reports are drawn from the CSD to verify whether the service provider is not a government employee and to confirm the Directors against the Standard Bidding Documents (SBD) form.

10. CODE OF CONDUCT

The SASSA Code of Conduct, approved by the Minister of Social Development in October 2008 in terms of Section 7(3) of the SASSA Act (Act No. 9 of 2004), has remained the cornerstone of promoting ethical behaviour and professionalism within the Agency. However, after 17 years without revision, the Code no longer adequately reflects current realities within the organisation. As part of a broader Ethics Management Strategy Review prioritised for the 2024/25 financial year, a preparatory process to revise the Code of Conduct alongside associated ethics-related policies was initiated. Although a bid to appoint a service provider to support the review process was initiated, it was unsuccessful, and the procurement was deferred to the 2025/26 financial year. In the interim, consultations and benchmarking processes to support the modernisation of SASSA's ethics infrastructure commenced, with the aim of restoring public trust and aligning internal values with good governance practices.

As part of the ongoing Ethics Management enhancement, efforts to institutionalise compliance with Section 8(2) of the SASSA Act were intensified through the Agency's internally developed e-Disclosure system. This automated platform, introduced in 2022/23 in collaboration with ICT, replaced the manual disclosure of employees' financial interests, improving security, access controls, and employee trust in the confidentiality of their information.

In previous years, 2022/2023 and 2023/2024, high compliance rates of 85% and 81%, respectively, were achieved through extended submission deadlines, continuous system reopening, and weekly compliance dashboards used to handhold employees towards compliance. However, these temporary transitional measures were never intended to replace long-term accountability. For 2024/25, with concurrence from the Ethics Committee Chairperson, it was resolved not to reopen the system beyond the disclosure deadline. This decision aimed to mature the system and promote a culture of timely self-regulation. As a result, a compliance rate of 47% was recorded by the closing date. Non-compliance reports will be submitted to Executive and Regional Managers for consequence management — reinforcing that ethics compliance is mandatory, not optional.

11. HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

SASSA regards a proper working environment as key to service delivery. Therefore, it has an approved Occupational Health and Safety Policy (OHS) that guides the management of health and safety matters within the Agency. The Policy provides for the establishment of Head Office, Regional Office, and District OHS Committees to ensure compliance with the Occupational Health and Safety Act 1993 (Act 85 of 1993). Based on these provisions, SASSA has appointed OHS Committees at Head Office and Regional Offices.

OHS representatives have also been appointed to identify hazards within SASSA offices. Where they are identified, corrective measures are implemented jointly with landlords to ensure that health and safety standards are not compromised. These OHS representatives play a key role in ensuring that employees comply with the provisions of the Act and the Policy.

Depending on the terms and conditions of the lease agreements of individual offices, landlords have continued to improve and maintain offices to ensure that they are habitable and that services are rendered in a suitable environment. In state facilities, the Local Office Improvement Project (LOIP) is the vehicle that is used to ensure that offices are habitable, and services are rendered in a suitable environment.

12. AUDIT COMMITTEE REPORT

The Audit Committee provided governance oversight in relation to the Agency's internal control environment, financial, performance, compliance, and risk management activities. I am pleased to present this Audit Committee report for the financial year that ended on 31 March 2025.

Audit Committee Responsibility

The Audit Committee has complied with Treasury Regulation 3.1.13 and Section 77 of the Public Finance Management Act (No. 1 of 1999) in fulfilling its obligations and the discharge of its mandate. In doing so, the Audit Committee has developed and adopted as its formal terms of reference an Audit Committee Charter. This Charter has been used by the Audit Committee to govern its affairs and all the committee's duties set forth therein were discharged, apart from examining changes in the accounting policies and practices.

Key objectives and Activities of the Audit committee

The Audit Committee is a specially designated committee tasked, among others, with assisting the Accounting Authority and the entire management team in fulfilling their duties for financial and performance reporting, internal control systems (including risk management and audit processes), and ensuring compliance with laws, regulations, and codes of conduct. These tasks are discharged by the Audit Committee through provision of oversight and objective advice.

The Committee has during this year of reporting held private meetings with auditors to discuss matters that required confidentiality, and conducted reviews of the proposed audit approaches, plans, staffing and organisation of the audit function. The Audit Committee also conducted regular meetings with management, wherein it received and considered presentations of various management reports.

Internal Control Environment

The Audit Committee determined that the internal control environment was partially effective for the year under review. Several findings revealed weaknesses in internal controls, including the instances of financial loss, fraud, corruption, or error which were reported to the Committee through internal audit, fraud management, and compliance functions. The Audit Committee has raised these issues with management and the Committee is satisfied with the measures and controls implemented to address the identified weaknesses.

The following is a list of key internal audit work that was completed during the year under review:

- Annual Financial Statements and Annual Performance Report 2024/25.
- Quarterly Performance Information review.
- Draft Annual Performance Plan and Strategic Plan 2025/26 review.
- Probity Audits.
- Quarterly Demand Management reviews.
- Security Management and Information Security reviews.
- Grants Administrations – covering all grant types.
- Financial Management reviews.
- Internal and External Networks reviews.

The Internal Audit Committee Charter underwent review by the internal audit and received approval from the Audit Committee. Likewise, the Audit Committee Charter underwent review by the Audit Committee and was recommended to the Minister for approval.

Key areas of concern

Performance information reporting remains a significant concern, with recurring errors and findings highlighted by the Auditor-General of South Africa. In response, management has committed to developing and implementing targeted action plans aimed at improving the accuracy and reliability of performance reporting. These action plans are designed to address the root causes of the issues identified and minimise future discrepancies in reporting.

To support this effort, the Internal Audit has been tasked with conducting quarterly reviews of the performance information to proactively identify and address any weaknesses in the internal control processes throughout the financial year. These reviews will help ensure that corrective actions are taken promptly and that the quality of performance reporting improves.

Furthermore, the Audit Committee expressed concerns regarding the slow pace of implementing the Demand Management Plan, noting that any further delays could lead to underspending, which would negatively affect service delivery and performance targets. In response, the Committee has instructed the Internal Audit to conduct quarterly reviews of the Demand Management Plan to assess its progress and provide status updates on a regular basis. These reviews will serve as a crucial tool to ensure that any bottlenecks or inefficiencies are identified and addressed promptly, thereby ensuring that the plan is fully implemented and aligned with financial and operational objectives.

In-Year Management and Monthly/Quarterly Report

The public entity has submitted monthly and quarterly reports to the Executive Authority. The Audit Committee has considered these reports as part of its standard quarterly meetings and has provided guidance and oversight to the Accounting Authority based on the information contained in these quarterly reports.

Auditor-General's Report and Implementation of Prior Year Audit Findings

The Audit Committee has reviewed the public entity's implementation plan for audit issues raised in the prior year and it is satisfied that these issues are receiving appropriate management attention. Whilst the Audit Committee is satisfied that the remedial actions for audit issues raised in prior years are adequate, the Committee is concerned that there are still repeat findings and has requested the Accounting Authority, together with the management team, to intensify efforts to avoid repeat findings in coming years.

The Committee has evaluated the Annual Financial Statements (AFS) and the Annual Performance Information for the year ended 31 March 2025 and duly recommended them for the Accounting Authority's approval prior to being submitted to the AGSA for audit. The material misstatements as corrected were reviewed when the management report of the AGSA was discussed with the Audit Committee. The Audit Committee has discussed with AGSA and the Accounting Authority the external audit outcomes on the reporting of pre-determined objectives to be included in the annual report.

The Committee is pleased that the SASSA has achieved an unqualified audit report. However, the number of findings reported by the AGSA remain a concern for the Audit Committee and management has been requested to increase efforts to deal with the matters that resulted in these findings.

Adv. LL Peter

Chairperson of the Audit Committee

South African Social Security Agency

13. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the requirements of the Broad-Based Black Economic Empowerment Amendment Act (B-BBEE Act) of 2013 and as determined by the Department of Trade and Industry.

Table 19: B-BBEE Compliance Performance Information

Has the Department/Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	**Response Yes/No**	**Discussion**
Determining qualification criteria for the issuing of licences, concessions, or other authorisations in respect of economic activity in terms of any law?	N/A	N/A
Developing and implementing a preferential procurement policy?	Yes	SASSA's SCM policy is fully aligned with the Preferential Procurement Policy Framework Act and its Regulations, 2022. To that effect, it has since developed its SCM and Preferential Procurement Policy, effective from January 2023. Such policy advocates specific goals to empower women, youth and people with disabilities in accordance with the B-BBEE Act and its code of good practice.
Determining qualification criteria for the sale of state-owned enterprises?	N/A	N/A
Developing criteria for entering into partnerships with the private sector?	No	The nature of the partnerships envisaged in this instance is collaborative with no procurement involved.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad-Based Black Economic Empowerment?	N/A	N/A

PART D

HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

1.1 Overview of HR Matters at the Public Entity

Set HR priorities for the year under review and the impact of these priorities

The Agency's current post establishment has **18 603** permanent posts, excluding **376** posts created as additional to the post establishment for the fixed duration to accommodate contract appointments, including the contract appointments related to the Internship Development Programme targeting unemployed graduates.

There are **7 116** permanent posts filled at the end of the 2024/2025 fiscal year, and **278** contract workers appointed for the fixed term of six months for the specific projects. There are **98** Interns appointed for the fixed term of 24 months for the Internship Development Programme, which targeted unemployed graduates. Due to labour turnover (exits), the Agency managed to re-activate **176** vacated posts for filling in the 2024/2025 fiscal year.

Many posts were created between 2006 and 2008 based on the strategic approach adopted at that time, which was focusing on total insourcing of the full grant payment value chain. Due to the co-sourcing method implemented, the funding of posts has always been informed by the needs identified as per job analysis. As a result, the Agency has never exceeded **9 000** threshold/mark since 2006 to date. At the beginning of the 2024/25 financial year, **7 318** permanent posts were funded. In addition, the Agency funded **176 permanent** posts. This brought the total number of funded posts to **7 494** during the reporting period.

To ensure that there is capacity to meet service delivery requirements, 95% **(7 116)** of funded permanent posts were filled, against the set target of 90% of posts to be filled in a fiscal year. It is befitting to state that **52** positions/vacancies were filled through internal promotions. These promotions comprised **15** females and **37** males. A total of **16** promotions involved employees moving up a position rank within the same employment equity (EE) occupational level, while **36** employees advanced from the lower EE occupational level to higher.

The Agency faced labour turnover whereby **325** employees left employment with the Agency for various reasons. Regrettably, only **176** posts could be refunded for filling in the 2024/2025 fiscal year due to the shrinking budget and reprioritisation of the Cost-of-Living Salary Adjustments annually; this being the obligation entered with organised labour.

The number of permanent employees was further increased by six personnel who were previously dismissed from employment for various misconduct allegations. These employees won the appeals and disputes lodged against the Agency; hence, they had to be reinstated back to their substantive posts.

The Agency has set a target of 3% for the employment of Persons with Disabilities (PWD) across all occupational levels and has achieved a workforce representation of 2.9%. This indicates an increase of 0.2% when compared to the achievement reported in the last financial year. SASSA has always strived to sustain its contribution towards promoting equal opportunities and fair treatment for people with disabilities and continuously conducts disability and diversity awareness sessions.

The Agency appointed **98** interns across various regions and Head Office branches and **276** Contract Workers in the Records Management Centre. Efficiency was further enhanced by appointing **one** Senior System Administrator and **one** Senior Administrative Officer on contract to assist with SRD and administrative functions, respectively. This brought the total number of permanent and contract employees to **7 492**.

The Agency approved the implementation of Work Integrated Learning (WIL) opportunities whereby the regions and local offices were identified as suitable workplaces to accommodate **100** learners to enable them to gain experiential training for the period of eighteen months. This opportunity has indirectly contributed towards the creation of employment, which indicates that growth and advancement opportunities exist within the Agency.

Workforce Planning Framework and key strategies to attract and recruit a skilled and capable workforce

During the period under review, SASSA funded **176** critical posts with the limited Compensation of Employees (CoE) budget that was available. The Agency has shared the advertised positions with the Department of Employment and Labour to attract the previously disadvantaged groups. The headhunting method through recruitment agencies was also utilised as a means of attraction.

Employee Performance Management Framework

In line with SASSA's performance management policies for members of Senior Management Service (SMS), SMSs signed their performance agreements within the required timeframe, while the Middle Management Service (MMS) and non-MMS employees signed theirs within two months into the financial year. The performance assessments were conducted to determine the extent of their contributions to the achievement of the strategic goals and performance programmes of the Agency.

The Agency is pleased with the sustained level of performance, even though the payment of incentive/fitting rewards as performance bonuses is no longer implemented pending the development of the new performance tool by the employer (DPSA) and organised labour. Performance incentives were paid in line with the directives stipulated in the Policy Incentive Framework of the Public Service and 1.5% pay progressions were implemented.

Leadership and Skills Development Programmes

SASSA collaborated with an academic institution to provide training for 41 women through a leadership development programme designed to promote women's empowerment and prepare them for future leadership roles. All 41 participants successfully completed the programme.

An opportunity was also provided for **11** women from the Financial/Internal Audit and Supply Chain environment to attend the International Women's Forum South Africa (IWFSA) in collaboration with the Financial and Accounting Sector Education Training Authority (FASSET) on Leadership Development.

In addition, **32** Senior Managers were trained in an Executive Leadership Development Programme offered by the National School of Government (NSG).

139 Heads of Local Office were also trained in Project Khaedu as a management programme to enhance management efficiencies at Local Offices.

SASSA also implemented Customer Care Training of **560** front-line staff to enhance service delivery in the organisation.

These programmes contributed to achieving the priority of organisational efficiencies in capacity building.

Employee Wellness Programmes

Employee Wellness services aimed at promoting the physical, psychological, and social well-being of employees and their immediate families were rendered through face-to-face and online counselling services. These services are intended to mitigate risks posed to the organisation by employees' behavioural problems, thereby intending to maximise productivity and performance. Six hundred and seventy-four employees utilised psychosocial services. The marketing and awareness programmes were attended by **4 871** employees. The presenting problems and related risks remained consistent throughout the reporting period, i.e.,

- **Psychosocial:** Emotional burnout due to increased workload caused by unfilled positions.
- **Work-related issues:** Unresolved complaints/grievances, harassment, work-related conflict between supervisors and their supervisees in the workplace
- **Mental Health:** Depression, anxiety, and post-traumatic stress.

Interventions implemented to mitigate identified risks included professional counselling, referrals, support, and awareness sessions covering topics such as all forms of harassment in the workplace, building healthy relationships, mental health, enhancing diversity and inclusion, conflict resolution skills, and managerial consultation sessions.

The Agency is implementing the co-sourcing methodology of the Employee Wellness Programme to allow staff members the opportunity to either use the services rendered by the in-house Wellness officers or use the appointed service provider with relevant professionals. This approach is most effective, as the employees can access assistance without fear of management leaking their personal/confidential information.

Gender Mainstreaming and Transformation Initiatives

The Agency is committed to transformation and promotion of gender initiatives. To substantiate the latter statement, the Agency has successfully launched the Women Forums in all nine regions plus Head Office. These forums create conducive environments whereby women can share women-related issues freely and voluntarily amongst one another, share best practices and advice pertaining to career development and family management.

Policy Development

The development of the SASSA Human Resource Policy remained at a draft stage, and the process will be finalised with the Departments of Public Service and Administration (DPSA), Department of Social Development (DSD) and the Department of Finance in line with section 7(2)(a) of the South African Social Security Agency Act, 2004.

1.2 Achievement Highlights

The Agency has 60% of female employees in its establishment. The total number of employees at Top Management and Senior Management levels amounts to **191**, of which **93** are females, which equates to 49%, indicating that SASSA is striving towards gender equality.

The Agency has set a target of 3% for the employment of Persons with Disabilities (PWD) across all occupational levels and the achieved representation as of 31 March 2025 is 2.9%.

