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SOUTH AFRICAN SOCIAL SECURITY AGENCY

BRANCH: STRATEGY AND BUSINESS DEVELOPMENT

DEPARTMENT: MONITORING AND EVALUATION DEPARTMENT

UNIT: INSTITUTIONAL MONITORING: PERFORMANCE ASSESSMENT REPORT

12 MONTH ANNUAL AGENCY PERFORMANCE REPORT

(01 APRIL 2012 – 31 MARCH 2013)

[*paying the right social grant, to the right person,
at the right time and place. NJALO!*]

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LIST OF ABBREVIATIONS

ACB	Automated Cash Bureau
APP	Annual Performance Plan
CEO	Chief Executive Officer of the Agency
CFO	Chief Financial Officer of the Agency
CCB	Change Control Board
CDG	Care Dependency Grant
CSG	Child Support Grant
DMV	Department of Military Veterans
DSD	Department of Social Development
EA	Enterprise Architecture
ERP	Enterprise Resource Plan
ESS	Electronic Security System
FCG	Foster Child Grant
FIFO	First In First Out
GIAMA	Government Immovable Asset Management Act
GRAP	Generally Reporting Accountability Practice
HO	Head Office
ICROP	Integrated Community Registration Outreach Programme
ICT	Information and Communication Technology
IM	Institutional Monitoring
IYM	In - Year Monitoring
LAN	Local Area Network
MIS	Management Information System
MTEC	Medium Term Expenditure Committee
M&E	Monitoring and Evaluation
NT	National Treasury
PAIA	Promotion of Access to Information Act
PFMA	Public Finance Management Act
PMDS	Performance Management Development System
PMG	Pay Master General
QTR	Quarter
RMC	Regional Management Committee
RO	Regional Office
SARS	South African Revenue Services
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SORES	SOCPEN Reporting Solution
SDM	Service Delivery Model
SLA	Service Level Agreement
SOCPEN	Social Security Pension System
SRD	Social Relief of Distress
ToR	Terms of Reference
WAC	Weighted Average Costing
WAN	Wide Area Network

DEFINITION OF TERMS


<u>Aged Person</u>	Refers to any person, who has, according to the Social Assistance Act, 2004 (Act No 13 of 2004) attained the prescribed age in accordance to Sections 10 (a) or (b) to qualify for old age grant.
<u>Beneficiary</u>	Refers to any person who receives social assistance in terms of Sections 6, 7, 8, 9, 10, 11, 12 or 13 of the Social Assistance Act of 2004 (Act No 13 of 2004).
<u>Care Dependency Grant</u>	Refers to a grant paid to a parent or a foster parent in respect of a care dependent child in terms of Section 7 of the Social Assistance Act of 2004 (Act No 13 of 2004).
<u>Care Dependent Child</u>	Refers to a child who require and receives permanent care due to his or her severe mental or physical disability.
<u>Child</u>	Refers to any person under the age of 18 years.
<u>Child Grant</u>	Refers to Child Support Grant, Care Dependency Grant, and Foster Child Grant.
<u>Child Support Grant</u>	Refers to a grant paid to a primary caregiver of a child who satisfies the criteria in terms of Section 6 of the Social Assistance Act of 2004 (Act No 13 of 2004).
<u>Disability Grant</u>	Refers to a grant paid to a disabled person in terms of Section 9 of the Social Assistance Act of 2004 (Act No 13 of 2004).
<u>Foster Child Grant</u>	Refers to a grant paid to a foster parent in terms of Section 8 of the Social Assistance Act of 2004 (Act No 13 of 2004).
<u>Foster Child</u>	Refers to any child who has been placed in the custody of a foster parent in terms of the Children Act No. 38 of 2005 or Section 290 of the Criminal Procedure Act of 1977 (Act No 51 of 1977).
<u>Foster Parent</u>	Refers to any person, except a parent of the child concerned, in whose custody a foster child has been placed in terms of the Children's Act No. 38 of 2005, or Section 290 of the Criminal Procedure Act of 1977, or a tutor to whom a letter of tutorship has been issued in terms of Chapter IV of the Administration of Estates Act of 1965 (Act No 66 of 1965).
<u>Grant in Aid</u>	Refers to a grant paid to a person who satisfies the criteria in terms of Section 12 of the Social Assistance Act of 2004 (Act No 13 of 2004).
<u>Grant recipient</u>	Refers to an adult who receives grant, in the case of an adult grant he or she is a beneficiary, in case of a child grant, and he or she will be a parent/legal guardian.
<u>Older Person</u>	Refers to any person who has, according to the Social Assistance Act of 2004 (Act No 13 of 2004) attained the prescribed age in accordance to Sections 10 (a) or (b).
<u>Old Age Grant</u>	Refers to a social grant paid to an aged person in terms of Section 10 of the Social Assistance Act of 2004 (No 13 of 2004).
<u>Parent</u>	Refers to the legal parent of a child as defined in the Child Care Act of 1983 (Act No 74 of 1974).
<u>Social Grant</u>	Refers to adult grants (Old Age Grant, Disability Grant, War Veteran's Grant, Grant in Aid, Care Dependency Grant, Foster Child Grant and Child Support Grant).
<u>War Veteran Grant</u>	Refers to a grant paid to a person who satisfies the criteria in terms of Section 11 of the Social Assistance Act of 2004 (Act No 13 of 2004).

PART 1: EXECUTIVE SUMMARY

This report constitutes 3 parts. The first part is the Executive Summary which provides an overall synopsis of the performance of the Agency in terms of its mandate and strategic objectives as set out in the strategic plan. The second part provides a detailed analysis on the performance of each Branch. The third part is the analysis of the reports submitted by the regions on performance indicators. Overall, the Agency had a total number of 125 targets planned for the year, of which 80 were the annual performance plan targets and 45 operational plan targets.

1.1 PERFORMANCE RATING SYSTEM

The Auditor General uses a two scale rating system of achieved and not achieved and his measurement of performance from varies from one year to the next. In 2011/12 his measurement was 99 - 100% was achieved and 0-98% unachieved. In 2012/13 his measurement was 95-100% as achieved and 0-94% as unachieved. Monitoring and Evaluation uses a 3 scale rating, defined as follows:

- **Achieved (Highlighted in Green)** 

Achieve constitute 100% achievement.
- **Partially Achieved (Highlighted in Amber)** 

Partially achieved constitute 90% - 99% achievement.
- **Not Achieved (Highlighted in Red)** 

Not achieved constitutes 89% achievement and less.

1.2 OVERALL PERFORMANCE OF THE AGENCY

The strategic plan outlines 5 strategic priorities for the Agency namely:

- Local Office Improvement

19.5% of the targets in the annual performance and operational plan are aligned directly or indirectly to the priority.
- Automation of Business Processes.

10.3% of the targets, all of which are ICT indicators are aligned to this priority.
- Mass Beneficiary Enrolment

3 % of the targets which are Grants Administration indicators are aligned to this priority.
- New Payment Model

(0%) target is aligned to this priority.
- Clean Audits

All remaining targets (67.2%) are aligned to this priority.