1.3 Organisational Structure

- The review of the organisational structure could not be finalised due to the protracted consultation process.
- The review of the organisational structure will be finalised in the first term of 2025/2026 to ensure alignment with revised strategic plan objectives of the 7th administration.
- The projected outcome from the review of the organisational structure will include, among others, the substantial reduction in the number of posts which have never been filled since they were created in the 2005/2006 fiscal year.

1.4 HR Plans/Goals

Human Resource Planning is a strategic process that helps the organisation align their workforce with their business goals by identifying and addressing current and future human resource needs. The Human Resource Plan goal is to ensure that the right people are in the right roles at the right time to maximise performance.

The Agency developed and implemented the five-year HR Plan aligned to the Strategic Plan for 2020/2021 to 2024/2025

The following outlines the targets for the 2024/25 Annual Performance Plan, as informed by the HR Plan:

- A 95% achievement against a target of 90% for permanent funded posts filled.
- The target of 3% of funded posts (both filled and vacant) filled by persons with disabilities has been met.
- A 49% actual female representation against a target of 51% for the funded posts filled by women for top management and senior managerial level.
- A 12% actual youth representation against a target of 15% for the funded posts filled by youth.

The validity period of the Human Resource Plan is aligned to the Strategic Plan of the organisation. As soon as the revised organisational structure is approved for implementation, the review of the Human Resource Plan for the period 2025/2026 to 2029/2030 will follow.

2. HUMAN RESOURCE OVERSIGHT STATISTICS

Table 20: Personnel Cost by Programme

Programme	Total expenditure for the entity	Personnel expenditure	Personnel expenditure as a % of total expenditure	No. of employees*	Average personnel cost per employee
	(R)	(R)			(R)
1. ADMINISTRATION	**3 353 490 970**	**1 092 164 332**	**32,57%**	**1 775**	**615 304**
Executive Management	138 012 129	101 671 003	73,67%	125	813 368
Internal Audit & Risk Management	62 856 022	48 691 200	77,46%	74	657 989
Corporate Services	1 661 639 607	345 395 181	20,79%	565	611 319
Finance	567 339 134	487 632 339	85,95%	888	549 136
Information & Communications Technology	892 180 298	82 058 592	9,20%	99	828 875
Strategy & Business Development	31 463 779	26 716 017	84,91%	24	1 113 167
2. GRANTS ADMINISTRATION	**3 723 594 343**	**2 610 797 515**	**70,11%**	**6 042**	**432 108**
TOTAL	**7 077 085 313**	**3 702 961 847**	**52,32%**	**7 817**	**473 706**

* Represents employees paid during the year, including contracts that expired prior to year-end.

Table 21: Personnel Cost by Location

Location	Total expenditure for the entity	Personnel expenditure	Personnel expenditure as a % of total expenditure	No. of employees*	Average personnel cost per employee
	(R)	(R)			(R)
Head Office	2 030 239 601	298 222 919	14,69%	393	758 837
Eastern Cape	827 842 945	581 567 818	70,25%	1 257	462 663
Free State	377 947 248	250 503 990	66,28%	542	462 184
Gauteng	595 298 900	387 541 744	65,10%	864	448 544
KwaZulu-Natal	954 064 708	668 891 361	70,11%	1 486	450 129
Limpopo	531 882 321	382 679 337	71,95%	813	470 700
Mpumalanga	408 806 144	269 005 594	65,80%	562	478 658
Northern Cape	372 437 208	237 231 267	63,70%	508	466 991
North West	496 633 053	302 747 532	60,96%	673	449 848
Western Cape	481 933 185	324 570 285	67,35%	719	451 419
Total	**7 077 085 313**	**3 702 961 847**	**52,32%**	**7 817**	**473 706**

* Represents employees paid during the year, including contracts that expired prior to year-end.

Table 22: Personnel Cost by Salary Band

Level	Personnel expenditure	% of personnel expenditure to total personnel cost	No. of employees*	Average personnel cost per employee
	(R)	(R)		(R)
Top Management	19 789 627	0,53%	9	2 198 847
Senior Management	257 845 696	6,96%	192	1 342 946
Professional Qualified	470 233 513	12,70%	462	1 017 821
Skilled	1 303 914 491	35,21%	2 337	557 944
Semi-Skilled	1 618 492 258	43,71%	4 509	358 947
Unskilled	32 686 263	0,88%	308	106 124
TOTAL	**3 702 961 847**	**100,00%**	**7 817**	**473 706**

*Represents all employees paid during the year, including contracts that expired prior to year-end.

Table 23: **Performance Rewards by Salary Band**

Salary band	No. of Employees	Performance Rewards	Personnel expenditure	% Percentage of Performance Rewards to total personnel cost)
			(R)	(R
Top Management	-	-	19 789 627	0,00%
Senior Management	3	470 712	257 845 696	0,18%
Professional Qualified	-	-	470 233 513	0,00%
Skilled	-	-	1 303 914 491	0,00%
Semi-skilled	-	-	1 618 492 258	0,00%
Unskilled	-	-	32 686 263	0,00%
Total	**3**	**470 712**	**3 702 961 847**	**0,01%**

NB: DPSA Circular No.01 of 2019 discontinued the payment of Performance Bonus/rewards with effect from 1 April 2021, however the 3 SMS members that were paid were for disputes raised for the 2020/21 financial year.

Table 24: **Training Costs by Head Office Branch and Region**

Programme/Activity/Objective	Personnel expenditure	Training expenditure	Training expenditure as a % of personnel cost	No. of employees trained	Avg. training cost per employee
	(R)	(R)			
Executive Management	23 529 532	-	0,00%	-	-
Internal Audit & Risk Management	20 847 864	422 088	2,02%	18	23 449
Corporate Services	76 404 190	4 513 117	5,91%	576	7 835
Finance	64 871 738	72 243	0,11%	6	12 040
Information & Communications Technology	43 475 770	97 399	0,22%	9	10 822
Grants Administration	42 318 910	74 995	0,18%	2	37 498
Strategy & Business Development	26 774 915	-	0,00%	-	-
Eastern Cape	581 567 818	1 011 692	0,17%	74	13 672
Free State	250 503 990	317 693	0,13%	92	3 453
Gauteng	387 541 744	1 196 628	0,31%	80	14 958
KwaZulu-Natal	668 891 361	5 660 850	0,85%	316	17 914
Limpopo	382 679 337	738 087	0,19%	34	21 708
Mpumalanga	269 005 594	-	0,00%	31	0
Northern Cape	237 231 267	451 069	0,19%	119	3 790
North West	302 747 532	1 030 206	0,34%	256	4 024
Western Cape	324 570 285	1 432 390	0,44%	104	13 773
Total	**3 702 961 847**	**17 018 456**	**0,46%**	**1 717**	**9 912**

NB: Please note, in addition, **900** employees were trained on SOCPEN and ORACLE in SASSA at a cost of **R8 388 547**.

Table 25: **Employment and Vacancies per Head Office Branch and Region**

Head Office Branches and Regions	2023/2024 No. of Employees	2024/2025 Approved Posts	2024/2025 No. of Employees***	2024/2025 Vacancies	% of Vacancies
The South African Social Security Agency#	2	2	2	-	0.0%
Fraud & Compliance	10	43	9	34	79.1%
Chief Operations Management	23	73	20	53	72.6%
Internal Audit & Risk Management	26	57	24	33	57.9%
Corporate Services	102	231	98	133	57.6%
Finance	83	183	79	104	56.8%
Information & Communications Technology (ICT)	43	113	45	68	60.2%
Grants Operations	58	82	55	27	32.9%
Policy Implementation Support	9	19	9	10	52.6%
Strategy & Business Development	24	117	22	95	81.2%
Eastern Cape	1 208	3 336	1 205	2 131	63.9%
Free State	505	1 827	527	1 300	71.2%
Gauteng	820	2 048	831	1 217	59.4%
KwaZulu-Natal	1 415	3 270	1 435	1 835	56.1%
Limpopo	817	1 811	771	1 040	57.4%
Mpumalanga	533	1 436	538	898	62.5%
Northern Cape	482	1 318	491	827	62.7%
North West	623	1 631	645	986	60.5%
Western Cape	659	1 383	686	697	50.4%
Total	**7 442**	**18 980**	**7 492**	**11 488**	**60.5%**

*** Represents all employees (permanent and contract) in service as at 31 March 2025

The South African Social Security Agency represents the Chief Executive Officer (CEO) and the Chief Coordinator.

During the 2024/25 Financial Year, the Agency had filled **7 492** funded critical posts in the establishment. The total number of **7 492** employees, reflected in Table 25 above, accounts for both permanent **(7 116)** and all contract **(376)** employees in the Agency. The Agency recorded **265** permanent staff exits during the reporting period. Of these **265** permanent staff exits, **83** of them were refunded as part of the **176** funded posts during this reporting period. The Agency will require additional funding to address the replacement of permanent posts totalling 182 resulting from these exits.

Table 26: **Employment and Vacancies per Occupational Group**

Programme/Activity/ Objective (Occupational Group)	2023/2024 No. of Employees	2024/2025 Approved Posts	2024/2025 No. of Employees	2024/2025 Vacancies	% of Vacancies
Top Management	8	18	9	9	50.0%
Senior Management	181	305	182	123	40.3%
Professional Qualified	443	897	436	461	51.4%
Skilled	2 292	6 784	2 206	4 578	67.5%
Semi-skilled	4 465	10 624	4 368	6 256	58.9%
Unskilled	53	352	291	61	17.3%
Total	**7 442**	**18 980**	**7 492**	**11 488**	**60.5%**

On average, the posts have been vacant for a minimum period of six months due to reprioritisation of critical vacant posts and limited Cost of Employees (CoE) budget. During the period under review, the Agency could fund only **176** vacant posts. There were 52 internal promotions, with three being at Senior Management level, 12 at professional level (middle management), and the rest of the posts at skilled supervisors and lower. The Agency shared the advertised positions with the Department of Employment and Labour with the aim of attracting the previously disadvantaged groups. The headhunting method through recruitment agencies was also utilised as a means of attraction.

Table 27: Employment changes

Salary Band	Employment at beginning of period	Appointments	Terminations	Employment at end of the period***
Top Management	8	1	-	9
Senior Management	181	5	7	179
Professional Qualified	443	7	22	428
Skilled	2 292	8	104	2 196
Semi-skilled	4 465	70	147	4 388
Unskilled	53	284	45	292
Total	**7 442**	**375**	**325**	**7 492**

*** Represents all employees (permanent and contract) in service as at 31 March 2025

It should be noted that six former employees were reinstated and reported as part of re-appointments, comprising one at Top Management level, two at Skilled level, and three at Semi-skilled level.

Table 28: Reason for Staff Leaving

Reason	Number	% of total no. of staff leaving
Death	38	0.5%
Resignation	117	1.6%
Dismissal	10	0.1%
Retirement	95	1.3%
Ill health	6	0.1%
Expiry of contract	46	0.6%
Other – Transfer	13	0.2%
Total	**325**	**4.3%**

The percentage provided is based on the total number of employees who terminated service (325). Resignation and retirement account for the highest number of people who exited the Agency. Of these 325, two terminations are the dismissal cases that were initiated in the previous financial year and finalised in the current reporting period.

The Agency has experienced 4.3% labour turnover (exits) due to various reasons, including Transfer-Out and Promotions to other employers and other reasons such as dismissals, resignations, death, and retirements.

Wellness: Exit Interviews – Reasons for Employees Exiting SASSA

The common reasons for leaving were:

- Career growth (competitive salaries, professional development, and promotion);
- Emotional burnout due to chronic workplace stress and increased workload;
- Ill-health retirement; and
- Various forms of harassment

Table 29: Labour Relations - Misconduct and Disciplinary Actions

Nature of disciplinary action	Number
Verbal Warning	2
Written Warning	159
Final Written warning	32
Dismissal	26
Corrective counselling	8
Demotion	-
Suspension Without Pay	10
Total	**237**

According to the Labour Relations records, **24** dismissal cases from the previous financial years and the current reporting period were finalised and terminated in the 2024/25 Financial Year. **10** dismissal cases were finalised during the previous financial year and terminated in the current reporting period. In addition, **16** cases of dismissals were finalised during the 2024/25 financial year, as most of those cases were on appeals for the adjudication.

The number of cases recorded as dismissals in Table 28 above differs from cases recorded as dismissals on the Labour Relations report in Table 29. This is due to a process of appeals which takes place after the case has been finalised and is already recorded as dismissals in the Labour Relations report.

Key achievement: Labour Relations received **124** grievances during 2024/25 financial year. Amongst **124** grievances, Labour Relations has managed to finalise **116** grievances.

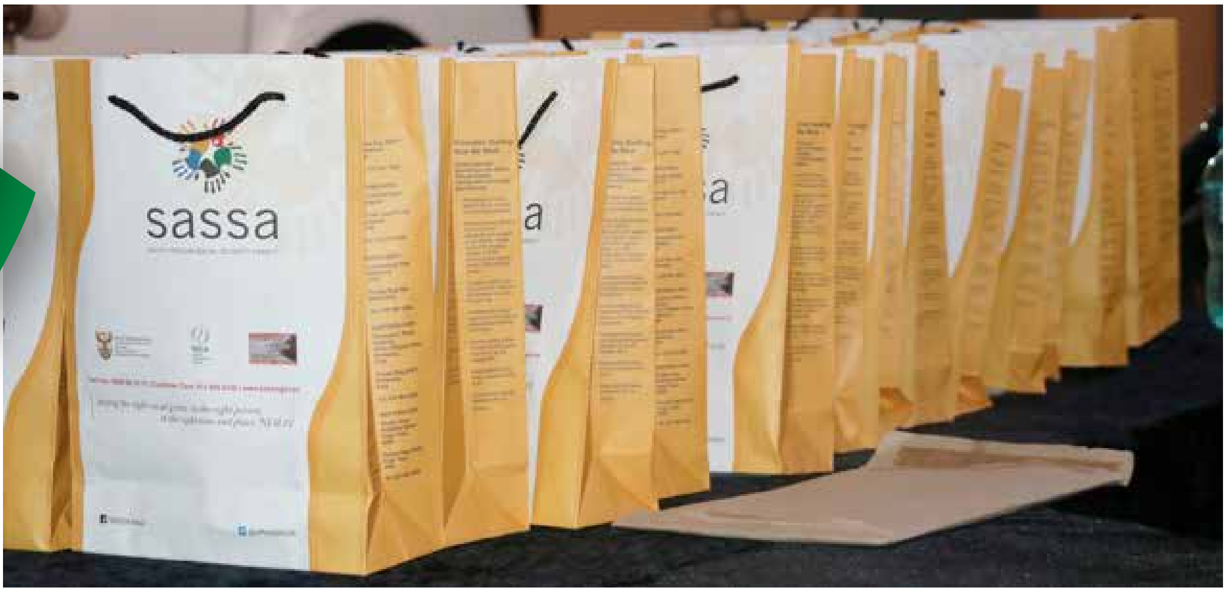
Table 30: **Equity Target and Employment Equity Status**

Levels	MALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	4	4	1	1	-	-	-	1
Senior Management	81	82	7	9	3	4	2	5
Professional Qualified	202	207	22	22	9	9	7	13
Skilled	815	878	74	85	23	24	13	28
Semi-skilled	1 421	1 482	151	162	14	18	8	18
Unskilled	115	16	5	1	-	1	-	1
Total	**2 638**	**2 669**	**260**	**280**	**49**	**56**	**30**	**66**

Levels	FEMALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	4	4	-	1	-	-	-	-
Senior Management	80	78	2	4	3	3	4	5
Professional Qualified	175	177	10	18	4	5	7	16
Skilled	1 125	1 163	99	104	23	24	34	49
Semi-skilled	2 503	2 531	215	216	21	27	35	50
Unskilled	167	14	4	1	-	-	-	1
Total	**4 054**	**3 967**	**330**	**344**	**51**	**57**	**80**	**121**

Levels	DISABLED STAFF			
	Male		Female	
	Current	Target	Current	Target
Top Management	-	-	-	1
Senior Management	3	3	-	3
Professional Qualified	5	7	3	6
Skilled	26	31	22	40
Semi-skilled	71	50	90	84
Unskilled	-	1	-	-
Total	**105**	**92**	**115**	**134**

The 2024/25 EE Plan's numerical targets were not fully achieved due to non-responsiveness from the target group when vacant posts were advertised. As of 31 March 2025, the Agency is operating with a total workforce of **7 492**, including **220** employees with disabilities, who account for 2.9% of the workforce.