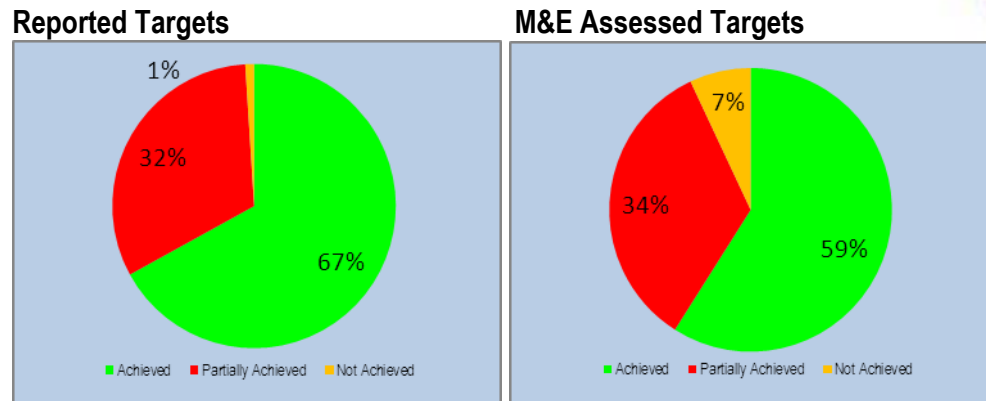
Achievements on Priorities

1. In 2011/12 it was reported that 116 local offices were improved, and in 2012/13, 95 local offices were reported to be improved to provide a dignified service to citizens.
2. In 2012/13 the enterprise architecture for the full automation of services at SASSA was completed.
3. The mass enrolment of all beneficiaries, children and procurators onto a new biometrically enrolled payment system as at 31 March 2013 was 90% completed.
4. A study on some international best practices on benefit payment models namely the 100 day employment guarantee programme in India and Centre Link in Australia was completed.
5. SASSA obtained an unqualified audit for both administration and grant payments in 2011/12 and 2012/13 respectively.

QUARTERLY PERFORMANCE

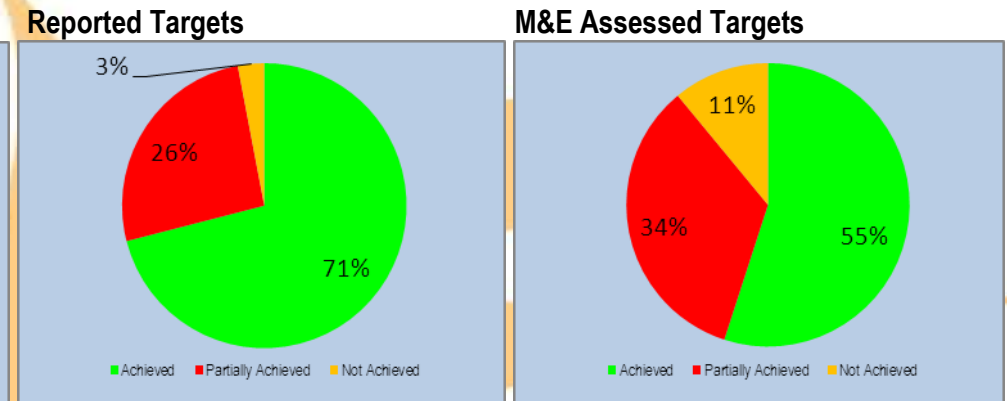
The following pie charts summaries the performance of the Agency over the four quarters.

Figure 1: First Quarter Targets Achieved / Not Achieved



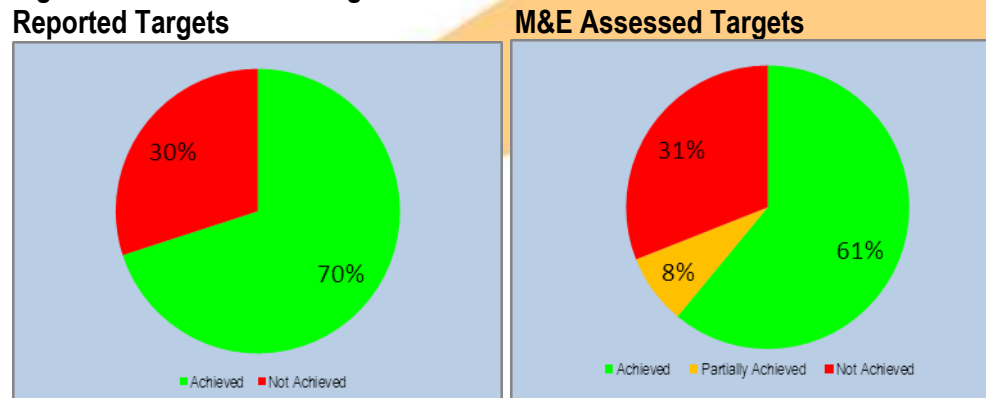
Source: Branches' 1stquarter performance reports 2012/13

Figure 2: Second Quarter Targets Achieved / Not Achieved



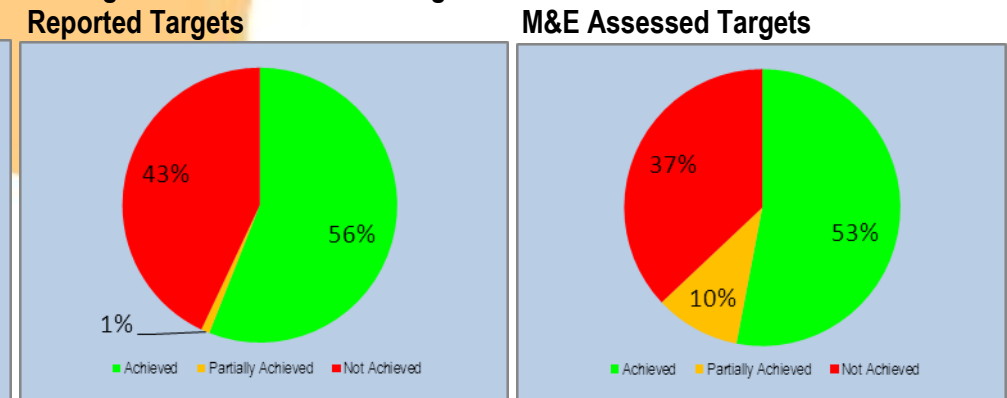
Source: Branches' 2ndquarter performance reports 2012/13

Figure 3: Third Quarter Targets Achieved / Not Achieved



Source: Branches' 3rdquarter performance reports 2012/13

Figure 4: Fourth Quarter Targets Achieved / Not Achieved

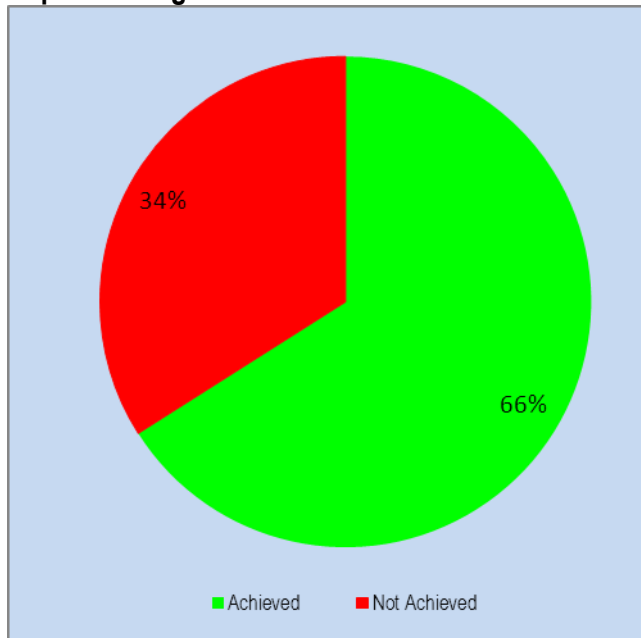


Source: Branches' 4thquarter performance reports 2012/13

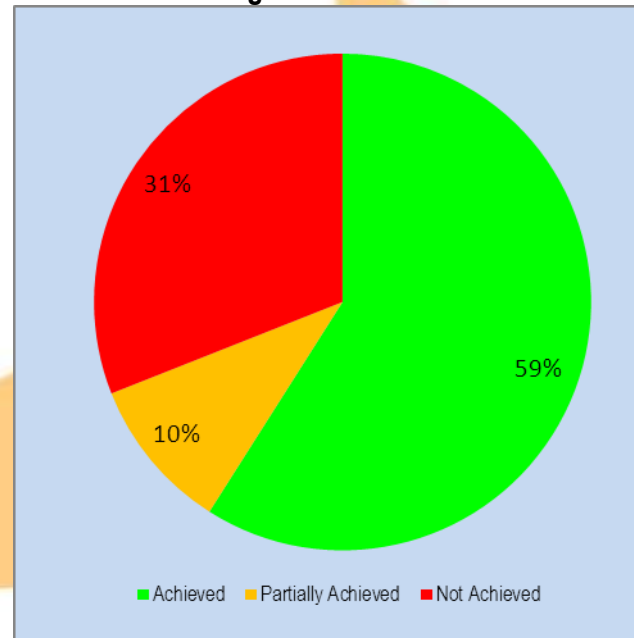
Annual Performance Comparisons: Reported by Branches, M and E assessments and Findings by Auditor General