PART E

PFMA COMPLIANCE REPORT

1. IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES

1.1 Irregular expenditure

a) Reconciliation of irregular expenditure

Description	2024/2025	2023/2024
	R'000	R'000
Opening balance	75 708	422 773
Adjustment to opening balance	-	-
Opening balance as restated	75 708	422 773
Add: Irregular expenditure confirmed	1 470	34 220
Add: Irregular Expenditure – Recorded in the current year but incurred in the prior year	-	2 276
Less: Irregular expenditure condoned	21 916	356 590
Less: Irregular expenditure not condoned and removed	43 949	26 412
Less: Irregular expenditure recoverable	-	-
Less: Irregular expenditure not recoverable and written off	621	559
Closing balance	**10 692**	**75 708**

[1] The opening balance of 2023/24 is not the same as the 2022/23 closing balance, as adjustments were made in line with paragraph 7.8 of National Treasury PFMA compliance and reporting framework issued in January 2023.

[2] The irregular expenditure cleared is the expenditure that was confirmed as irregular during the assessment and confirmation process; however, evidence emerged during the determination test which proved that the expenditure was not irregular.

Reconciling notes

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure that was under assessment	-	-
Irregular expenditure that relates to the prior year and identified in the current year	-	2 276
Irregular expenditure for the current year	1 470	34 220
Total	**1 470**	**36 496**

b) Details of irregular expenditure (under assessment, determination, and investigation)

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure under assessment	-	-
Irregular expenditure under determination	10 692	75 708
Irregular expenditure under investigation	-	
Total	**10 692**	**75 708**

c) Details of irregular expenditure condoned

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure condoned	21 916	356 590
Total	**21 916**	**356 590**

d) Details of expenditure removed - (not condoned)

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure NOT condoned and removed	43 949	26 412
Total	**43 949**	**26 412**

e) Details of irregular expenditure recoverable

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure recoverable	-	-
Total	**-**	**-**

f) Details of current and previous year irregular expenditure written off (irrecoverable)

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure written off	-	-
Total	**-**	**-**

g) Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution is not responsible for the non-compliance)

Description
None

h) Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution is responsible for the non-compliance)

Description	2024/2025	2023/2024
	R'000	R'000
Social Relief of Distress	151	243

SASSA is administering the social assistance grants programme on behalf of the Department of Social Development. Social Relief of Distress is one of the grants paid to eligible beneficiaries in the form of money or otherwise. So, the above irregular expenditure relates to Social Relief of Distress grant in the form of school uniform bought for qualifying learners and the bid was awarded to a supplier that had a director who is a state employee.

i) Details of disciplinary or criminal steps taken as a result of irregular expenditure

Disciplinary steps taken
Though there was no irregular expenditure that occurred from criminality, various disciplinary steps such as verbal, written warnings etc. were issued to employees who were found to have committed irregularities. The disciplinary outcomes were utilised as evidence to support requests for condonation submitted to the National Treasury for consideration and approval and this is in compliance with National Treasury PFMA compliance and reporting framework issued in January 2023.

1.2 Fruitless and wasteful expenditure

a) Reconciliation of fruitless and wasteful expenditure

Description	**2024/2025** **R'000**	**2023/2024** **R'000**
Opening balance	84 201	86 201
Adjustment to opening balance	-	(29)
Opening balance as restated	84 279	86 172
Add: Fruitless and wasteful expenditure confirmed	18	53
Add: Fruitless and wasteful – identified in the current year but incurred in the prior year	-	4
Less: Fruitless and wasteful expenditure recoverable	2 017	159
Less: Fruitless and wasteful expenditure cleared	148	1 791
Less: Fruitless and wasteful expenditure not recoverable and written off	-	-
Closing balance	**82 132**	**84 279**

[1] The opening balance of 2024/25 is not the same as the Annual Report 2023/24 closing balance as adjustments were made in line with paragraph 7.8 of National Treasury PFMA compliance and reporting framework issued in January 2023.

[2] The fruitless and wasteful expenditure cleared is the amount that, upon conducting a determination test, it was established that the employees affected took reasonable steps to avoid it, and hence the Agency bore such a financial loss.

Reconciling notes

Description	**2024/2025** **R'000**	**2023/2024** **R'000**
Fruitless and wasteful expenditure that was under assessment	-	-
Fruitless and wasteful expenditure that relates to the prior year and identified in the current year	4	6
Fruitless and wasteful expenditure for the current year	18	53
Total	**22**	**59**

b) Details of fruitless and wasteful expenditure (under assessment, determination, and investigation)

Description	**2024/2025** **R'000**	**2023/2024** **R'000**
Fruitless and wasteful expenditure under assessment	-	-
Fruitless and wasteful expenditure under determination	82 132	84 279
Fruitless and wasteful expenditure under investigation	-	-
Total	**82 132**	**84 279**

The R82.1 million expenditure under determination includes a case of R74.8 million which is pursued against a company that is now going through a liquidation process. Two other cases amounting to R5.5 million have been followed through legal process and will be finalised once the mentioned process is concluded. The other case of R1.5 million is the remaining amount where the Supreme Court of Appeal did not find the affected persons liable, and the matter is still under consideration through loss control processes.

c) Details of fruitless and wasteful expenditure recoverable

Description	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure recoverable	2 017	159
Total	**2 017**	**159**

The total balance of R2.017 million recoverable expenditure includes an amount of R2 008 068 where the Supreme Court of Appeal ordered the affected person to pay SASSA the above-mentioned amount, together with interest at the prescribed rate of interest from the date the payment was made for services for the affected person's benefit.

d) Details of fruitless and wasteful expenditure not recoverable and written off

Description	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure written off	-	-
Total	**-**	**-**

e) Details of disciplinary or criminal steps taken as a result of fruitless and wasteful expenditure

Disciplinary steps taken
Though there was no fruitless and wasteful expenditure that occurred due to criminality, the Agency has instituted a recovery process against employees who were found to have caused the expenditure referred to in paragraph (c) above.

1.3 Additional disclosure relating to material losses in terms of PFMA Section 55(2)(b)(i)&(iii))

Criminal Case on Irregular Payments

During the 2022/2023 financial year, the South African Social Security Agency (SASSA) referred a criminal case to the South African Police Service (SAPS) concerning irregular payments to unidentified service providers. These irregular payments were attributed to changes in the banking details of legitimate suppliers. As a result, SASSA incurred a projected financial loss of R1.4 million. However, R253,635.32 of this loss was recovered during the 2023/2024 financial year. On 28 October 2024, an arrest was made concerning this case, and the suspect was subsequently granted bail. Criminal investigations into the matter remain ongoing.

Fraudulent Permanent Disability Grants Case

Another ongoing criminal case reported during the 2023/2024 financial year involved unqualified clients obtaining fraudulent permanent disability grants, leading to an estimated financial loss of R2.8 million. This case implicated fifteen suspects, including one SASSA official who was found guilty, dismissed from their position, and later passed away during the 2024/2025 financial year. Fourteen other suspects entered into plea agreements. The sentencing agreement between the state and these individuals is scheduled for 28 May 2025, with the state aiming to conclude this matter thereafter.

1.4 Other damages, theft, and losses

These are not losses in terms of the above section but are losses in respect of damages, theft, and losses such as loss of laptops by officials, car accidents where SASSA's motor vehicles were involved, etc. These are cases dealt with internally and do not require criminal steps to be taken against the affected officials. The details as per table below:

Description	2024/2025	2023/2024
	R'000	R'000
Opening balance	4 432	2 710
Less: Prior year error	-	(14)
As Restated	4 432	2 696
Add: Damages, theft and losses confirmed	2 833	1 721
Add: Damages and Losses – identified in the current year but incurred in the prior year	-	2 231
Less: Damages, theft and losses written off	-	-
Less: Damages, theft, and losses recoverable	1 987	1 452
Less: Damages, theft, and losses absorbed	2 383	761
Less: Damages, theft, and losses – credit notes received	3	3
Closing balance	**2 892**	**4 432**

2. LATE AND/OR NON-PAYMENT OF SUPPLIERS

Description	Number of invoices	Consolidated Value
		R'000
Valid invoices received	2 449	3 194 818
Invoices paid **within** 30 days or agreed period	2 449	3 194 818
Invoices paid **after** 30 days or agreed period	-	-
Invoices older than 30 days or agreed period (unpaid and without dispute)	-	-
Invoices older than 30 days or agreed period (unpaid and in dispute)	-	-

3. SUPPLY CHAIN MANAGEMENT

3.1 Procurement by other means

Project description	Name of supplier	Type of procurement by other means	Value of contract R'000
IT Web Security Seminar (04-06 June 2024).	IT Web	Sole Provider	18
Training Services.	Leadership Academy for Guardians of Governance	Sole Provider	29
Training and Development.	SASA	Sole Provider	6
17th Annual African Conference and Exhibition by ACFE.	Association of Certified Fraud Examiners SA	Sole Provider	84
Procurement of Executive Development Programme (EDP).	National School of Government (NSG)	Sole Provider	471
Professional Membership.	ISACA	Sole Provider	2
Training Service.	Mokai Business Solutions (Pty) Ltd	Sole Provider	15
Training Service.	Mokai Business Solutions (Pty) Ltd	Sole Provider	15
Training Service.	Mokai Business Solutions (Pty) Ltd	Sole Provider	15
Training Service.	Mokai Business Solutions (Pty) Ltd	Sole Provider	30

Project description	Name of supplier	Type of procurement by other means	Value of contract R'000
Training Service.	Mokai Business Solutions (Pty) Ltd	Sole Provider	45
Training Service.	Mokai Business Solutions (Pty) Ltd	Sole Provider	15
Training Services.	The Institute of Risk Management	Sole Supplier	23
Provision of Fingerprint Search Capacity Software.	Digital IT	Multiple Source	11 536
Training Services.	ISACA	Sole Supplier	38
Software Licences.	Ubuntu Technology	Multiple Source	1 341
Zoom Text Software.	Sensory Solutions (Pty) Ltd	Sole Supplier	9
Supply and delivery of meals, blankets, mattresses and dignity packs	Inzalo Property Development	Emergency	145
Supply and delivery of meals, blankets, mattresses and dignity packs.	KamtwanaTrading	Emergency	143
Supply and delivery of meals, blankets, mattresses and dignity packs.	JUJUL	Emergency	145
Supply and delivery of meals, blankets, mattresses and dignity packs.	Isonka Semihla Ngemihla	Emergency	145
Supply and delivery of meals, blankets, mattresses and dignity packs.	Eminam Construction	Emergency	143
Supply and delivery of meals, blankets, mattresses and dignity packs.	Divana Distribution	Emergency	146
Supply and delivery of meals, blankets, mattresses and dignity packs.	BJM Holding	Emergency	122
Supply and delivery of meals, blankets, mattresses and dignity packs.	Imvusa Trading	Emergency	148
Supply and delivery of meals, blankets, mattresses and dignity packs.	Uqobo Holdings	Emergency	138
Supply and delivery of meals, blankets, mattresses and dignity packs.	Nkwali Operations	Emergency	137
Supply and delivery of meals, blankets, mattresses and dignity packs.	World Focus 1186	Emergency	124
Supply and delivery of meals, blankets, mattresses and dignity packs.	Mbesie Catering Project	Emergency	122
Supply and delivery of meals, blankets, mattresses and dignity packs.	Freefall Trading	Emergency	75
Supply and delivery of meals, blankets, mattresses and dignity packs.	Inzalo Property Development	Emergency	76
Supply and delivery of meals, blankets, mattresses and dignity packs.	Masiqhame Trading 626	Emergency	75
Supply and delivery of meals, blankets, mattresses and dignity packs.	Mbesie Catering Project	Emergency	75
Supply and delivery of meals, blankets, mattresses and dignity packs.	Sqalo Holding	Emergency	70
Supply and delivery of meals, blankets, mattresses and dignity packs.	JB Catering Service	Emergency	41
Supply and delivery of meals, blankets, mattresses and dignity packs.	Van Neel Project	Emergency	30
Supply and delivery of meals, blankets, mattresses and dignity packs.	Divana Distribution	Emergency	34
Supply and delivery of meals, blankets, mattresses and dignity packs.	Nkwali Operations	Emergency	27
Supply and delivery of meals, blankets, mattresses and dignity packs.	Eminam Construction	Emergency	20
Supply and delivery of meals, blankets, mattresses and dignity packs.	Sqalo Holding	Emergency	19

Project description	Name of supplier	Type of procurement by other means	Value of contract R'000
Supply and delivery of meals, blankets, mattresses and dignity packs.	KamtwanaTrading	Emergency	16
Supply and delivery of meals, blankets, mattresses and dignity packs.	JUJUL	Emergency	8
Supply and delivery of meals, blankets, mattresses and dignity packs.	Junchico Trading	Emergency	61
Supply and delivery of meals, blankets, mattresses and dignity packs.	Masiqhame Trading 626	Emergency	33
Supply and delivery of meals, blankets, mattresses and dignity packs.	Msakazana Events	Emergency	30
Supply and delivery of meals, blankets, mattresses and dignity packs.	JB Catering Service	Emergency	23
Supply and delivery of meals, blankets, mattresses and dignity packs.	Isonka Semihla Ngemihla	Emergency	18
Supply and delivery of meals, blankets, mattresses and dignity packs.	Divana Distributors	Emergency	12
Supply and delivery of meals, blankets, mattresses and dignity packs.	Andwekazi Trading	Emergency	62
Supply and delivery of meals, blankets, mattresses and dignity packs.	Uqobo Holdings	Emergency	48
Supply and delivery of meals, blankets, mattresses and dignity packs.	JB Catering Service	Emergency	14
Supply and delivery of meals, blankets, mattresses and dignity packs.	JUJUL	Emergency	14
Supply and delivery of meals, blankets, mattresses and dignity packs.	Imvusa Trading	Emergency	8
Supply and delivery of meals, blankets, mattresses and dignity packs.	Andwekazi Trading	Emergency	14
Supply and delivery of meals, blankets, mattresses and dignity packs.	JUJUL	Emergency	11
Supply and delivery of meals, blankets, mattresses and dignity packs.	JB Catering Service	Emergency	9
Supply and delivery of meals, blankets, mattresses and dignity packs.	Sulani Transport	Emergency	7
Supply and delivery of meals, blankets, mattresses and dignity packs.	Sulani Transport	Emergency	4
Supply and delivery of meals, blankets, mattresses and dignity packs.	Isonka Semihla Ngemihla	Emergency	4
Supply and delivery of meals, blankets, mattresses and dignity packs.	Isonka Semihla Ngemihla	Emergency	4
Supply and delivery of meals, blankets, mattresses and dignity packs.	JB Catering Service	Emergency	11
Supply and delivery of meals, blankets, mattresses and dignity packs.	Van Neel Project	Emergency	9
Supply and delivery of meals, blankets, mattresses and dignity packs.	JUJUL	Emergency	55
Supply and delivery of meals, blankets, mattresses and dignity packs.	Isonka Semihla Ngemihla	Emergency	87
Supply and delivery of meals, blankets, mattresses and dignity packs.	Msakazana Event	Emergency	56
Supply and delivery of meals, blankets, mattresses and dignity packs.	Sibothembi	Emergency	23
Supply and delivery of meals, blankets, mattresses and dignity packs.	Armco Trading	Emergency	56

Project description	Name of supplier	Type of procurement by other means	Value of contract R’000
Supply and delivery of meals, blankets, mattresses and dignity packs.	Divana Distributors (Pty) Ltd	Emergency	40
Supply and delivery of meals, blankets, mattresses and dignity packs.	Armco Trading	Emergency	55
Supply and delivery of meals, blankets, mattresses and dignity packs.	Word Sisters Primary	Emergency	39
Supply and delivery of meals, blankets, mattresses and dignity packs.	World focus 1186	Emergency	41
Supply and delivery of meals, blankets, mattresses and dignity packs.	Mbesie Catering	Emergency	37
Supply and delivery of meals, blankets, mattresses and dignity packs.	Buddies Cleaning	Emergency	51
Supply and delivery of meals, blankets, mattresses and dignity packs.	World focus 1322	Emergency	57
Supply and delivery of meals, blankets, mattresses and dignity packs.	Van Neel Project	Emergency	11
Supply and delivery of meals, blankets, mattresses and dignity packs.	Maponya (Pty) Ltd	Emergency	14
Supply and delivery of meals, blankets, mattresses and dignity packs.	Van Neel Project	Emergency	11
Supply and delivery of meals, blankets, mattresses and dignity packs.	Zoe Professional	Emergency	14
Supply and delivery of meals, blankets, mattresses and dignity packs.	Maponya (Pty) Ltd	Emergency	128
Supply and delivery of meals, blankets, mattresses and dignity packs.	JUJUL	Emergency	128
Supply and delivery of meals, blankets, mattresses and dignity packs.	Malumbazo Holding	Emergency	128
Supply and delivery of meals, blankets, mattresses and dignity packs.	Elethu Construction	Emergency	125
Supply and delivery of meals, blankets, mattresses and dignity packs.	Msakazana Event	Emergency	125
Supply and delivery of meals, blankets, mattresses and dignity packs.	Armco Trading	Emergency	125
Supply and delivery of meals, blankets, mattresses and dignity packs.	World Focus 1322	Emergency	125
Supply and delivery of meals, blankets, mattresses and dignity packs.	Sulani Transport	Emergency	9
Supply and delivery of meals, blankets, mattresses and dignity packs.	Van Neel Project	Emergency	8
Supply and delivery of meals, blankets, mattresses and dignity packs.	Van Neel Project	Emergency	9
Supply and delivery of meals, blankets, mattresses and dignity packs.	Armco Trading	Emergency	34
Supply and delivery of meals, blankets, mattresses and dignity packs.	Mahlathato	Emergency	9
Supply and delivery of meals, blankets, mattresses and dignity packs.	Msakazana Event	Emergency	46
Supply and delivery of meals, blankets, mattresses and dignity packs.	Malumbazo Holding	Emergency	16
Supply and delivery of meals, blankets, mattresses and dignity packs.	Zine & Co	Emergency	23
Supply and delivery of meals, blankets, mattresses and dignity packs.	Maponya (Pty) Ltd	Emergency	28

Project description	Name of supplier	Type of procurement by other means	Value of contract R'000
Supply and delivery of meals, blankets, mattresses and dignity packs.	Nanagca General Trading	Emergency	18
Supply and delivery of meals, blankets, mattresses and dignity packs.	World Sisters Primary	Emergency	36
Supply and delivery of meals, blankets, mattresses and dignity packs.	Gobo Accountants	Emergency	30
Supply and delivery of meals, blankets, mattresses and dignity packs.	Caropam	Emergency	41
Supply and delivery of meals, blankets, mattresses and dignity packs.	Hlathi Service	Emergency	23
Supply and delivery of meals, blankets, mattresses and dignity packs.	Langleys Catering	Emergency	25
Supply and delivery of meals, blankets, mattresses and dignity packs.	Elethu Construction	Emergency	88
Supply and delivery of meals, blankets, mattresses and dignity packs.	World Focus 1189	Emergency	11
Supply and delivery of meals, blankets, mattresses and dignity packs.	Imizi Trading	Emergency	19
Supply and delivery of meals, blankets, mattresses and dignity packs.	Buddies Cleaning	Emergency	23
Supply and delivery of meals, blankets, mattresses and dignity packs.	Langley's Catering	Emergency	37
Supply and delivery of meals, blankets, mattresses and dignity packs.	MMO Premium Projects	Emergency	9
Emergency electrical repairs.	Sondi Steel & Electrical	Emergency	16
Fixing storeroom door.	Sondi Steel & Electrical	Emergency	14
Supply and delivery of meals, blankets, mattresses and dignity packs.	Mbesie Catering	Emergency	15
Supply and delivery of meals, blankets, mattresses and dignity packs.	Msakazana Event Management	Emergency	25
Supply and delivery of meals, blankets, mattresses and dignity packs.	Nikilitha Catering	Emergency	16
Supply and delivery of meals, blankets, mattresses and dignity packs.	Ntange Construction	Emergency	16
Supply and delivery of meals, blankets, mattresses and dignity packs.	JB Catering Services	Emergency	30
Supply and delivery of meals, blankets, mattresses and dignity packs.	Inzalo Property Development	Emergency	16
Supply and delivery of meals, blankets, mattresses and dignity packs.	World Focus 1322	Emergency	41
Supply and delivery of meals, blankets, mattresses and dignity packs.	World focus 1186	Emergency	48
Supply and delivery of meals, blankets, mattresses and dignity packs.	Nuze Holding	Emergency	55
Supply and delivery of meals, blankets, mattresses and dignity packs.	JB Catering Services	Emergency	16
Supply and delivery of meals, blankets, mattresses and dignity packs.	The Third Avenue	Emergency	18
Supply and delivery of meals, blankets, mattresses and dignity packs.	Hero Trade (Pty) Ltd	Emergency	14
Supply and delivery of meals, blankets, mattresses and dignity packs.	Inzalo Property Development	Emergency	46
Supply and delivery of meals, blankets, mattresses and dignity packs.	The Third Avenue	Emergency	34

Project description	Name of supplier	Type of procurement by other means	Value of contract R'000
Supply and delivery of meals, blankets, mattresses and dignity packs.	JB Catering Services	Emergency	26
Supply and delivery of meals, blankets, mattresses and dignity packs.	Mahlathato	Emergency	49
Supply and delivery of meals, blankets, mattresses and dignity packs.	Maponya (Pty) Ltd	Emergency	32
Supply and delivery of meals, blankets, mattresses and dignity packs.	Mahlathato	Emergency	28
Supply and delivery of meals, blankets, mattresses and dignity packs.	Zisithemba Trading	Emergency	18
Rental of service point facility for a period of 01 Sept 2024 - 31 August 2025	Beautiful Gate	Single Source	33
Supply and delivery of meals, blankets, mattresses and dignity packs	Mbesie Catering	Emergency	92
Supply and delivery of meals, blankets, mattresses and dignity packs	Imvusa Trading	Emergency	31
Supply and delivery of meals, blankets, mattresses and dignity packs	And More Traders	Emergency	15
Supply and delivery of meals, blankets, mattresses and dignity packs.	Sibotembi	Emergency	21
Supply and delivery of meals, blankets, mattresses and dignity packs.	Mavula 1	Emergency	14
Supply and delivery of meals, blankets, mattresses and dignity packs.	Langleys Catering	Emergency	79
Supply and delivery of meals, blankets, mattresses and dignity packs.	Lisolakhe Supply Chain	Emergency	14
Supply and delivery of meals, blankets, mattresses and dignity packs.	Van Neel Projects	Emergency	16
Supply and delivery of meals, blankets, mattresses and dignity packs.	Lisolakhe Supply Chain	Emergency	96
Supply and delivery of meals, blankets, mattresses and dignity packs.	Mbesie Catering	Emergency	14
Supply and delivery of meals, blankets, mattresses and dignity packs.	Sjadu &Supply	Emergency	47
Supply and delivery of meals, blankets, mattresses and dignity packs.	Sibotembi	Emergency	15
Supply and delivery of meals, blankets, mattresses and dignity packs.	Divana Distributors	Emergency	23
Supply and delivery of meals, blankets, mattresses and dignity packs.	Nuze Holding	Emergency	32
Supply and delivery of meals, blankets, mattresses and dignity packs.	Maponya (Pty) Ltd	Emergency	23
Supply and delivery of meals, blankets, mattresses and dignity packs.	Ayabukwa Enterprise	Emergency	14
Supply and delivery of meals, blankets, mattresses and dignity packs.	Divana Distributors	Emergency	14
Supply and delivery of meals, blankets, mattresses and dignity packs.	Ntange Construction	Emergency	17
Supply and delivery of meals, blankets, mattresses and dignity packs.	Hlathi Service	Emergency	23
Supply and delivery of meals, blankets, mattresses and dignity packs.	Uqobo Holding	Emergency	20
Supply and delivery of meals, blankets, mattresses and dignity packs.	Zimhlophe Group	Emergency	25

Project description	Name of supplier	Type of procurement by other means	Value of contract R’000
Supply and delivery of meals, blankets, mattresses and dignity packs.	Sibotembi (Pty) Ltd	Emergency	76
Supply and delivery of meals, blankets, mattresses and dignity packs.	Buddies Cleaning & Cleaning	Emergency	75
Supply and delivery of meals, blankets, mattresses and dignity packs.	Imvusa Trading	Emergency	76
Supply and delivery of meals, blankets, mattresses and dignity packs.	Mbesie Catering	Emergency	77
Supply and delivery of meals, blankets, mattresses and dignity packs.	And More Traders	Emergency	63
Supply and delivery of meals, blankets, mattresses and dignity packs.	Lisolakhe Supply Chain	Emergency	65
Supply and delivery of meals, blankets, mattresses and dignity packs.	Bahlebonke Holding	Emergency	86
Supply and delivery of meals, blankets, mattresses and dignity packs.	Mahlathato	Emergency	87
Supply and delivery of meals, blankets, mattresses and dignity packs.	Nuze Holdings	Emergency	86
Supply and delivery of meals, blankets, mattresses and dignity packs.	Uqobo Holdings	Emergency	86
Supply and delivery of meals, blankets, mattresses and dignity packs.	Onje Enterprise	Emergency	79
Supply and delivery of meals, blankets, mattresses and dignity packs.	JB Catering Services	Emergency	20
Supply and delivery of meals, blankets, mattresses and dignity packs.	Maponya (Pty) Ltd	Emergency	41
Supply and delivery of meals, blankets, mattresses and dignity packs.	Ayabukwa Enterprise	Emergency	11
Supply and delivery of meals, blankets, mattresses and dignity packs.	Onje Enterprise	Emergency	29
Supply and delivery of meals, blankets, mattresses and dignity packs.	World Focus 1186	Emergency	15
Supply and delivery of meals, blankets, mattresses and dignity packs.	Divana Distributors	Emergency	27
Supply and delivery of meals, blankets, mattresses and dignity packs.	MMO Premium Group	Emergency	11
Supply and delivery of meals, blankets, mattresses and dignity packs.	Onje Enterprise	Emergency	11
Supply and delivery of meals, blankets, mattresses and dignity packs.	Bahlebonke Holding	Emergency	23
Supply and delivery of meals, blankets, mattresses and dignity packs.	JB Catering Services	Emergency	21
Supply and delivery of meals, blankets, mattresses and dignity packs.	Hlathi Service	Emergency	37
Supply and delivery of meals, blankets, mattresses and dignity packs.	Malumbazo Holdings	Emergency	39
Supply and delivery of meals, blankets, mattresses and dignity packs	Malumbazo Holdings	Emergency	20
Supply and delivery of meals, blankets, mattresses and dignity packs	Maponya (Pty) Ltd	Emergency	32
Supply and delivery of meals, blankets, mattresses and dignity packs	JB Catering Services	Emergency	16
Supply and delivery of meals, blankets, mattresses and dignity packs	Ayabukwa Enterprise	Emergency	11

Project description	Name of supplier	Type of procurement by other means	Value of contract R'000
Maintenance and Repair of x2 padlock to get stopcock and turn off water, replace x2 new padlocks, stop basin tap and replace with new tap. Replace also flexible hose.	Dedick Traders	Emergency	2
Media Activations.	Eastern Cape Community Hub	Sole Provider	500
Training Service - Compulsory Induction Programme (CIP).	National School of Government	Sole Provider	10
Training Service - Executive Management Programme.	National School of Government	Sole Provider	471
Media Activations.	Eastern Cape Community Hub	Sole Provider	98
Fraud & Compliance Annual Conference.	Association of Certified Fraud Examiners SA	Sole Provider	63
Media Activations.	Eastern Cape Community Hub	Sole Supplier	493
Procurement of Media Space.	SABC	Single Source	138
Postage services.	Frama	Sole Supplier	4
Media Activations.	Eastern Cape Community Hub	Sole Supplier	106
Request to deviate from normal procurement process (Sole supplier status) to procurement of Pre-paid Electricity for Philipstown Local Office in the 2024/25 MTEF.	Ideal Prepaid (Pty) Ltd	Sole Supplier	53
Supply, Delivery and Installation of 30 Wireless Access Points in 26 SASSA Gauteng Local Offices.	Nambiti Technologies	Multiple Source	577
Supply, Delivery and Installation of 100 Network switches for SASSA Gauteng Local Offices.	Datacentrix (Pty) Ltd	Multiple Source	7 044
Procurement for plumbing services at Melmoth Local office.	Squngwa Construction and Civil	Emergency	11
Procurement for plumbing services at iMpendle Local office.	Onsele Investment (Pty) Ltd	Emergency	15
Electrical supply and installation at Camperdown Local Office.	Sizundawo Engeneering	Emergency	4
Procurement for plumbing services at Kranskop Local office.	Kwandokuhle ML	Emergency	8
Procurement for plumbing services at Utrecht Local office.	Lungalomndeni Logistic (Pty) Ltd	Emergency	12
Procurement for memorial service services for CM Majola.	Nqabile Trading	Emergency	3
Procurement for memorial service services for M Gumede.	Shuku's Greenleaf	Emergency	16
Procurement for plumbing services at KwaNgwanase Local office.	Mbungunya G Supp and maintenance	Emergency	10
Procurement for fixing the collapsed light and DB box at iNanda Local office.	SIKS Electrical and security System	Emergency	3
The appointment of service provider for the cleaning, hygiene, gardening services and car wash services for Zululand District for a period of twelve (12) months.	Sibonisiwe Investments cc	Multiple Source	4
The appointment of service provider for the cleaning, hygiene, gardening services and car wash services Amajuba District for a period of twelve (12) months.	Donone Trading (Pty) Ltd	Multiple Source	1 366

Project description	Name of supplier	Type of procurement by other means	Value of contract R'000
The appointment of service provider for the cleaning, hygiene, gardening services and car wash services eThekwini District for a period of twelve (12) months.	Sibonisiwe Investments cc	Multiple Source	8 924
The appointment of service provider for the cleaning, hygiene, gardening services and car wash services Harry Gwala District for a period of twelve (12) months.	Ndawonye Simandla (Pty) Ltd	Multiple Source	2 080
The appointment of service provider for the cleaning, hygiene, gardening services and car wash services iLembe District for a period of twelve (12) months.	Sibonisiwe Investment cc	Multiple Source	2 980
The appointment of service provider for the cleaning, hygiene, gardening services and car wash services King Cetshwayo District for a period of twelve (12) months.	Sbonisiwe Investment cc	Multiple Source	3 455
The appointment of service provider for the cleaning, hygiene, gardening services and car wash services uGu District for a period of twelve (12) months.	Sibonisiwe Investment cc	Multiple Source	3 187
The appointment of service provider for the cleaning, hygiene, gardening services and car wash services uMgungundlovu District for a period of twelve (12) months.	Porlat 35 Business Solutions	Multiple Source	5 324
The appointment of service provider for the cleaning, hygiene, gardening services and car wash services uMkhanyakude District for a period of twelve (12) months.	Ndawonye Sinamandla (Pty) Ltd	Multiple Source	1 830
The appointment of service provider for the cleaning, hygiene, gardening services and car wash services uMzinyathi District for a period of twelve (12) months.	Ndawonye Simandla (Pty) Ltd	Multiple Source	1 886
The appointment of service provider for the cleaning, hygiene, gardening services and car wash services uThukela District for a period of twelve (12) months.	Thandisihle Business Services TBS	Multiple Source	2 590
Procurement for electrical services at Greytown Local office.	Kholwani electrical	Emergency	8
Procurement for plumbing services at Port Shepstone Local office.	Oyisa Asanda Trading	Emergency	7
Procurement for electrical services at Greytown Local office.	Siyabulela Memela Construction	Emergency	20
Procurement for plumbing services at Mandeni Local office.	Green Vision Holding	Emergency	15
Procurement for electrical services at uMzimkhulu Local office.	Siyabulela Memela Construction	Emergency	20
Procurement for electrical services.	Kwando ML (Pty) Ltd	Emergency	3
Procurement of aluminium sliding door repair services at Mandeni Local office.	Hlons Enterprise (Pty) Ltd	Emergency	1
Procurement for plumbing services at Phungashe Local office.	Oyisa Asanda Trading	Emergency	7
Procurement for plumbing services at Hlanganani Local office.	Squngwa Construction and Civil	Emergency	5
Procurement plumbing services at Utrecht Local office.	Legacy Construction and Trading	Emergency	10