Figure 5: Annual Targets Achieved / Not Achieved

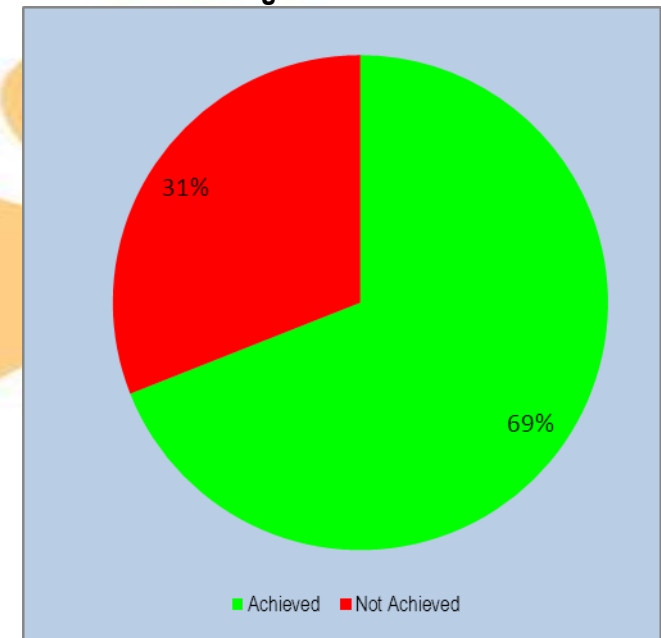
Reported Targets



M&E Assessed Targets



AGs' Assessed Targets



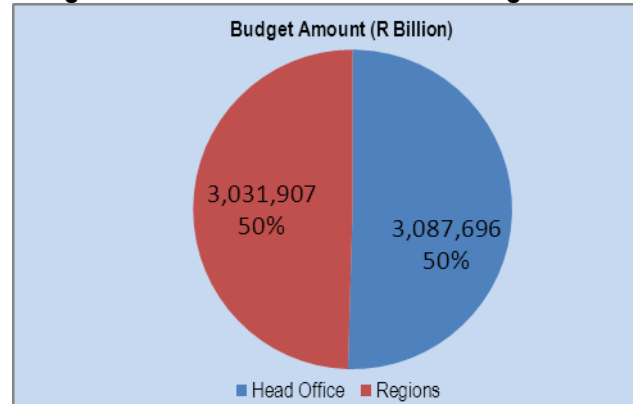
Source: Branches' annual performance reports 2012/13

Source: AGs' factual finding No 4 of 2012/2013

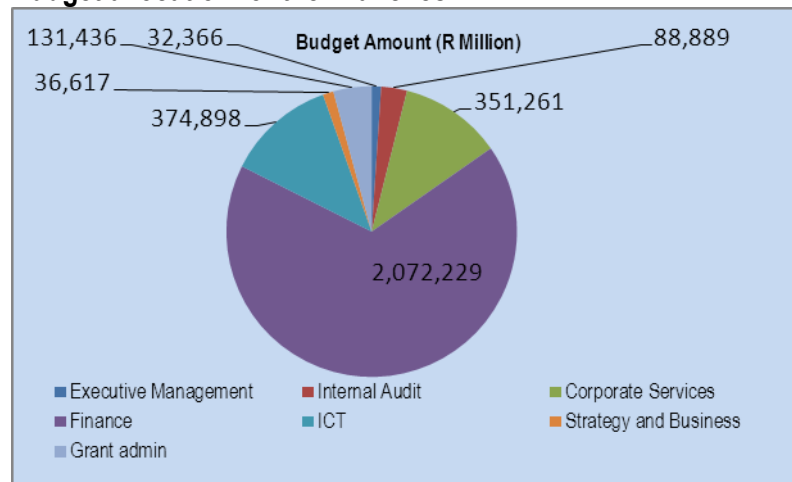
The Branches and M and E reported on 125 indicators and targets. This included APP and Operational Plan indicators and targets. The Auditor General only reported on the 85 APP indicators and targets only. Hence the performance as reported by the Auditor General is higher because he is reporting on lesser indicators and targets.

Figure: 6: Budget allocation for the Agency for 2012/13 financial year

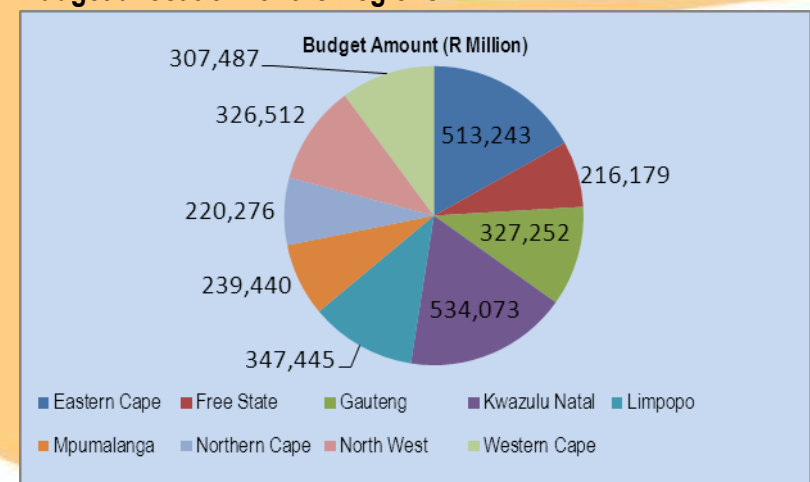
Budget allocation for Head Office vs Regions