Project description	**Name of supplier**	**Type of procurement by other means**	**Value of contract R'000**
Procurement of electrical services in respect of light switch repair at KwaMashu local office.	Mankeba Energy Solution	Emergency	6
Request for deviation from the procurement process for the acquisition of Ngwelezane office accommodation with Seven Seasons Trading 5 (Pty) Ltd for a period of twelve (12) months from 01 January 2025 to 31 December 2025.	Seven Seasons Trading 5 (Pty) Ltd	Single Source	811
Request for acquisition of Bergville Local Office accommodation with uKhahlamba Municipality for a period of five (5) years.	uKhahlamba Municipality	Single Source	2 857
Supply, Installation and Removal of damaged concrete palisade fencing at SASSA Mankweng Office.	818 Trading CO	Emergency	57
Annual Govlaw Conference.	Intelligence Transfer Centre	Sole Source	10
Eduweek Conference.	EAPA-SA	Sole Source	12
17th Annual Association of Certified Fraud Examiners Conference & Exhibition.	Association of Certified Fraud Examiners South Africa Charter	Sole Source	41
Repairs of leaking pipes in Sekhukhune District office.	Tshidiso Re Kamoka	Emergency.	8
Sewer unblocking, Phatudi Local Office.	Mohasiphola Projects	Emergency.	15
Procurement of Items used at SASSA Mkhondo Local Office for an organised Prayer Event.	Lerapre Traders	Emergency.	133
Total			**68 169**

3.2 Contract variations and expansions

Project description	**Name of supplier**	**Contract modification type (Expansion or Variation)**	**Original contract value R'000**	**Value of previous contract expansion/s or variation/s (if applicable) R'000**	**Value of current contract expansion or variation R'000**
Appointment of a service provider for the provision of office accommodation to SASSA Mpumalanga region for a period of thirty-six (36) months.	Streak Street Investment (Pty) Ltd	Expansion	21 991	21 991	38 643
Real Time SOCPEN Integration Services Licences	SITA	Expansion	205 509	0	957
Support and Maintenance for the tRelational and DPS.	SITA	Expansion	11 085	0	2 458
Variation order 2 - request for additional security guards for the Ministerial ICROP Place.	Tyeks Security Services	Variation	134 995	36	45
Co-sourcing of beneficiary records management services.	The Document Warehouse (Pty) Ltd	Expansion	480 183	78 829	76 829

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Original contract value R'000	Value of previous contract expansion/s or variation/s (if applicable) R'000	Value of current contract expansion or variation R'000
ICT Infrastructure and end-user support, maintenance and service desk services.	Alteram	Expansion	197 727	15 670	11 990
Acquisition of office accommodation, Kwa-Mashu Local Office for 2 years.	Community Property Company (Pty) Ltd	Expansion	6 437	0	2 765
Appointment of security service provider for the provision of security services at SASSA KZN Region Midlands District for a period of 5 months.	Tyeks Security Services		28 186	0	6 592
Support and Maintenance of the SRD 350 System.	Prosense Technology	Expansion	7 221	10 442	7 832
Appointment of service provider to render physical security (guarding services) at SASSA Free State region.	Mushoma Security Services and Projects CC	Expansion	61 557	0	6 615
Renewal of Lease Agreement for Welkom Local Office for a period of Five years with effect from 1 August 2025 to 31 July 2030.	Matjhabeng Local Municipality	Expansion	6 195	0	8 893
Renewal of Lease Agreement for Bethlehem Local Office for a period of Five years with effect from 1 August 2025 to 31 July 2030.	Dihlabeng Local Municipality	Expansion	3 895	0	5 592
Appointment of service provider to render physical security (guarding services) at SASSA Free State region.	Mushoma Security Services and Projects CC	Expansion	72 865	6 615	13 230
To increase the scope to cater for service points and ministerial outreach programmes.	Greystone Trading 389 CC t/a Pronto Kleen	Variation	15 020	0	3 994
Bulk SMS	Vodacom	Expansion	20 000	0	10 000
TOTAL			**1 272 866**	**133 583**	**196 435**

PART F

FINANCIAL INFORMATION

Report of the auditor-general to Parliament on South African Social Security Agency

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the South African Social Security Agency (SASSA) set out on pages 115 to 148, which comprise the statement of financial position as at 31 March 2025, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of SASSA as at 31 March 2025 and its financial performance and cash flows for the year then ended in accordance with Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.

4. I am independent of the entity in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Provision for impairment

7. As disclosed in note 5 to the financial statements, the entity has made an impairment provision of R633 million against a total debt owed by a previous service provider on the social assistance fees. The service provider is currently under the liquidation process.

Contingencies

8. With reference to contingent liabilities of R628 million disclosed in note 26 to the financial statements, the entity is the defendant in various claims and lawsuits and is opposing these claims. The ultimate outcome of these matters could not be determined and no provision for any liability that may result was made in the financial statements.

Responsibilities of the accounting authority for the financial statements

9. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the GRAP and the requirements of the PFMA and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

10. In preparing the financial statements, the accounting authority is responsible for assessing the entity's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the entity or to cease operations or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

11. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

12. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page 112, forms part of my auditor's report.

Report on the audit of the annual performance report

13. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected programme presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.

14. I selected the following programme presented in the annual performance report for the year ended 31 March 2025 for auditing. I selected a programme that measures the entity's performance on its primary mandated functions and that is of significant national, community or public interest.

Programme	Page numbers	Purpose
Programme 2: Benefits administration and support	53 - 65	The benefits administration and support programme provide a grant administration service and ensures that operations within SASSA are integrated. The programme manages the full function of grant administration from application to approval, as well as beneficiary maintenance. This programme provides income support to South Africans who are unable to support themselves and their dependents. The functions of this programme cut across all levels within the Agency, including the efficiency through which the grants are delivered.

15. I evaluated the reported performance information for the selected programme against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the entity's planning and delivery on its mandate and objectives.

16. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the entity's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the entity's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable

- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over-or underachievement of targets.

17. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

18. The material finding on the reported performance information for the selected programme is as follows:

Programme 2: Benefits administration and support

Percentage of enquiries resolved within stipulated timeframe

19. An achievement of 94% was reported against a target of 90%. However, the audit evidence did not support this achievement. I could not determine the actual achievement, but I estimated it to be materially less than reported. Consequently, it is likely that the target was not achieved.

Other matters

20. I draw attention to the matters below:

Achievement of planned targets

21. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or under-achievements. This information should be considered in the context of the material findings on the reported performance information.

22. The table that follows provides information on the achievement of planned targets and lists the key indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of the target are included in the annual performance report on pages 53 to 64.

Programme 2: Benefits administration and support

Targets achieved: 89%

Budget spent: 86%

Key indicator not achieved	Planned target	Reported achievement
Percentage of eligible children below the age of one in receipt of children's grant.	75% of eligible children below the age of one in receipt of children's grants.	60% {(421 017/530 495) x 75%} of eligible children below the age of one were in receipt of children's grants. The variance was reported as 15%.

Material misstatements

23. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for programme 2: benefits administration and support. Management did not correct all the misstatements, and I reported a material finding in this regard.

Report on compliance with legislation

24. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the entity's compliance with legislation.

25. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

26. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

27. The material finding on compliance with the selected legislative requirements, presented per compliance theme, is as follows:

Expenditure management

28. Effective and appropriate steps were not taken to prevent irregular expenditure as disclosed in note 29 to the annual financial statements, as required by section 51(1)(b)(ii) of the PFMA. The majority of the irregular expenditure was caused by services rendered without approval from the delegated authority.

Other information in the annual report

29. The accounting authority is responsible for the other information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported on in this auditor's report.

30. My opinion on the financial statements and my reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

31. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected programme presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

32. When I do receive and read the other information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract the auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

33. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

34. The matters reported below are limited to the significant internal control deficiencies that resulted in the material findings on the annual performance report and the material findings on compliance with legislation included in this report.

35. Management did not adequately review and monitor compliance with applicable laws and regulations, which resulted in irregular expenditure and did not ensure that regular, accurate and complete performance reports that are supported and evidenced by reliable information are prepared.

Auditor - General.

Pretoria

30 July 2025

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure to the auditor's report

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programme and on the entity's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the entity to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause the entity to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act 1 of 1999	Section 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii); 53(4); 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); 55(1)(c)(i); 56; 57(b); 66(3)(c); 66(5)
Treasury Regulations, 2005	Regulation 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b); 16A6.3(a); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A.7.1; 16A.7.3; 16A.7.6; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A 9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 30.1.1; 31.1.2(c); 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1; 31.2.1; 31.2.5; 31.2.7(a); 31.3.3; 32.1.1(a); 32.1.1(b); 32.1.1(c); 33.1.1; 33.1.3
Companies Act 71 of 2008	Section 45(2); 45(3)(a)(ii); 45(3)(b)(i); 45(3)(b)(ii); 45(4); 46(1)(a); 46(1)(b); 46(1)(c); 112(2)(a); 129(7)
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulation 17; 25(7A)
National Treasury Instruction No. 5 of 2020/21	Paragraph 4.8; 4.9; 5.3
Second Amendment National Treasury Instruction No. 5 of 2020/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2(b); 4.3; 4.4; 4.4(a); 4.17; 7.2; 7.6
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2.1(a); 2.1(f)
Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations, 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; 6.6; 6.8; 7.1; 7.2; 7.3; 7.6; 7.8; 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)

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The annual financial statements set out on page 115, which have been prepared on the going concern basis, were approved by the accounting authority on May 30, 2025 and were signed on its behalf by:

Mr M.T Matlou

Accounting Authority

Statement of Financial Position as at March 31, 2025

Figures in Rand	Note(s)	2025	2024 Restated*
Assets			
Current Assets			
Inventories	3	37,217,997	33,987,393
Receivables from exchange transactions	4	17,117,237	12,208,492
Prepayments	6	2,127,813	2,660,440
Cash and cash equivalents	7	1,648,261,804	1,671,002,969
		1,704,724,851	**1,719,859,294**
Non-Current Assets			
Property, plant and equipment	8	1,169,525,786	1,050,669,843
Intangible assets	9	55,803,390	62,353,040
		1,225,329,176	**1,113,022,883**
Total Assets		**2,930,054,027**	**2,832,882,177**
Liabilities			
Current Liabilities			
Finance lease obligation	10	120,953	706,855
Operating lease liability	11	22,627,543	18,439,985
Payables from exchange transactions	12	565,297,745	671,771,026
Provisions	13	220,901,964	202,835,754
		808,948,205	**893,753,620**
Non-Current Liabilities			
Finance lease obligation	10	-	380,768
Total Liabilities		**808,948,205**	**894,134,388**
Net Assets		**2,121,105,822**	**1,938,747,789**
Accumulated surplus		2,121,105,822	1,938,747,789
Total Net Assets		**2,121,105,822**	**1,938,747,789**

Statement of Financial Performance

Figures in Rand	Note(s)	2025	2024
Revenue			
Revenue from exchange transactions			
Miscellaneous other revenue	14	22,052,838	47,015,740
Finance Income	17	1,199,815	1,228,651
Total revenue from exchange transactions		**23,252,653**	**48,244,391**
Revenue from non-exchange transactions			
Transfer revenue			
Government grants & subsidies	15	7,748,437,000	7,570,261,000
Services/goods in kind	15	1,897,500	2,587,500
Total revenue from non-exchange transactions		**7,750,334,500**	**7,572,848,500**
Total revenue		**7,773,587,153**	**7,621,092,891**
Expenditure			
Employee related costs	18	3,702,961,847	3,488,175,683
Depreciation and amortisation	8&9	129,334,518	104,201,349
Finance costs	19	105,408	75,460
Debt Impairment	4	2,433,016	1,569,076
Social Assistance Service fee	21	800,576,601	1,392,938,629
Repairs and Maintenance		51,286,450	74,254,499
General Expenses	20	2,388,088,502	2,236,383,268
Total expenditure		**7,074,786,342**	**7,297,597,964**
Surplus for the year from continuing operations		**698,800,811**	**323,494,927**
Loss on disposal of assets and liabilities		(2,298,971)	(1,405,223)
Surplus for the year		**696,501,840**	**322,089,704**

Statement of Changes in Net Assets

Figures in Rand	Accumulated surplus / deficit	Total net assets
Balance at April 1, 2023	**1,909,591,477**	**1,909,591,477**
Changes in net assets		
Surplus for the year	322,089,738	322,089,738
Surplus surrendered	(292,933,427)	(292,933,427)
Total changes	29,156,311	29,156,311
Balance at April 1, 2024	**1,929,403,116**	**1,929,403,116**
Changes in net assets		
Surplus for the year	696,501,840	696,501,840
Prior period error	9,344,672	9,344,672
Surplus surrendered	(514,143,806)	(514,143,806)
Total changes	191,702,706	191,702,706
	2,121,105,822	**2,121,105,822**

Cash Flow Statement

Figures in Rand	Note(s)	2025	2024 Restated*
Cash flows from operating activities			
Receipts			
Cash receipts		7,763,148,077	7,619,480,913
Payments			
Cash paid to suppliers and employees		(7,037,278,064)	(7,286,291,261)
Net cash flows from operating activities	24	**725,870,013**	**333,189,652**
Cash flows from investing activities			
Purchase of property, plant and equipment	8	(255,692,592)	(289,774,305)
Purchase of other intangible assets	9	(1,304,250)	(1,402,201)
Proceeds from sale of asset		22,401,727	6,697,160
Interest Income		1,199,815	1,228,651
Net cash flows from investing activities		**(233,395,300)**	**(283,250,695)**
Cash flows from financing activities			
Cash surplus surrendered to National Treasury		(514,143,806)	(292,933,427)
Finance lease payments		(966,670)	748,176
Finance costs		(105,408)	(75,460)
Net cash flows from financing activities		**(515,215,884)**	**(292,260,711)**
Net increase/(decrease) in cash and cash equivalents		**(22,741,171)**	**(242,321,754)**
Cash and cash equivalents at the beginning of the year		1,671,002,969	1,913,324,729
Cash and cash equivalents at the end of the year	7	**1,648,261,798**	**1,671,002,975**

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

Figures in Rand	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Ref.
Statement of Financial Performance						
Revenue						
Revenue from exchange transactions						
Miscellaneous other revenue	-	-	-	22,052,838	22,052,838	14
Interest received - investment	-	-	-	1,199,815	1,199,815	17
Total revenue from exchange transactions	**-**	**-**	**-**	**23,252,653**	**23,252,653**	
Revenue from non-exchange transactions						
Transfer revenue						
Government grants & subsidies	7,748,437,000	-	7,748,437,000	7,748,437,000	-	15
Total revenue	**7,748,437,000**	**-**	**7,748,437,000**	**7,771,689,653**	**23,252,653**	
Expenditure						
Personnel	(3,745,885,037)	-	**(3,745,885,037)**	(3,702,961,847)	**42,923,190**	18
Finance costs	-	-	**-**	(105,408)	**(105,408)**	19
Repairs and maintenance	(20,962,043)	(8,176,222)	**(29,138,265)**	(51,286,450)	**(22,148,185)**	8
Social assistance service fee	(1,021,695,000)	461,238,098	**(560,456,902)**	(800,576,601)	**(240,119,699)**	21
General expenses	(2,944,843,030)	(127,120,057)	**(3,071,963,087)**	(2,388,088,502)	**683,874,585**	20
Capital expenditure	(15,051,890)	(325,941,819)	**(340,993,709)**	-	**340,993,709**	
Total expenditure	**(7,748,437,000)**	**-**	**(7,748,437,000)**	**(6,943,018,808)**	**805,418,192**	
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	**-**	**-**	**-**	**828,670,845**	**828,670,845**	

Significant Accounting Policies

1. Presentation of Interim Financial Statements

The principal accounting policies applied in the preparation of these annual fianacial statements are set out below.