Budget allocation for the Branches



Budget allocation for the Regions



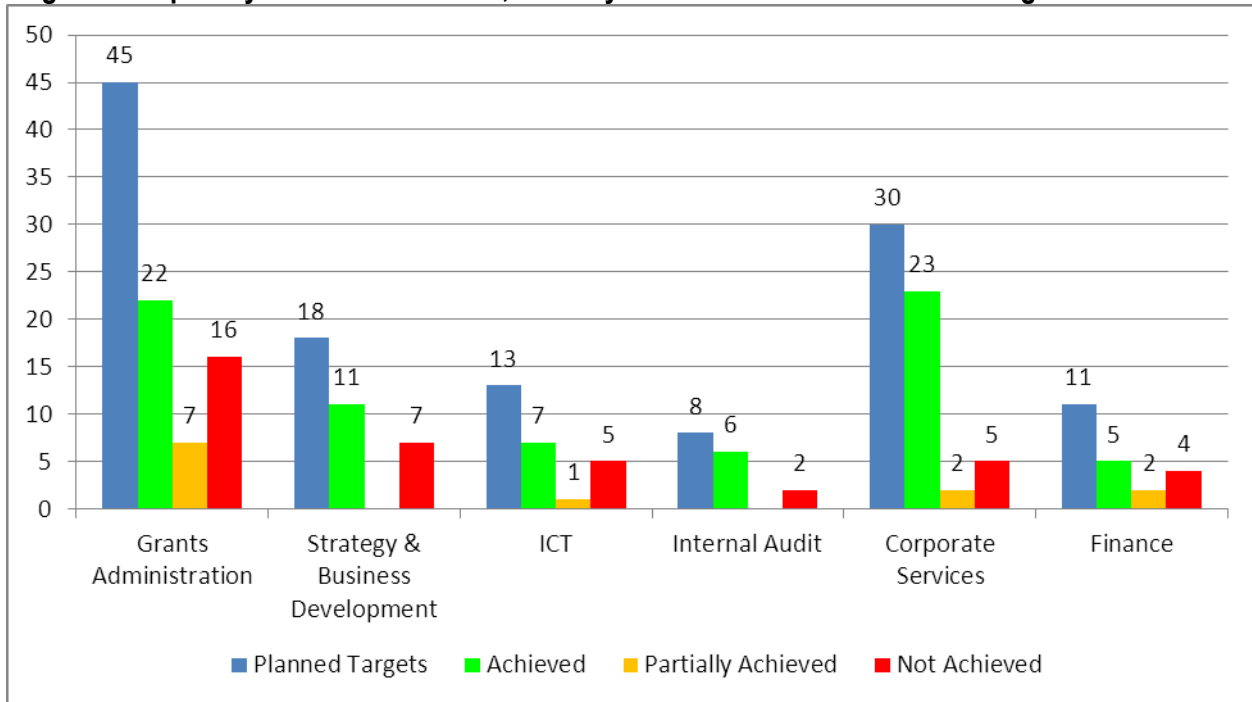
Source: Financial year end report 2012/13

The total adjusted appropriation for the year was R6119, 770 billion of which 50% was allocated to the nine Regions while the other 50% was allocated to Head Office. The majority of the budget was on personnel, about 36%, followed by the cash handling fees which accounted for about 34% of the entire budget. The allocation for cash

handling fees reside within the Finance branch at Head Office, making this branch the highest in terms of the allocations compared to other branches. KwaZulu-Natal and the Eastern Cape regions accounted for the largest part of the regions' share of the budget, 18% and 17% respectively. The two regions have the most number of beneficiaries.

Table 1: Summary of the Performance of the Agency for the year

Branch	Planned Targets	Reported as Achieved		M and E assess Achieved ☺		Reported as Partially Achieved		M and E assess Partially Achieved ☹		Reported as Not Achieved		M and E assess as Not Achieved ☹	
Grants Administration	45	26	58%	22	49%	0	0	7	16%	19	42%	16	35%
Strategy and Business Development	18	11	61%	11	61%	0	0	0	0	7	39%	7	39%
Information and Communication Technology	13	8	62%	7	54%	0	0	1	8%	5	38%	5	38%
Internal Audit and Risk Management	8	6	75%	6	75%	0	0	0	0	2	25%	2	25%
Corporate Services	30	24	80%	23	77%	0	0	2	7%	6	20%	5	16%
Finance	11	7	64%	5	46%	0	0	2	18%	4	36%	4	36%
Total	125	82	66%	74	59%	0	0	12	10%	43	34%	36	31%

Figure 7: Report by M & E on Achieved, Partially Achieved and Not Achieved Targets

Source: Branches' annual performance reports 2012/13

The above graph indicates the overall achievements against the non-achievements per branch. The Corporate Services Branch reported the highest achievement of 80% followed by the Internal Audit Branch with a reported performance of 75%. Monitoring and Evaluation assessed the achievement of the Branches to be at 77% and 75% respectively with Grants Administration reporting the lowest achievement.

1.3 LIMITATIONS WITH RESPECT TO REPORTING

A number of limitations were experienced by Institutional Monitoring (IM) in assessing and analysing the Branches' annual performance reports.

- Long delays continue to be experienced with the submission of performance reports. This results in the quality of the monitoring report being seriously compromised.
- Misaligned of indicators and targets.
- The annual target is identical to the first and subsequent quarter targets and measurement is difficult.
- Evidence on the achievement is not provided.
- Budget expenditure and achievements on targets are not aligned.
- Some Branches keep on changing their achievements.

1.4 CHALLENGES

A number of challenges were reported by Branches some of which appear to be persistent throughout the financial year,

- Lack human resource and capacity.
- Shortage of social workers to process FCG extensions.
- Projections for some grant types were inaccurate.
- Non-compliance to the approved business processes in local offices and service points.
- Changing of targets without revising the operational plans.
- Incorrectness of MIS transfers report.
- Home Affairs unable to match and manage fingerprints.
- Non-reporting on targets by some of the Regions.
- Lack of integration in systems.
- Termination of contracts with doctors.
- Irregular expenditure not reported on time.
- Disputed invoices.
- Ex-employees not responding to letters.
- Lack of computer equipment at local offices.

1.5 SUMMARY OF FINDINGS ON PERFORMANCE

- Achievements: The annual reported achievement was 66% for both APP and operational plan targets. The Auditors General's assessment of performance was 69% on APP targets only. It was reported that a 31% non-performance is considered material.
- During the year incorrect reporting was brought to the attention of management which was also raised as a finding by the Auditor General.
- The findings by the Auditor General are generally not included in the APP as indicators for performance management.
- Skills shortage, the non-reporting on indicators depicts critical skills in critical areas of support namely ICT, Finance and Human Capital Development which was also raised as a finding by the Auditor General.
- There are continued delays in the submission of reports which compromises the quality of the report and hence incorrect reporting.
- Incorrect social grant projections. The annual target was achieved in the second quarter and the war veteran's grant must project a decline as oppose to an increase.

- Performance in the Agency generally but more especially in grants administration declined sharply in December 2012.

1.6 SUMMARY OF FINDINGS BY THE AUDITOR GENERAL

- Lack of approved and communicated, policies and procedures to enable and support understanding and execution of internal control objectives, processes and responsibilities to ensure that commitments are complete and accurate for reporting purposes.
- There is no proper record keeping ensuring that complete, relevant and accurate information is accessible and available to support service based payments.
- Lack of resources for asset management monitoring and compliance.
- Lack of oversight by management to ensure compliance as required by applicable laws and regulations.
- Lack of formal policies and procedures to ensure the validity, accuracy and completeness of information published in the annual report.
- Reported figures on the quarterly reports are not reconciled and checked for validity, accuracy and completeness.

1.7 RECOMMENDATIONS

In terms of the findings it is recommended that Branches:

- The planning process incorporates the Auditor General's findings in the APP and Opts plan indicators y to ensure the continued priority of clean audits.
- The strategic plan must inform by the risk management framework, the human resource strategy and budget allocation for coherent performance management and reporting.
- Skilled staff is required in critical functional areas like ICT and SCM to address the performance deficit in these Branches.
- The Agency must implement a result based performance culture as opposed to an output based performance report.
- The risk management plan must seek to address and eliminate risks as they arise to prevent indefinite continuations of challenges and risks.
- Ensure the timeous submission of reports.
- Ensure the completeness and relevancy of achievements in reports.
- The anomalies' in the annual and quarterly projection of social grants must be corrected.
- Formulate a human capital development plan for staff at service delivery points as a matter of urgency.
- The indicators and targets in the APP and Operational plan must be synergized for coherent reporting.

PART 2: BRANCH REPORTS ON ACHIEVEMENT

2.1 INTRODUCTION

The PFMA prescribes the reporting regime for Government Departments and Agencies, to promote and enforce transparency, effective management and accountability in respect of revenue, expenditure, assets, liabilities and matters connected therewith. In line with this, Monitoring and Evaluation (M&E) at SASSA, is responsible for monitoring, assessing and analysing the overall performance of the Agency. It receives reports from the respective Branches integrating the Regional performance on quarterly performance, assess and align reports to the strategic, annual performance and operational plans. It further verifies and confirms achievements through its service delivery monitoring and data analysis. The following paragraphs are the reported achievements for the 2012/13 financial year for the respective Branches and Regions of the Agency.

This report is an assessment of annual performance for the period 12/13 against the baseline of the previous year and the findings of Auditor General. The basis for the assessment and analysis of this report is the 12 month performance reports of the Branches and Regions, the 2012/13 - 2016/17 Strategic Plan, 2012/13 Annual Performance Plan and 2012/13 Operational Plan and the Auditor General report on ore-determined objectives.

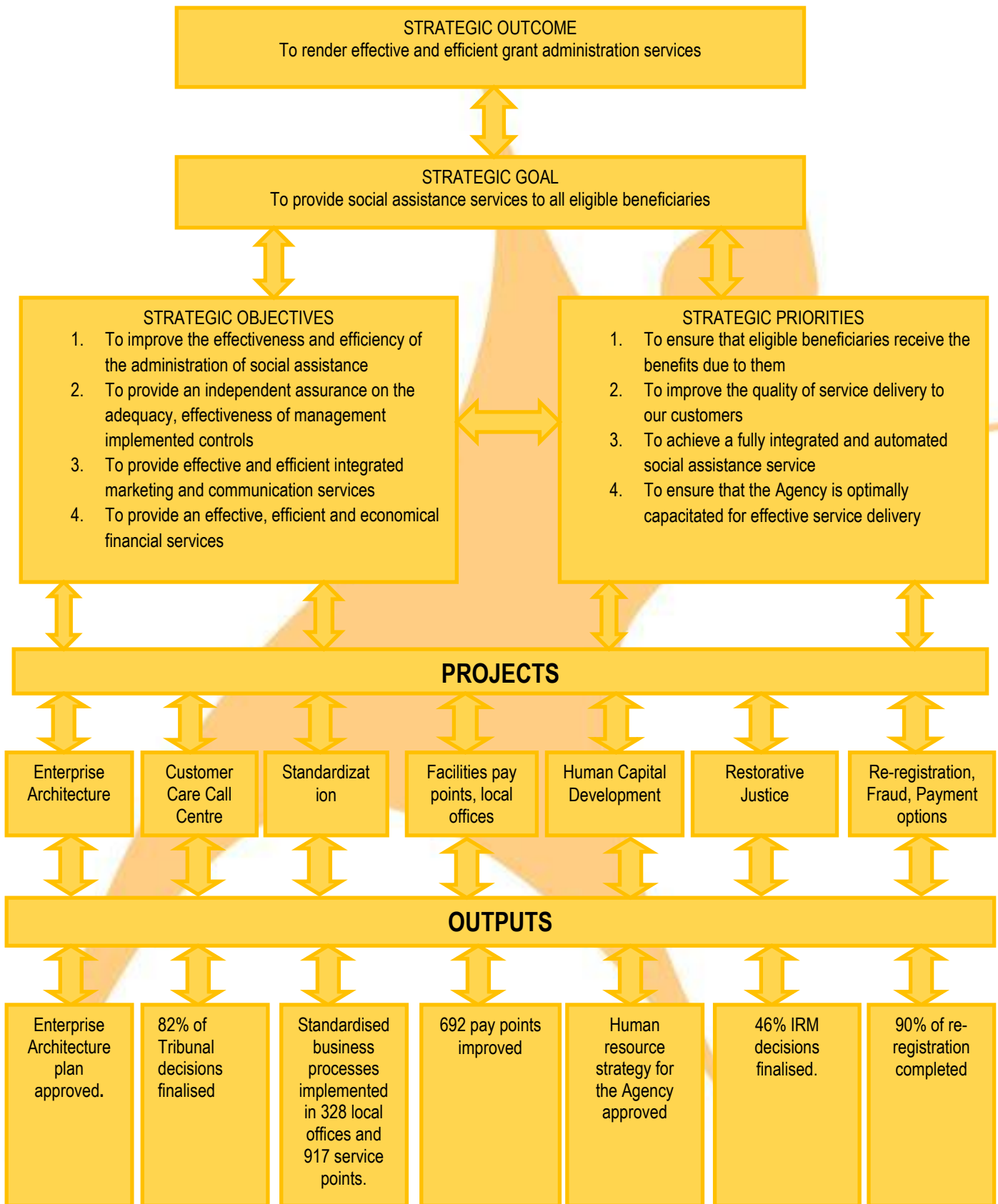
2.2 SUBMISSION SCHEDULE OF THE BRANCHES 2012/13 ANNUAL REPORTS

Below is the schedule of the dates the 12 month reports were received from Branches. It must be noted that the date for submission for the 12 month reports by Branches was the 15 April 2013 but reports were only received between the 7th May and the 16th May 2013.

Table 2: 12 Month Report Submission Dates

Branches	2012/13 12Month Report	2012/13 12 Month Report	Difference (working days)
	Expected date of Submission	Date received by IM Unit	Number of days late
Grants Administration	15 April 2013	14 May 2013	20 days
Strategy and Business Development	15 April 2013	07 May 2013	15 days
Information Communication and Technology	15 April 2013	13 May 2013	19 days
Internal Audit and Risk Management	15 April 2013	07 May 2013	15 days
Corporate Services: Communication & Security	15 April 2013	07 May 2013	15 days
Finance	15 April 2013	16 May 2013	22 days

2.3 SASSA'S STRATEGIC DIRECTION



2.4 FINDINGS EMANATING FROM THE ANALYSIS OF BRANCHES ANNUAL REPORTS

The following paragraphs are the annual performance report for the respective Branches and Regions namely:

- Grants Administration
- Strategy and Business Development
- Information and Communication Technology
- Internal Audit and Risk Management
- Corporate Services
- Finance

Regions

- Eastern Cape
- Free State
- Gauteng
- KwaZulu-Natal
- Limpopo
- Mpumalanga
- Northern Cape
- North West
- Western Cape