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

A summary of the significant accounting policies, which have been consistently applied in the preparation of these annual financial statements, are disclosed. These accounting policies are consistent with the previous period.

Comparative information

When the presentation or classification of items in the annual financial statements is amended, prior period comparative amounts are restated. Where accounting errors have been identified in the current year, the correction is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly. Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

1.1 Presentation currency

These annual financial statements are presented in South African Rand, which is the functional currency of the entity

1.2 Going concern assumption

These annual financial statements have been prepared based on the expectation that the entity will continue to operate as a going concern for at least the next 12 months.

1.3 Materiality

Material omissions or misstatements of items are material if they could, individually or collectively, influence the decisions or assessments of users made on the basis of the financial statements. Materiality depends on the nature or size of the omission or misstatement judged in the surrounding circumstances. The nature or size of the information item, or a combination of both, could be the determining factor.

Assessing whether an omission or misstatement could influence decisions of users, and so be material, requires consideration of the characteristics of those users. The Framework for the Preparation and Presentation of Financial Statements states that users are assumed to have a reasonable knowledge of government, its activities, accounting and a willingness to study the information with reasonable diligence. Therefore, the assessment takes into account how users with such attributes could reasonably be expected to be influenced in making and evaluating decisions.

The entity does not retrospectively adjust the accounting of past items (or group of items) that were previously assessed as immaterial, unless an error occurred.

1.4 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

Significant Accounting Policies

1.4 Significant judgements and sources of estimation uncertainty (continued)

Trade receivables loans and other receivables

In determining whether an impairement loss should be recorded in surplus or deficit , the provincila entity makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

On debtors an imparement loss is recognised in surplus and deficit when the is objective evidence that it is impaired. The impairement is measured as the difference between the debtors carrying amount and the present value of estimated future cash flows discontinued at the effective interest rate , computed at initial recognition.

Accrued expenses

Accrued expenses are liabilities to pay for goods and services received or supplied but have not yet been invoices or formally agreed with the supplier, including amounts due to employees. Accrued expenses are recognised when are measurable in the accounting period in which those transactions events or condition occur.

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note 13 - Provisions. Provisions are measured at management's best estimate of the expenditure required to settle the obligation at the reporting date, and are discounted to present value where the effect is material.

Useful lives of waste and water network and other assets

The entity re-assesses the useful lives and residual values of property, plant and equipment on an annual basis. In re- assessing the useful lives and residual values of property, palnt and equipment management considers the condition and use of the individual assets, to determine the remaining period over which the asset can and will be used.

1.5 Property, plant and equipment

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Significant Accounting Policies

1.5 Property, plant and equipment (continued)

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Items such as spare parts, standby equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

Major inspection costs which are a condition of continuing use of an item of property, plant and equipment and which meet the recognition criteria above are included as a replacement in the cost of the item of property, plant and equipment. Any remaining inspection costs from the previous inspection are derecognised.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment are depreciated on the straight-line basis over their expected useful lives to their estimated residual value.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses. The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Buildings	Straight-line	20 - 50 years
Leasehold property	Straight-line	Lesser of the useful life or the lease agreement term
Machinery and equipment	Straight-line	2 - 17 years
Furniture and fixtures	Straight-line	5 - 17 years
Motor vehicles	Straight-line	4 - 10 years
Office equipment	Straight-line	5 - 17 years
IT equipment	Straight-line	3 - 10 years
Leasehold improvements	Straight-line	Lesser of the useful life or the lease agreement term
Communication equipment	Straight-line	2 - 17 years

The depreciable amount of an asset is allocated on a systematic basis over its useful life.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation method used reflects the pattern in which the asset's future economic benefits or service potential are expected to be consumed by the entity. The depreciation method applied to an asset is reviewed at least at each reporting date and, if there has been a significant change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset, the method is changed to reflect the changed pattern. Such a change is accounted for as a change in an accounting estimate.

The entity assesses at each reporting date whether there is any indication that the entity expectations about the residual value and the useful life of an asset have changed since the preceding reporting date. If any such indication exists, the entity revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

Significant Accounting Policies

1.5 Property, plant and equipment (continued)

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Assets which the entity holds for rentals to others and subsequently routinely sell as part of the ordinary course of activities, are transferred to inventories when the rentals end and the assets are available-for-sale. Proceeds from sales of these assets are recognised as revenue. All cash flows on these assets are included in cash flows from operating activities in the cash flow statement.

The entity separately discloses expenditure to repair and maintain property, plant and equipment in the notes to the financial statements (see note 8).

The entity discloses relevant information relating to assets under construction or development, in the notes to the financial statements (see note 8).

1.6 Intangible assets

An asset is identifiable if it either:

- is separable, i.e. is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or
- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

A binding arrangement describes an arrangement that confers similar rights and obligations on the parties to it as if it were in the form of a contract.

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

The entity assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it.
- there is an ability to use or sell it.
- it will generate probable future economic benefits or service potential.
- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight-line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Significant Accounting Policies

1.6 Intangible assets (continued)

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Internally generated goodwill is not recognised as an intangible asset.

Amortisation is provided to write down the intangible assets, on a straight-line basis, to their residual values as follows:

Item	Depreciation method	Average useful life
Computer software, internally generated	Straight-line	3 - 20 years
Computer software, other	Straight-line	3 - 20 years

The entity discloses relevant information relating to assets under construction or development, in the notes to the financial statements (see note 9).

1.7 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility.

A concessionary loan is a loan granted to or received by an entity on terms that are not market related.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Derecognition is the removal of a previously recognised financial asset or financial liability from an entity's statement of financial position.

A derivative is a financial instrument or other contract with all three of the following characteristics:

- Its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract (sometimes called the 'underlying').
- It requires no initial net investment or an initial net investment that is smaller than would be required for other types of contracts that would be expected to have a similar response to changes in market factors.
- It is settled at a future date.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, an entity shall estimate cash flows considering all contractual terms of the financial instrument (for example, prepayment, call and similar options) but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate (see the Standard of GRAP on Revenue from Exchange Transactions), transaction costs, and all other premiums or discounts.

Significant Accounting Policies

1.7 Financial instruments (continued)

There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the cash flows or the expected life of a financial instrument (or group of financial instruments), the entity shall use the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable willing parties in an arm's length transaction.

A financial asset is:

- cash;
- a residual interest of another entity; or
- a contractual right to:
  - receive cash or another financial asset from another entity; or
  - exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

A financial liability is any liability that is a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to the entity.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by an entity in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Loan commitment is a firm commitment to provide credit under pre-specified terms and conditions. Loans payable are financial liabilities, other than short-term payables on normal credit terms.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

A financial asset is past due when a counterparty has failed to make a payment when contractually due.

A residual interest is any contract that manifests an interest in the assets of an entity after deducting all of its liabilities. A

residual interest includes contributions from owners, which may be shown as:

- equity instruments or similar forms of unitised capital;
- a formal designation of a transfer of resources (or a class of such transfers) by the parties to the transaction as forming part of an entity's net assets, either before the contribution occurs or at the time of the contribution; or
- a formal agreement, in relation to the contribution, establishing or increasing an existing financial interest in the net assets of an entity.

Transaction costs are incremental costs that are directly attributable to the acquisition, issue or disposal of a financial asset or financial liability. An incremental cost is one that would not have been incurred if the entity had not acquired, issued or disposed of the financial instrument.

Significant Accounting Policies

1.7 Financial instruments (continued)

Financial instruments at amortised cost are non-derivative financial assets or non-derivative financial liabilities that have fixed or determinable payments, excluding those instruments that:

- the entity designates at fair value at initial recognition; or
- are held for trading.

Financial instruments at cost are investments in residual interests that do not have a quoted market price in an active market, and whose fair value cannot be reliably measured.

Initial recognition

The entity recognises a financial asset or financial liability in its statement of financial position when the entity becomes a party to the contractual provisions of the instrumet.

The entity measures a financial asset and financial liability initially at its fair value

The entity first assesses whether the substance of a concessionary loan is in fact a loan. On initial recognition, the entity analyses a concessionary loan into its component parts and accounts for each component separately. The entity accounts for that part of a concessionary loan that is:

- a social benefit in accordance with the Framework for the Preparation and Presentation of Financial Statements, where it is the issuer of the loan
- non-exchange revenue, in accordance with the Standard of GRAP on Revenue from Non-Exchange Transactions (Taxes and Transfers), where it is the recipient of the loan.

1.8 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

1.8.1 Finance leases - lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The discount rate used in calculating the present value of the minimum lease payments is the interest rate implicit in the lease. Minimum lease payments are apportioned between the finance charge and reduction of the outstanding liability.

The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of on the remaining balance of the liability.

Any contingent rents are expensed in the period in which they are incurred.

1.8.2 Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.9 Inventories

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition.

Subsequently inventories are measured at the lower of cost and net realisable value.

Inventories are measured at the lower of cost and current replacement cost where they are held for;

- distribution at no charge or for a nominal charge; or
- consumption in the production process of goods to be distributed at no charge or for a nominal charge.

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

Significant Accounting Policies

1.9 Inventories (continued)

Current replacement cost is the cost the entity incurs to acquire the asset on the reporting date.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The carrying amounts of those inventories are recognised as an expense in the period in which the goods are distributed, or related services are rendered. The amount of any write-down of inventories to current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write down of inventories, arising from an increase in current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.10 Cash and cash equivalents

Cash comprises cash on hand and demand deposits.

Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

Cash and cash equivalents comprise bank balances, cash on hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less which are available on demand.

Some equity investments are included in cash equivalents when they are, in substance, cash equivalents.

Bank overdrafts which are repayable on demand forms an integral part of the entity's cash management activities, and as such are included as a component of cash and cash equivalents.

1.11 Employee benefits

Identification

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of surplus sharing and bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Payments made to industry-managed (or state plans) retirement benefit schemes are dealt with as defined contribution plans where the entity's obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

1.12 Provisions and contingencies

Provisions are recognised when:

- the entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Significant Accounting Policies

1.12 Provisions and contingencies (continued)

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised.

Provisions are not recognised for future operating surplus (deficit).

If an entity has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 26.

1.13 Commitments

Items are classified as commitments when an entity has committed itself to future transactions that will normally result in the outflow of cash.

Disclosures are required in respect of unrecognised contractual commitments.

Commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note to the financial statements, if both the following criteria are met:

- Contracts should be non-cancellable or only cancellable at significant cost (for example, contracts for computer or building maintenance services); and
- Contracts should relate to something other than the routine, steady, state business of the entity – therefore salary commitments relating to employment contracts or social security benefit commitments are excluded.

1.14 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which the entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm’s length transaction.

Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

Interest, royalties and dividends

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:

- It is probable that the economic benefits or service potential associated with the transaction will flow to the entity, and
- The amount of the revenue can be measured reliably.

Interest is recognised using the effective interest rate method for financial instruments.

Significant Accounting Policies

1.15 Revenue from non-exchange transactions

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the entity.

When, as a result of a non-exchange transaction, the entity recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

Government grants

An inflow of resources from a non-exchange transactions other than services rendered, that meet the definition of an asset is recognised as an asset when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and
- the amount of the revenue can be measured reliably.

The entity assesses the degree of certainty attached to the flow of future economic benefits or service potential on the basis of the available evidence. Certain grants payable by one level of government to another are subject to the availability of funds.

Revenue from these grants is only recognised when it is probable that the economic benefits or service potential associated with the transaction will flow to the entity. An announcement at the beginning of a financial year that grants may be available for qualifying agencies in accordance with an agreed program may not be sufficient evidence of the probability of the flow. Revenue is then only recognised once evidence of the probability of the flow becomes available.

Conditions on government grants may result in such revenue being recognised on a time proportion basis. Where there is no condition on the period, such revenue is recognised on receipt or when the Act becomes effective, which-ever is earlier.

Gifts and donations, including goods in-kind

Gifts and donations, including goods in kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably.

Services in-kind

The entity recognise services in-kind that are significant to its operations and/or service delivery objectives as assets and recognise the related revenue when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably.

Where services in-kind are not significant to the entity’s operations and/or service delivery objectives and/or do not satisfy the criteria for recognition, the entity disclose the nature and type of services in-kind received during the reporting period.

Significant Accounting Policies

1.16 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.17 Irregular expenditure

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including

a. this Act; or
b. the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act.
c. any provincial legislation providing for procurement procedures in that provincial government.

Irregular expenditure is accounted for in line with the National Treasury Instruction Notes and compliance reporting frameworks applicable in the year of reporting.

Recognition

Irregular expenditure is incurred when the resulting transaction is recognized in the financial records of the public entity in accordance with the relevant Accounting Framework. The entity will only record irregular expenditure when a transaction is recognised as expenditure in the Statement of Financial Performance in accordance with the Generally Recognised Accounting Practice (GRAP).

Disclosures are required in term of the National Treasury Regulations 9.1.5 and 28.2.1, as a note to the annual financial statement in respect of irregular expenditure incurred by the entity. Irregular expenditure is disclosed in the notes to the financial statements when confirmed.

1.18 Budget information

The annual financial statements and the budget are not on the same basis of accounting therefore a reconciliation between the statement of financial performance and the budget have been included in the annual financial statements. Refer to note 31.

Comparative information is not required.

1.19 Related parties

A related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Joint control is the agreed sharing of control over an activity by a binding arrangement, and exists only when the strategic financial and operating decisions relating to the activity require the unanimous consent of the parties sharing control (the venturers).

Related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party, regardless of whether a price is charged.

Significant influence is the power to participate in the financial and operating policy decisions of an entity, but is not control over those policies.

Management are those persons responsible for planning, directing and controlling the activities of the entity, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by that person in their dealings with the entity.

Significant Accounting Policies

1.19 Related parties (continued)

The entity is exempt from disclosure requirements in relation to related party transactions if that transaction occurs within normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the entity to have adopted if dealing with that individual entity or person in the same circumstances and terms and conditions are within the normal operating parameters established by that reporting entity's legal mandate.

Where the entity is exempt from the disclosures in accordance with the above, the entity discloses narrative information about the nature of the transactions and the related outstanding balances, to enable users of the entity's financial statements to understand the effect of related party transactions on its annual financial statements.

1.20 Events after reporting date

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

The entity will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The entity will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

2. New standards and interpretations

2.1 Standards and interpretations effective and adopted in the current year

There are no new or amended pronouncements that are effective for financial periods commencing on or after 1 April 2024.

2.2 Standards and interpretations issued, but not yet effective

The entity has not applied the following standards and interpretations, which have been published and are mandatory for the entity's accounting periods beginning on or after April 1, 2023 or later periods:

Standard/ Interpretation:	Effective date:	Expected impact:
	Years beginning on or after	
• GRAP 2023 Improvements to the Standards of GRAP 2023	April 1, 2025	Unlikely there will be a material impact
• GRAP 1 (amended): Presentation of Financial Statements (Going Concern)	April 1, 2025	Unlikely there will be a material impact
• iGRAP 22 Foreign Currency Transactions and Advance Consideration	April 1, 2025	Unlikely there will be a material impact
• GRAP 104 (as revised): Financial Instruments	April 1, 2025	Unlikely there will be a material impact

3. Inventories

	2025	2024
Stationery and consumables	36,347,570	33,130,993
Postage/franking machine	870,427	856,400
	37,217,997	**33,987,393**

4. Receivables from exchange transactions

	2025	2024
Staff debtors	6,687,173	5,360,890
Other debtors	3,626,727	163,711
Inter-departmental claims	6,803,337	6,683,891
	17,117,237	**12,208,492**

Trade and other receivables pledged as security

Trade and other receivables were not pledged as security for financial liability.

Fair value of trade and other receivables

	2025	2024
Trade and other receivables	30,582,157	23,542,809
Provision for doubtful debts	(13,464,920)	(11,334,317)
	17,117,237	**12,208,492**

Reconciliation of provision for impairment of trade and other receivables

	2025	2024
Opening balance	11,334,317	10,124,071
Provision for impairment	2,433,016	1,569,076
Amounts written off as uncollectible	(302,413)	(358,830)
	13,464,920	**11,334,317**

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

5. Receivables from non-exchange transactions

Fair value of receivables from non-exchange transactions

Other receivables from non-exchange transactions	632,894,722	632,894,722
	(632,894,722)	(632,894,722)

Credit quality of receivables from non-exchange transactions

On 15 June 2012 SASSA and Cash Paymaster Services (Pty) Ltd (CPS) entered into a Variation Agreement which resulted into a payment made in June 2014 to CPS in the sum of R316,447,361. Corruption Watch made an application to the High Court to review this decision by SASSA and CPS.

On 23 March 2018, the High Court ruled in favour of Corruption Watch and ordered CPS to repay R316,447,361 to SASSA with interest from June 2014 to date of payment. The interest was calculated at the then applicable prescribed rate of 15.5% from 4 June 2014, this being the date on which payment was made and thus CPS owes SASSA R632,894,722 inclusive of interest as at the end of March 2021.

CPS is currently placed under liquidation and therefore, the recoverable amount can only be determined at the conclusion of the liquidation process

These events provide evidence that the impairment occurred after initial recognition of the assets:

Receivables from non-exchange transactions

Receivable resulting from court judgement impaired

As of March 31, 2025, other receivables resulting from court judgment of R 632,894,722 (2024: R632,894,722) were impaired and provided for.

The amount of the provision as at 31 March, 2025 is R 632,894,722

The ageing of these loans is as follows:

Over 12 months	632,894,722	632,894,722

6. Prepayments

Opening balance	2,660,440	3,522,514
Amount realised as an expense	(7,158,095)	(15,555,452)
Increased for the period	6,625,468	14,693,378
	2,127,813	**2,660,440**

7. Cash and cash equivalents

Cash and cash equivalents consist of:

Bank balances	1,648,261,804	1,671,002,969

Credit quality of cash at bank and short term deposits, excluding cash on hand

The credit quality of cash at bank and short term deposits, excluding cash on hand that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or historical information about counterparty default rates:

The entity’s funds are not held within a commercial bank, therefore the entity is not exposed to credit risk.

8. Property, plant and equipment

	2025			2024		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Land	519,500	-	519,500	519,500	-	519,500
Buildings	282,234,625	(101,214,220)	181,020,405	269,185,593	(91,457,558)	177,728,035
Leasehold improvement	30,041,097	(11,996,810)	18,044,287	29,894,347	(802,377)	29,091,970
Furniture and fixtures	202,490,237	(123,306,101)	79,184,136	198,587,263	(117,802,201)	80,785,062
Motor vehicles	495,060,405	(183,909,045)	311,151,360	572,672,524	(223,901,370)	348,771,154
Office equipment	18,469,896	(8,699,919)	9,769,977	6,779,155	(4,907,967)	1,871,188
IT equipment	784,609,689	(368,424,010)	416,185,679	665,006,297	(368,806,070)	296,200,227
Finance lease	2,140,124	(2,044,734)	95,390	2,339,945	(1,772,348)	567,597
Other property, plant and equipment	218,130,916	(75,230,923)	142,899,993	174,952,546	(71,438,084)	103,514,462
Communication equipment	17,288,623	(6,633,564)	10,655,059	18,902,110	(7,281,462)	11,620,648
Total	**2,050,985,112**	**(881,459,326)**	**1,169,525,786**	**1,938,839,280**	**(888,169,437)**	**1,050,669,843**

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Disposals	Transfers	Depreciation	Total
Land	519,500	-	-	-	-	519,500
Buildings	177,728,035	13,049,032	-	-	(9,756,662)	181,020,405
Leasehold improvement	29,091,970	146,750	-	-	(11,194,433)	18,044,287
Furniture and fixtures	80,785,062	8,968,152	(1,314,365)	2,884	(9,257,597)	79,184,136
Motor vehicles	348,771,154	11,030,309	(19,372,505)	-	(29,277,598)	311,151,360
Office equipment	1,871,188	4,057,628	(63,156)	4,662,232	(757,915)	9,769,977
IT equipment	296,200,227	171,607,594	(2,323,215)	(13,347)	(49,285,580)	416,185,679
Finance leases	567,597	-	(13,111)	-	(459,096)	95,390
Machinery and equipment	103,514,462	56,141,799	(1,176,325)	(4,651,769)	(10,928,174)	142,899,993
Communication equipment	11,620,648	36,000	(79,383)	-	(922,206)	10,655,059
	1,050,669,843	**265,037,264**	**(24,342,060)**	**-**	**(121,839,261)**	**1,169,525,786**

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Prior Period Error	Disposals	Transfers received	Depreciation	Total
Land	519,500	-	-	-	-	-	519,500
Buildings	183,587,518	3,958,723	-	(60,110)	(87,088)	(9,671,008)	177,728,035
Leasehold property	227,306	38,379,203	(9,344,672)	-	-	(169,867)	29,091,970
Furniture and fixtures	76,473,968	13,978,764	-	(763,112)	-	(8,904,558)	80,785,062
Motor vehicles	311,128,776	68,447,240	-	(4,786,385)	-	(26,018,477)	348,771,154
Office equipment	2,239,168	62,012	-	(4,844)	(53,800)	(371,348)	1,871,188
IT equipment	222,380,077	118,585,626	-	(1,409,466)	(1,218,256)	(42,137,754)	296,200,227
Leasehold improvements	314,806	766,365	-	(10,825)	-	(502,749)	567,597
Other property, plant and equipment	65,791,847	45,596,372	-	(974,517)	1,359,144	(8,258,384)	103,514,462
Communication equipment	12,668,308	-	-	(93,123)	-	(954,537)	11,620,648
	875,331,274	**289,774,305**	**(9,344,672)**	**(8,102,382)**	**-**	**(96,988,682)**	**1,050,669,843**

Assets subject to lease (Net carrying amount)

	2025	2024
Leasehold property	18,044,287	29,091,970
Finance lease	95,390	567,597
	18,139,677	**29,659,567**

Details of properties

Reconciliation of Work-in-Progress 2025

	Openning balance	Movement	Total
Building	9,585,047	401,462	9,986,509
Furniture and fixtures	56,835	1,842,435	1,899,270
IT equipment	61,981	5,665,352	5,727,333
Machinery and equipment	-	1,402,996	1,402,996
	9,703,863	**9,312,245**	**19,016,108**

Reconciliation of Work-in-Progress 2024

	Openning balance	Movement	Total
Building	9,585,047	-	9,585,047
Office furniture	296,976	(240,141)	56,835
IT Equipment	188,000	(126,019)	61,981
Machinery and equipment	590,091	(590,091)	-
	10,660,114	**(956,251)**	**9,703,863**

Expenditure incurred to repair and maintain property, plant and equipment

Expenditure incurred to repair and maintain property, plant and equipment included in Statement of Financial Performance

	2025	2024
Contracted services	27,334,958	64,140,863
General expenses	24,118,713	4,391,980
	51,453,671	**68,532,843**

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

9. Intangible assets

	2025			2024		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Computer software, internally generated	150,812,853	(95,009,463)	55,803,390	150,434,032	(88,080,992)	62,353,040

Reconciliation of intangible assets - 2025

	Opening balance	Additions	Disposals	Amortisation	Total
Computer software	62,353,040	1,304,250	(358,644)	(7,495,256)	55,803,390

Reconciliation of intangible assets - 2024

	Opening balance	Additions	Amortisation	Total
Computer software	68,163,506	1,402,201	(7,212,667)	62,353,040

10. Finance lease obligation

	2025	2024
Minimum lease payments due		
- within one year	123,655	545,952
- in second to fifth year inclusive	-	126,032
	123,655	671,984
less: future finance charges	(2,702)	(46,861)
Present value of minimum lease payments	**120,953**	**625,123**
Present value of minimum lease payments due		
- within one year	120,953	475,472
- in second to fifth year inclusive	-	149,651
	120,953	**625,123**
Non-current liabilities	-	380,768
Current liabilities	120,953	706,855
	120,953	**1,087,623**

The average lease term is between 2-5 years and the average effective borrowing rate is linked to the prime rate as determined by the South African Reserve Bank. Interest rates are fixed at the contract date. All the leases have fixed repayment terms. No arrangements have been entered into for contingent rent. Obligations under finance leases are secured by the lessor’s title to the leased asset.

The agency did not default on any interest or capital portions on any of the finance leases. None of the terms attached the finance leases were renegotiated in the period under review.

The agency’s obligations under finance leases are secured by the lessor’s charge over the leased assets. Refer note 9.

Notes to the Annual Financial Statements

Figures in Rand	**2025**	**2024**

11. Operating lease

Contractual payments	(179,030,372)	(187,192,996)
Straight-line basis expense	201,657,914	205,632,982
	22,627,542	**18,439,986**

Within one year	175,073,033	154,464,143
In second fifth year inclusive	243,846,474	235,635,868
Later than five years	1,777,982	4,807,432
	420,697,489	**394,907,443**

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments have been recognised as an operating lease liability

Operating lease payments represent rentals payable by the Agency for certain of its office properties and equipment. Leases are negotiated for periods ranging from 12 months to 120 months. The leases escalate on average between 5% and 10%. The operating lease liability at the end of the period 31 March 2025: R22,627,542 (2024: R18,439,986).

12. Payables from exchange transactions

Trade payables	101,319,098	110,959,355
Inter-departmental claims	15,642	17,418
Payroll-Third party	585,676	584,385
Accrued service bonus	104,274,098	104,000,784
Accrued expense	354,059,774	445,860,603
Operating lease payables-Office building	5,043,457	10,348,481
	565,297,745	**671,771,026**

Fair value of trade and other payables

Trade payables	101,319,098	110,959,355
Inter-departmental claims	15,642	17,418
Payroll Third-party	585,676	584,385
Accrued service bonus	104,274,098	104,000,784
Accrued expenses	354,059,774	445,860,603
Operating lease payables-Office building	5,043,457	10,348,481
	565,297,745	**671,771,026**

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

13. Provisions

Reconciliation of provisions - 2025

	Opening Balance	Additions	Utilised during the year	Total
Provision for legal fees	1,675,964	811,998	(1,677,525)	810,437
Provision for shared services	9,962,746	3,888,763	(7,080,304)	6,771,205
Provision for leave pay	191,197,044	36,932,522	(14,809,244)	213,320,322
	202,835,754	**41,633,283**	**(23,567,073)**	**220,901,964**

Reconciliation of provisions - 2024

	Opening Balance	Additions	Utilised during the year	Total
Provision for legal fees	125,738	3,580,850	(2,030,624)	1,675,964
Provision for shared services and other third-party	13,653,423	6,077,243	(9,767,920)	9,962,746
Provision for leave pay	205,126,601	57,990,971	(71,920,528)	191,197,044
	218,905,762	**67,649,064**	**(83,719,072)**	**202,835,754**

The provision for leave pay includes both capped and uncapped leave entitlement to employees. The agency policy rate used in the calculation for the provision for leave pay is the same for both capped and uncapped entitled leave.

The provision for shared services and other third-party represents shared services and other third-party incurred by the agency still outstanding at year-end.

14. Revenue from exchange transactions

	2025	2024
Sale of waste paper and others	87,667	60,185
Commission received	35,491	39,910
Rental income - parking	532,271	522,948
Recovery of debts and other revenue	9,118,920	3,244,043
Skills development refund	4,884,860	6,000,124
Contractual penalties	7,393,629	37,148,530
	22,052,838	**47,015,740**

15. Revenue from non-exchange transactions

Operating grants

	2025	2024
Government grant	7,748,437,000	7,570,261,000
Services/goods in kind	1,897,500	2,587,500
	7,750,334,500	**7,572,848,500**

Service in kind - Women In Finance Programme

SASSA received service in kind to the value of R1,897,500 (2024:R2,587,500) provided by International Women's Forum of South Africa in partnership with FASSET for nineteen (19) SASSA officials to attend an empowerment programme for women in finance.

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

Service in kind - Office accommodation

SASSA receives services in kind on various terms and conditions; it occupies office accommodation and parking bays buildings free of rental mostly on inherited arrangements by the DSD and its stakeholders (property owners). Hence most of these buildings are owned by the National & Provincial Government, District and Local Municipalities, Department of Health, Department of Education, and tribal authorities. The DSD and the stakeholders had these arrangements to provide multi- government services at a common point, to form a strong relationship with local authorities, community-based organisations, tribal authorities and other government departments.

The relationship is mutually beneficial to both parties involved; it reduces the vandalism of buildings that would otherwise remain vacant; it provides regular maintenance and ensures that Government-owned building values do not deteriorate. On the other hand, it has benefited the SASSA financially.

The nature of the relationship between SASSA and the Stakeholders' is not comparable to the market offerings, and the fair value of services in-kind received cannot be measured reliably

16. Operating surplus

Operating surplus for the year is stated after accounting for the following:

Operating lease charges

	2025	2024
Lease rentals on operating lease		
Straight-lining of operating leases	201,657,914	205,632,982
Loss on disposal of assets	2,298,971	1,405,223
Motor vehicle expenses	67,357,498	70,142,854
Security	392,793,237	368,546,316
Cellphone, telephone and fax expenses	77,934,152	71,952,846
Travel -local	92,669,824	81,638,731
Computer expenses	529,240,283	478,980,096
Consulting and professional fees	272,127,408	247,463,427
Amortisation- intangible assets	7,495,257	7,212,667
Depreciation on property, plant and equipment	121,839,261	96,988,682
Employee costs	3,702,961,847	3,488,175,683

17. Interest revenue

Interest revenue	2025	2024
Bank interest received	50,010	56,389
Interest on other receivables	1,149,805	1,172,262
	1,199,815	**1,228,651**

The amount included in Interest revenue arising from exchange transactions amounted to R1,199,815

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

18. Personnel costs

Basic	2,543,166,251	2,415,869,635
Bonus	208,424,501	207,294,453
Medical aid - company contributions	286,005,288	268,282,422
Bargain Council	446,120	278,318
Defined contribution plans	326,999,924	313,941,863
Overtime payments	25,718,758	30,765,677
Housing benefits and allowances	146,026,376	141,646,965
Serviced based remuneration	11,133,517	3,829,786
Circumstantial compensation	1,659,920	1,843,071
Non pensionable benefits	114,437,936	101,977,130
Leave	38,943,256	2,446,363
	3,702,961,847	**3,488,175,683**

19. Finance costs

Finance charge incurred on finance leases	105,408	75,460

20. General expenses

Advertising	32,533,671	44,697,791
Auditors remuneration	30,183,050	29,703,138
Bank charges	2,453,930	3,155,081
Cleaning	145,991,019	124,908,772
Computer expenses	529,240,283	478,980,096
Consulting and professional fees	272,127,408	247,463,427
Consumables	6,485,881	4,112,246
Entertainment	5,820,471	3,555,479
Straight -lining on operating lease	201,657,914	205,632,982
Medical expenses	135,544,133	120,526,429
Motor vehicle expenses	67,357,498	70,142,854
Postage and courier	193,351	7,194,776
Printing and stationery	54,993,789	53,462,111
Security	392,793,237	368,546,316
Telephone and fax	77,767,326	71,952,846
Training	17,018,457	19,356,414
Travel - local	92,669,824	81,638,731
Travel - overseas	689,479	2,219,138
Staff Bereavement	500,000	365,000
Other administrative expenses	9,806,046	4,243,741
Assets expensed	5,317,240	14,287,835
Utilities -Municipal services	83,709,101	75,776,971
Uniforms	954,829	171,620
Communication licenses	2,772,957	1,839,524
Resettlement cost	3,517,087	6,270,349
Skills development levy	29,577,007	28,152,827
Rentals	160,976,183	143,359,727
Venue expenses	13,075,652	11,065,622
Staff bursaries	12,361,679	13,601,425
	2,388,088,502	**2,236,383,268**

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

21. Social assistance service fees

Social Assistance service fee	236,518,035	791,668,860
Grant payments bank charges	272,241,084	273,580,870
Covid-19 unemployment service fees and bank charges	291,817,482	327,688,890
	800,576,601	**1,392,938,620**

Covid-19 Unemployment grant service fees and bank charges

Post Bank service fees	115,945,377	156,406,741
Bank charges and service fees	175,872,105	171,282,149
	291,817,482	**327,688,890**

22. Taxation

No provision has been made for 2025 tax as the Agency is exempted from income tax in terms of section 10(1)(cA)(i) of the Tax Act, 1962.