2.5 BRANCH 1: GRANTS ADMINISTRATION

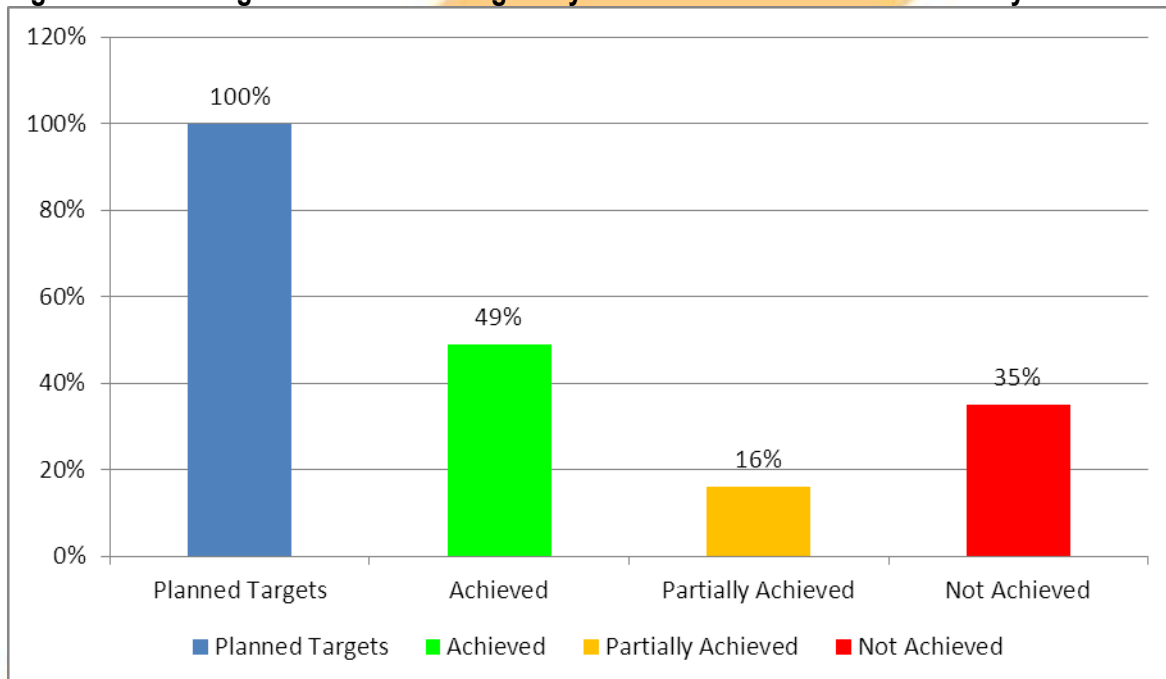
Purpose	To provide a grant administration service and to ensure that operations are integrated within the Agency.
Strategic Objective	To improve the effectiveness and efficiency of the administration of the social assistance programme.
Objective Statement/s	To provide quality customer-centric services at all times. To ensure that eligible beneficiaries receive their benefits timeously with respect to the Old Age Grant (OAG), Disability Grant (DG), Care Dependency Grant (CDG), Foster Child Grant (FCG), Child Support Grant (CSG), War Veteran Grant (WVG) and Grant-in-Aid (GIA).

2.5.1 OVERALL ASSESSMENT

Table 3: Reported performance by Grant Administration Branch

Planned Targets	Reported as Achieved	M and E assess Achieved 😊	Reported as Partially Achieved	M and E assess Partially Achieved 😐	Reported as Not Achieved	M and E assess as Not Achieved 😞
45	26	22	0	7	19	16








Figure 8: Percentage distribution of targets by level of achievements assessed by M & E









Source: Grants Administration annual performance report 2012/13

2.5.2 ACHIEVEMENTS AGAINST TARGETS AND STRATEGIC OBJECTIVES





DEPARTMENT: OPERATIONS MANAGEMENT

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Audit Finding
To improve the effectiveness and efficiency of the administration of the social assistance programme	1. Projected total number of grants in payment	17 556 924	14 935 832	Achieved (101%) 15,595,705	Achieved. 16,106,110 beneficiaries paid. (100%)		Achieved
				EC 2,664,319 FS 928,178 GP 1,948,402 KZ 3,830,403 LP 2,041,205 MP 1,353,282 NW 1,175,250 NC 404,939 WC 1,249,727	EC 2 684 118 FS 943 876 GP 2 206 202 KZN 3 849 979 LP 2 155 142 MP 1 406 610 NW 1 109 001 NC 425 824 WC 1 325 358		
	2. Number of Old Age grants in payment	2 998 546	2 678 554	Achieved (101%) 2,750,857	Achieved. 2 873 197 grants. (103%)		Achieved
	3. Number of War Veteran grants in payment	436	958	Achieved (107%) 753	Achieved. 587 grants.	 Projections for this grant is calculated incorrectly.	Not Achieved Finding is correct in line with target.
	4. Number of Disability grants in payment	1 220 027	1 200 898	Achieved (101%) 1,198,131	Not Achieved. 1,164,192 grants. (98%)		Achieved
	5. Number of Grant in Aid in payment	86 150	58 413	Achieved (108%) 66,493	Achieved. 73,719 grants. (112%)		Achieved
	6. Number of Foster Child grants in payment	1 056 883	512 874	Partially Achieved (92%) 536,747	Not achieved. 532,159 grants. (79%)		Not Achieved
7. Number of Care Dependency grants in	158 548	112 185	Partially Achieved (91%) 114,993	Not achieved. 120 268 grants.		Not Achieved	





Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Audit Finding
	payment				(92%)		
	8. Number of Child Support grants in payment	12 013 250	10 371 950	Achieved (101%) 10,927,731	Achieved. 11,304,826 grants. (100%)		Achieved
	9. Percentage of SRD funds disbursed in accordance with the approved guidelines	100% of SRD funds disbursed in accordance with the approved guidelines	119% of SRD budget spent annually	R 189 673 953,49 was disbursed in the 2011/12 financial year	Not achieved (98%) Expenditure was R250 430m out of R255 181m allocated.	 98% of the budget was disbursed and 94% utilized.	Achieved
	10. Percentage of new grants applications processed within 21 days in all regions	One day turnaround time for processing of grant payment	58% of new grant applications processed within 21 days	Achieved. 89% of all new applications processed within 21 days	Achieved. 1,167,667 applications were processed within 21 days. (91%)	 Strategic targets and annual targets not aligned.	Not Achieved Incorrect finding
	11. Percentage of files sampled for quality assurance post verification	10% of files sampled for quality assurance post verification	NIL	NIL	Achieved (13%) 167,527 files were quality assured out of 1,280,818.		Achieved
	12. Percentage of qualifying applicants without identity documents accessing social grants	NIL	NIL	Achieved. 100% of qualifying applicants without identity documents accessing social grants	Achieved. (100%)	 Operational Plan Target	
	13. Standardised business processes implemented	NIL	NIL	Achieved Standardised business processes implemented in local offices	Not achieved. (99%) 328 of the initial 331 local offices have implemented the 4 step process.	 Operational Plan Target	

DEPARTMENT: BENEFICIARY MAINTENANCE






Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance programme	14. Percentage of administrative and medical backlog reviews completed	20% of admin and medical backlog reviews completed	10% of backlog reviews completed	Achieved 1.56 m	Achieved (157%) 122637 out target of 78000.		Achieved
	15. Percentage of foster child grant backlog completed	100% of foster child grant backlog reviews completed.	100 000 foster child grant backlog reviews completed	Achieved (131%) 131106	Achieved. (95%)		Not Achieved
	16. Percentage of current administrative and medical reviews completed	100% of current administrative and medical reviews completed	1.06 million beneficiaries notified of administrative decision and review	Achieved (100%) 715575	Achieved (31%) 44386 out of 143115 reviews completed.		Not Achieved
	17. Percentage of current foster child grant reviews completed	100% of current foster child grant reviews completed.	100 000 beneficiaries notified of administrative actions	Achieved (100%) 152885	Not Achieved (66.2%)		Not Achieved
	18. Percentage of beneficiaries life-certified	100% of beneficiaries life-certified	300 000 beneficiaries life-certified	Achieved 10.2m	Achieved. (104%)	 Report could not be evidence	Not Achieved CPS report evidenced only 8.418m beneficiaries life certified.
	19. Percentage of grants due for lapsing lapsed	100% of grants due for lapsing lapsed	99% of grants lapsed	Achieved (100%) 863 689 grants lapsed	Achieved. (144%)		Achieved
	20. Percentage implementation of file management	100% of files transferred	76% of files transferred	Achieved (File transfers - 103871	Achieved (113.7%)		Achieved
100% of files destroyed		21% of files destroyed	Achieved 2.1m Files destroyed	Not achieved (42.2%)		Not Achieved	
100% of missing files resolved		79% of missing files resolved	Achieved Missing Files-255459	Achieved (160.4%)		Achieved	