23. Auditors' remuneration

Audit fees	30,183,050	29,703,138

24. Cash generated from operations

Surplus	696,501,840	322,089,746
Adjustments for:		
Depreciation and amortisation	129,334,518	104,201,349
Loss on sale of assets and liabilities	2,298,971	1,405,223
Finance costs - Finance leases	105,408	75,460
Interest income	(1,199,815)	(1,228,651)
Movements in operating lease assets and accruals	4,187,557	2,759,293
Movements in provisions	18,066,210	(16,070,008)
Prior-year error adjustment	-	9,344,673
Changes in working capital:		
Inventories	(3,230,604)	(14,951,917)
Receivables from exchange transactions	(4,908,745)	1,185,732
Prepayments	532,627	862,074
Payables from exchange transactions	(115,817,954)	(76,483,322)
	725,870,013	**333,189,652**

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

25. Commitments

Authorised operational expenditure

Authirised expenditure		
• estimated within one year	1,307,177,593	720,018,737
• estimated in second to fifth year	1,337,890,720	534,126,399
	2,645,068,313	**1,254,145,136**
Total commitments	2,645,068,313	1,254,145,136

Total commitments

Total commitments		
Authorised capital expenditure	-	10,087,942
Authorised operational expenditure	2,645,068,312	1,244,057,194
	2,645,068,312	**1,254,145,136**

26. Contingencies

Contingent Liabilities		
Various Claims	54,778,317	52,672,410
CPS outstanding invoices	358,196,928	358,196,928
Azande Consulting	170,000,000	170,000,000
Mathara Investment CC	45,375,287	45,375,287
	628,350,532	**626,244,625**

Various claims includes

Labour related claims	19,147,158	19,095,790
Motor vehicle claims	488,213	246,480
Grant deduction claims	5,050	5,050
Contractual claims	27,534,256	29,818,418
Delictual claim	7,603,641	3,506,672
	54,778,318	**52,672,410**

Cash Paymaster Services (CPS) outstanding invoices

The Constitutional Court, in its order dated 23 March 2018, ordered that the declaration of invalidity of the contract between SASSA and CPS, in relation to the beneficiaries who received their grants in cash, was further suspended for a six-month period from 1 April 2018 to 30 September 2018. SASSA and CPS were ordered to ensure that for the period of six months from 1 April 2018 to 30 September 2018 payment of social grants was made to beneficiaries who were paid in cash on the same terms and conditions as to those in the contract between them. The Constitutional Court further ordered that CPS may, in writing, request National Treasury during the six-month period to investigate and make a recommendation regarding the price to be paid for the services it was to render in terms of paragraph 4 of the order. CPS did approach National Treasury for a fee increase.

The National Treasury recommended to the Constitutional Court the transaction fee of R51.00 per recipient per month for traditional cash pay points; an amount of R19.48 per recipient per month for other biometric payments. CPS requested that SASSA accede to the recommended fees and accordingly remunerate CPS; however, SASSA agreed to accept these rates for the period July to September 2018 only. CPS instituted a claim against SASSA for the adjusted fees for the period April 2018 to September 2018 in the sum of R358 196 928.00. SASSA is defending

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

the claim on the basis that, inter alia, CPS did not provide National Treasury with material information requested for the purpose of determining revised transaction fees. This position is in line with the recommendation made by the Auditor-General South Africa, and Panel of Experts appointed by the Constitutional Court in their 10th report to the Court.

CPS is under liquidation and all pending matters, including this claim, have been presented to the liquidators. The liquidation process is subjected to the enquiry in terms of the Companies Act (piercing of the corporate veil), and therefore not yet finalized.

Azande Consulting CC

Azande is claiming R170 000 000.00 (R170 million) for an alleged termination of the contract it concluded with SASSA for the provisioning of Integrated Community Registration Outreach Programme (ICROP) services.

SASSA's stance is that the contract was not terminated but suspended in order to investigate the allegations that Azande has misrepresented its experience regarding the provision of action research services for the SASSA's North West Regional Office. It transpired that such services were not rendered as Azande claimed.

SASSA is defending this matter and has amended its court papers to include a counter-claim for reimbursement of all monies paid to Azande in terms of the contract in issue. The State Attorney has applied for trial date and awaiting allocations by the court.

Mathara Investment CC

This is a claim for payment of a sum of R45 million (for loss of net profit for the remaining contract period and wasted expenses) emanating from alleged repudiation of a security services contract.

It is SASSA`s contention that Mathara committed a breach of the contract by failing to post security personnel at a site where its security personnel had embarked on a strike action, and also its failure to activate contingencies to mitigate the breach. SASSA has filed its papers in defending this matter and also filed a counter-claim for the sum of R3.2 million against Mathara for failure to render services in accordance with this contract.

27. Risk management

Credit risk

The entity does not sell any goods or charge money for its services. Debtors relate to employees that have debts with the Agency. Management evaluate credit risk relating to debtors on an ongoing basis.

Credit risk consists mainly of cash deposits, cash equivalents, derivative financial instruments and trade debtors. The entity only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.

Financial assets exposed to credit risk at year end were as follows:

Financial instrument		
Receivables	17,117,237	12,208,492

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

28. Going concern

We draw attention to the fact that as at March 31, 2025, the entity had an accumulated surplus (deficit) of R2,121,105,822 and that the entity's total assets exceed its liabilities by R2,121,105,822.

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

29. Fruitless and wasteful expenditure, Irregular expenditure and damages and losses

Consolidated disclosure note

Irregular expenditure	1,470,314	34,220,491
Fruitless and wasteful expenditure	17,754	57,464
Closing balance	**1,488,068**	**34,277,955**

Damages, theft and losses

Damages, theft and losses	2,833,187	3,951,950

30. Financial instruments disclosure

Categories of financial instruments

2025

Financial assets

	At fair value	Total
Receivables before impairment	17,117,237	17,117,237
Impaired receivables	(2,433,016)	(2,433,016)
Cash and cash equivalents	1,648,261,804	1,648,261,804
	1,662,946,025	**1,662,946,025**

Financial liabilities

	At fair value	Total
Trade and other payables from exchange transactions	461,023,647	461,023,647

2024

Financial assets

	At fair value	Total
Receivables before impairment	12,208,492	12,208,492
Impaired receivables	(1,569,076)	(1,569,076)
Cash and cash equivalents	1,671,002,969	1,671,002,969
	1,681,642,385	**1,681,642,385**

Financial liabilities

	At fair value	Total
Trade and other payables from exchange transactions	567,770,242	567,770,242

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

31. Reconciliation between budget and statement of financial performance

Reconciliation of budget surplus/(deficit) with the surplus/(deficit) in the statement of financial performance:

Net surplus per the statement of financial performance	696,501,840	322,089,713
Adjusted for:		
Depreciation and amortisation	129,334,518	104,201,349
Debt Impairment	2,433,016	1,569,076
Loss on disposal of assets	2,298,971	1,405,223
Service in kind	(1,897,500)	(2,587,500)
Net surplus per approved budget	**828,670,845**	**426,677,861**

	Operating activities	Investing activities	Fanancing acivities	Total
Actual amount on comparable basis	561,234,924	267,541,329	(105,408)	828,670,845
Basis Difference	164,635,089	(500,936,623)	(515,110,476)	(851,412,010)
	725,870,013	**(233,395,294)**	**(515,215,884)**	**(22,741,165)**

Expenditure for the period ending March 2025 reached 92%, indicating an overall underspending of 8%. Employee compensation spending achieved 98%, with the 2% underspending largely due to vacant funded positions at the close of the reporting period. Spending on goods and services reached 87%, reflecting significant underspending in areas such as ICT services and travel.

The reduced number of beneficiaries serviced through Postbank during the year decreased the cost of grant disbursement, contributing to the overall budget underspending. ICT service expenditure, comprising mainly contracts, amounted to 94%, leaving a 6% underspending. This underspending was driven by lower-than-expected costs for SITA services, particularly Socpen hosting and Livelink services, both of which are billed based on actual work performed.

Additionally, travel expenditure was notably below budget due to cost containment measures. Grant modernization projects also contributed to underspending, as these were still in various stages of implementation by the financial year’s end. The projects were funded using savings accrued from cash-handling fees during the third quarter of the financial year.

Capital Expenditure

The acquisition of PPE is financed in part by the baseline budget and primarily by retained cash surplus, as the substantial funding requirements exceed what can be covered within the baseline allocation.

32. Related parties

Relationships

Inter-governmental trading Postbank

SASSA is a government agency set up to ensure the efficient and effective management, administration and payment of social assistance. Section 4(2)(a) of the SASSA Act (Act No.9 of 2004) requires the Agency to: “with the concurrence of the Minister enter into an agreement with any person to ensure effective payments to beneficiaries “ In order to give effect to this section of the SASSA Act, SASSA has entered into an agreement with the Postbank.

SASSA gave notice; in the government gazette dated 11May 2018; that the method of payment determined by SASSA is the payment of social grants through an integrated social grant payment system, into the special disbursement accounts held with the Postbank, in line with the Implementation Protocol signed on 17 November 2017 and the Service Agreement signed on 08 December 2017.

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

32. Related parties (continued)

The South African Post Office ceded its contract to Postbank from the 01 October 2022. The related party figures emanating from transaction with both entities are disclosed as follows:

Related party balances

Amounts included in Trade receivable (Trade Payable) regarding related parties

	2025	2024
Post Bank	(86,606,371)	(198,821,230)
Commitments with related parties		
Post Bank (Penalties)	7,393,629	37,146,529

Remuneration of management

Executive management

2025

	Basic salary	Service bonus	Car allowance	Other benefits received	Total
Name					
Mr MT Matlou (Acting CEO)	1,375,430	114,337	156,000	358,673	2,004,440
Ms BJ Memela-Khambula(CEO)	1,855,000	154,583	72,000	966,176	3,047,759
Mr TJ Chauke (CFO)	1,177,254	98,105	24,000	668,030	1,967,389
Ms GK Mathebula (Acting REM MP)	159,376	-	26,667	76,847	262,890
Mr AS Mahlangu (Chief Information Officer)	1,436,201	119,683	108,000	422,000	2,085,884
Mr JC Makondo (Acting CIO)	173,719	80,883	17,000	86,723	358,325
Mr BB Maqetuka (REM E/Cape)	1,925,836	191,677	399,400	836,386	3,353,299
Ms KE Mojanaga (Acting REM-N/Cape)	535,682	-	15,000	199,216	749,898
Mr Z Mpeta (Acting REM-EC)	600,986	-	35,000	324,266	960,252
Ms EZ Mvulane (REM- LP & NW)	1,109,191	92,433	108,000	739,048	2,048,672
Ms CTH Mzobe REM-KZN)	1,254,786	103,963	180,000	299,995	1,838,744
Mr MS Nhlangoti (Acting REM W/Cape)	486,401	-	46,665	165,506	698,572
Mr MH Njomba (Acting REM E/Cape)	324,486	-	-	106,325	430,811
Ms R Ramokgopa (EM-Strategy)	1,373,463	114,455	12,000	481,965	1,981,883
Ms R Setshedi (Acting REM Gauteng)	335,072	-	12,000	132,122	479,194
Mr MB Tsosane (Acting REM-NC & FS)	649,650	78,510	35,000	343,622	1,106,782
Mr Van Vrede BI (EM-Policy Implementation Support	1,075,531	-	60,000	686,700	1,822,231
Ms NC Ntlhe (Acting REM F/State)	486,845	-	50,000	243,453	780,298
Ms A Bester (Acting REM -WC)	593,041	-	14,583	333,372	940,996
	16,927,950	**1,148,629**	**1,371,315**	**7,470,425**	**26,918,319**

Notes to the Annual Financial Statements

Figures in Rand	2025	2024

2024

	Basic salary	Service bonuses	Car allowance	Other benefits received	Total
Name					
Ms BJ Memela-Khambula(CEO)	1,855,000	154,583	72,000	858,687	2,940,270
Mr. TJ Chauke (CFO)	1,122,872	93,573	24,000	720,020	1,960,465
Mr AS Mahlangu (Chief Information Officer)	1,362,602	113,550	108,000	425,709	2,009,861
Mr BB Maqetuka (Suspended effective 01 Feb 2021 and dismissed 31 July 2023)	374,291	-	79,880	785,718	1,239,889
Mr MT Matlou (REM-MP, FS,& KZN)	1,289,994	107,500	156,000	333,927	1,887,421
Mr Z Mpeta (Acting REM-EC)	1,004,976	77,073	60,000	556,295	1,698,344
Ms EZ Mvulane (REM- LP & NW)	1,073,628	89,469	108,000	795,307	2,066,404
Ms CTH Mzobe (REM-KZN)	1,164,507	56,364	180,000	263,493	1,664,364
Ms R Ramokgopa (EM-Strategy)	1,310,018	109,168	74,333	412,397	1,905,916
Mr MB Tsosane (Acting REM-NC & FS)	1,093,509	75,949	60,000	603,958	1,833,416
Mr Van Vrede BI(EM-Policy Implementation Support)	998,149	-	60,000	635,600	1,693,749
Ms A Bester (Acting REM-WC)	970,974	-	25,000	552,524	1,548,498
	13,620,520	**877,229**	**1,007,213**	**6,943,635**	**22,448,597**

Emoluments	**2025**	**2024**
Basic salary	16,927,950	13,620,520
Service bonus	1,148,629	877,229
Car allowance	1,371,315	1,007,213
Other benefits	7,470,425	6,943,635
	26,918,319	**22,448,597**

SASSA is governed by a team of executive members who are appointed in concurrence with the Minister of the Department of Social Development. These executive members, together with the CEO are responsible for planning, directing, and controlling the activities of the entity. During the year, the above emoluments were paid to these members of management.

These emoluments have been included in note 18 Personnel costs.

Other related parties

Due to the entity being a National Public entity, all other entities within the national sphere of government are deemed to be related parties. Most notably, the entity is related to the Department of Social Development, the Minister being the entity's Executive Authority. The entity and National Development entity are schedule 3A public entities under Department of Social Development.

The entity receives from, and is dependent on the Department of Social Development for funding, and this has been disclosed as grant revenue received in note 15.

Notes to the Annual Financial Statements

32. Related parties (continued)

The entity holds eighteen bank accounts with First National Bank on behalf of the department of social development. These bank accounts are used as a facility to accept cash payments from debtors whereas cash payments cannot be made directly to the paymaster general account or South African Reserve Bank; which is the official Government banker. The transactions in these bank accounts are swept (transferred) on a daily basis to the paymaster general account with two days turnaround time. These amounts are disclosed in the annual financial statements of the Department of Social Development.

The following funds also fall under the Executive Authority of the Department of Social Development:

- State President Fund;
- Social Relief Fund;
- Refugee Relief Fund; and
- Disaster Relief Fund

33. Prior period errors

In the prior financial period, SASSA North West Region erroneously capitalised an amount of R9,344,672 as part of Work in Progress (Leasehold Improvements) in respect of renovations related to the Regional Office. The amount represented costs that were payable to the landlord and did not meet the recognition criteria for Property, Plant and Equipment in terms of GRAP 17.

The correction has resulted in a reclassification of R9,344,672 from Leasehold Improvements (Work in Progress) to Accruals under Current Liabilities in the prior year.

The impact of the correction on the comparative figures is as follows:

Statement of Financial Position

	31 March 2024 (Restated)	**31 March 2024 (As previously)**	**Adjustment**
Leasehold Improvements	R29,091,970	R38,436,642	(R9,344 672)
Accruals	(R29,091,970)	(R38,436,642)	R9,344 672

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