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
		100% of loose and critical correspondence filed.	94% of loose and critical correspondence filed	Achieved Filing missing Critical Documents-105826	Achieved (321%)		Achieved
	21.Number of beneficiary records corrected	30 000 beneficiary records corrected for identity numbers	NIL	Achieved (114%) 16000	Not achieved		Not Achieved
		2500 Persal /SASSA employees records corrected	NIL	Achieved (100%) 500	Not achieved		Not Achieved
	22.Percentage of beneficiary files captured and stored	NIL	NIL	Achieved 5m files captured and stored	Not Achieved	 Operational Plan Target	








DEPARTMENT: DISABILITY MANAGEMENT




Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance programme	23.Percentage of disability assessments quality-assured	20% of disability assessments quality assured	NIL	Achieved 23.7% of disability assessments quality assured	Achieved (92%)		Achieved
	24.Percentage implementation of the prioritised elements of the Disability Management model	100% implementation of the prioritised elements of the disability management model	Prioritised elements of the disability management model implemented in three regions	Achieved Prioritized elements implemented in all regions	Achieved (100%)		Not Achieved Documents identified as missing from files. No evidence of doctors trained.
	25.Percentage of backlog medical review assessments completed	20% of medical review assessments completed	NIL	235,732 backlog Medical Reviews	Achieved. (68.1%)		Achieved
	26.Percentage of current medical review assessments completed	100% current medical review assessments completed	NIL	Not Achieved (77%) 57,710 current Medical Reviews	Not achieved. (3.3%)		Not Achieved

DEPARTMENT PAYMENT AND CONTRACT MANAGEMENT


Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/2011	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance programme	27.Number of pay points improved	1228 of pay points improved	NIL	Achieved (100%) 300	Achieved (692 pay points improved)		Not Achieved Incorrect reporting. Only 113 pay point's evidence as improved and not 692.
	28.Monitoring of Cash Pay points	NIL	NIL	9337 cash pay points	Achieved (100%)	 Operational Plan Target	
	29.Monitoring of Registration sites • Bulk Registration • Ongoing Registration	NIL	NIL	300 registration sites	Achieved (100%)	 Operational Plan Target	
	30.Percentage of beneficiaries paid in accordance with norms & standards	NIL	NIL	SOCPEN pay file	Achieved (99% Grants paid).	 Operational Plan Target	
	31.Percentage of beneficiaries re-registered	NIL	NIL	15 218 million beneficiaries	Achieved. (100%) Reported that 8 418 238 beneficiaries re-registered.	 The achievement on the re-registration of beneficiaries which is 78.5%.	

DEPARTMENT: CUSTOMER CARE

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance programme	32.Number of identified poverty wards targeted through ICROP	205 ICROP programmes	NIL	Achieved (100%) 44 identified poverty wards targeted through ICROP	Achieved. 430 wards benefitted		Not Achieved
	33.Number of people accessing social assistance services through ICROP	251 251 people accessing social assistance services through ICROP	65 500 people accessing social assistance services through ICROP	Achieved (100%) 65 000 beneficiaries having accessed Social assistance	Achieved (65 328 people accessed social assistance services through ICROP)		Not Achieved Incorrect reporting. Beneficiaries recorded on ICROP register not found on Socpen.
	34.Percentage of ICROP special requests responded to	100% of ICROP special requests responded to	NIL	50 Special ICROP programme conducted	Achieved (100%)		Not Achieved Incorrect reporting. Annual report and report to CEO is different.
	35. Number of identified railway stations targeted for Phelophepha services	34 identified railway stations targeted for Phelophepha services	NIL	3 Regions benefitted through Phelophepha pilot programme	Not achieved. 16 stations benefitted.		Not Achieved Incorrect reporting. Overstatement of achievement
	36.Percentage of Phelophepha special requests attended to	100% of Phelophepha special requests attended to	NIL	Phelophepha time table	Not Achieved.		Not Achieved
	37. Percentage of Customer Care Charter standards implemented with respect to enquiries and complaints.	100% of enquiries attended to within 7 working days	Enquiry management implemented. Customer Care Charter piloted in three regions	Enquiry register compiled	Not achieved (75,66%)		Not Achieved
		100% of complaints attended to within 5 working days	Customer Care Charter piloted in three regions	Achieved. Complaints register compiled	Not achieved (96,8%)		Achieved

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
		NIL	NIL	NIL	Not Achieved. (Front Line staff trained on the Customer Care Charter)	 Operational Plan Target	
	38.Percentage implementation of Tribunal decisions	100% implementation of Tribunal decisions	NIL	Annual report produced	Not achieved (81,66%)		Not Achieved Incorrect reporting. No evidence, no reports to support figures.
	39.Percentage of applications for Internal Reconsiderations Mechanism finalised within 90 days	100% of applications for internal reconsideration finalised within 90 days	1 317 reconsidered requests out of 4 556 applications	IRM report 2011/2012 produced	Not Achieved (45.6%)		Not Achieved Incorrect reporting. Performance overstated.

2.5.3 FINANCIAL REPORT FOR THE YEAR

Branch	Allocated Yearly Budget R' 000	Yearly Expenditure R' 000	budget	% of Annual budget spent	M&E analysis
Grants Administration	131 436	65 812		50%	

The branch spent 50% of its annual budget.

2.6 BRANCH 2: STRATEGY AND BUSINESS DEVELOPMENT

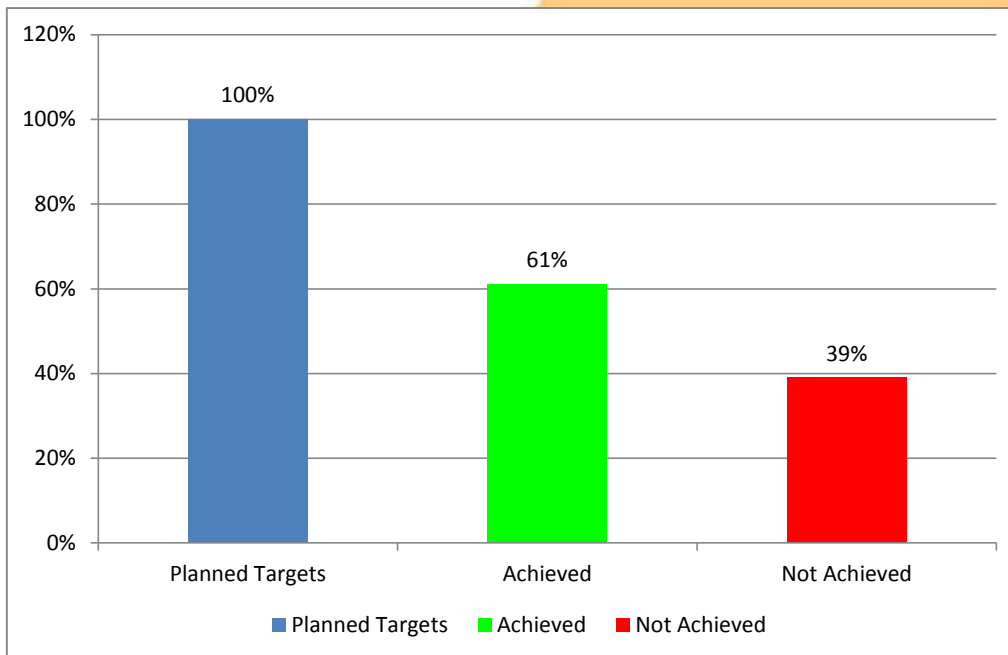
Purpose	To develop, research, support and provide strategic advice on innovative strategies, programmes and mechanisms to improve social security administration, service delivery and institutional performance.
Strategic objective	To improve the effectiveness and efficiency of the administration of the social assistance programme
Objective statement	To provide strategic direction for the effective implementation of the social assistance programme

2.6.1 OVERALL ASSESSMENT

Table 4: Overall Assessment for Strategy and Business Development Branch

Planned Targets	Reported as Achieved	M and E assess Achieved 😊	Reported as Partially Achieved	M and E assess Partially Achieved 😐	Reported as Not Achieved	M and E assess as Not Achieved ☹️
18	11	11	0	0	7	7


Figure 9: Percentage distribution of targets by level of achievements assessed by M & E




Source: Strategy and Business Development annual performance report 2012/13

2.6.2 ACHIEVEMENTS AGAINST TARGETS AND STRATEGIC OBJECTIVES



SOCIAL SECURITY STRATEGIC RESEARCH







Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance programme	1.Number of research reports produced	5 research reports produced	NIL	Not Achieved. 1 research report produced	Achieved. (1 research report produced)		Achieved

MODELLING AND SIMULATION





Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance programme	2.Number of social grant projection reports produced	10 social grant projection reports produced	2 social grant projection reports produced	Achieved. 3 social grant projection reports produced	Not Achieved. (1 report produced)		Not Achieved

SOCIAL SECURITY MONITORING & EVALUATION



Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance programme	3.Number of consolidated monitoring and evaluation reports produced	20 consolidated monitoring and evaluation reports produced	4 consolidated monitoring and evaluation reports produced	Achieved. M & E reports	Achieved. (4 consolidated M&E reports produced)		Achieved
	4.Number of reports on pension pay points, service points, local offices and re- registration points produced	NIL	NIL	Achieved. 4 quarterly reports and 1 annual report	Achieved. (4 SDM quarterly reports produced)	 Operational Plan Target	

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
					Achieved 1 annual SDM report produced	 Operational Plan Target	
	5.Number of Institutional performance monitoring reports produced and disseminated	NIL	NIL	Achieved. 2011-12 Institutional Performance monitoring reports	Achieved. (4 IM quarterly reports produces)	 Operational Plan Target	
					Achieved. 1 IM annual report produced	 Operational Plan Target	
	6.Number of statistical reports on the status of grants produced and disseminated	NIL	NIL	Achieved. 1 Annual statistic report	Achieved.(4 quarterly Statistical reports produced)	 Operational Plan Target	
					Achieved. (2 annual Statistical report produced)	 Operational Plan Target	
	7.Number of Evaluation Studies produced	NIL	NIL		Not Achieved No report produced for Evaluation Studies.	 Operational Plan Target	

CORPORATE STRATEGIC AND OPERATIONAL PLANNING SUPPORT

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance programme	8.Number of performance reports produced	25 performance reports produced	5 performance reports produced	Achieved. Annual reports	Achieved. (5 performance reports produced)		Achieved
	9.Mid-Year Performance review conducted	NIL	NIL	Achieved. 2011/12 Mid-year performance report	Achieved. (Mid-Year Performance review conducted)	 Operational Plan Target	
	SASSA Framework reviewed and aligned to National Treasury Framework	NIL	NIL	Achieved. Framework for Strategic Planning, Operational Planning and Reporting. National Treasury Framework.	Achieved. SASSA Framework reviewed and aligned to National Treasury Framework	 Operational Plan Target	
	10. 2013/14 Regional and Branch operational plans developed	NIL	NIL	Achieved. 2012/13 Operational plans	Not achieved	 Operational Plan Target	

SOCIAL SECURITY REFORM


Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance programme	11.BPR for finance completed	BPR for finance completed	NIL	NIL	Achieved.		Not Achieved
	Organizational review process conducted	NIL	NIL	NIL	Not achieved.	 Operational Plan Target	

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
	12.New Payment Model developed	New payment model developed	NIL	NIL	Not achieved.		Not Achieved

CURRENT PARTENERSHIPS

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance programme	14.Number of Partnership reports produced	20 partnership reports produced	Partnership strategy approved	Achieved. Partnership reports	Not achieved- 3 partnership reports produced.		Not Achieved

2.6.3 FINANCIAL REPORT FOR THE YEAR

Branch	Allocated Yearly Budget R' 000	Yearly budget Expenditure R' 000	% Yearly Expenditure	M & E Analysis
Strategy and Business Development	36 617	22 710	62%	

The branch spent 62% of its annual budget. The budget expenditure is aligned to the achievements.

2.7 BRANCH 3: INFORMATION AND COMMUNICATION TECHNOLOGY

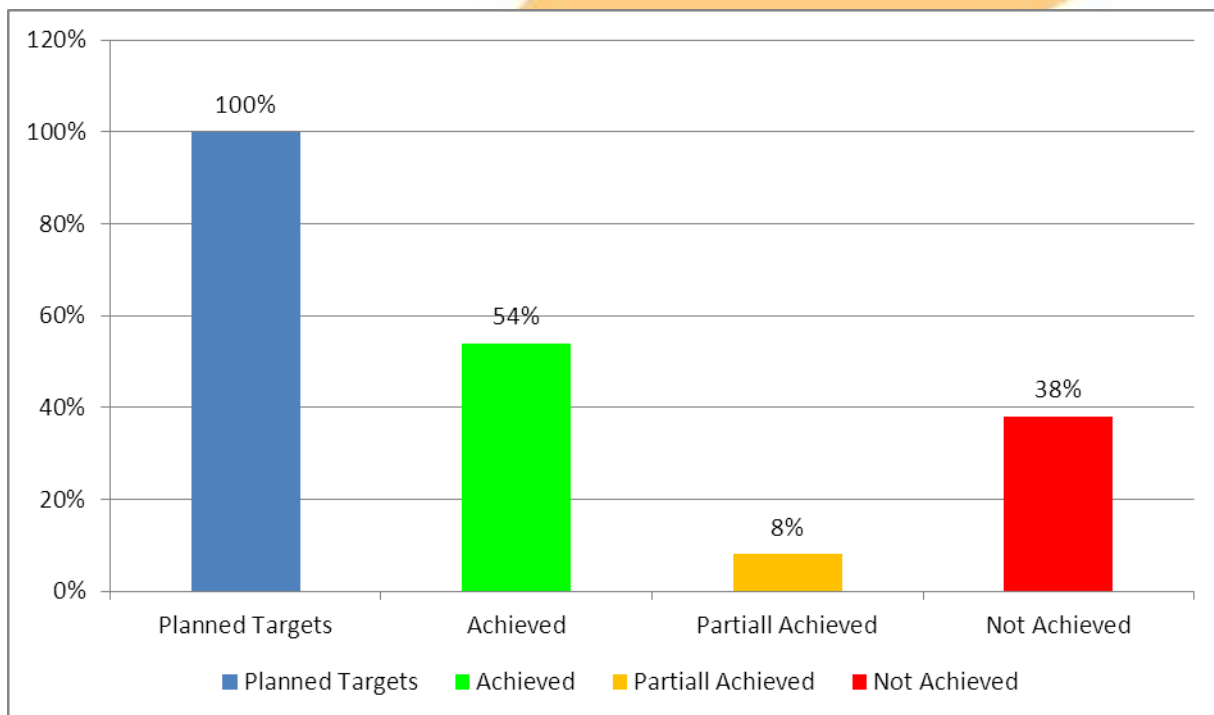
Purpose	To provide information and communication technology services.
Strategic Objective	To provide the effectiveness and efficiency of the administration of the social assistance programme.
Objective Statement/s	-To achieve a fully secured, integrated and automated end-to-end system -To improve operational efficiency and the quality of ICT service delivery to our customers

2.7.1 OVERALL ASSESSMENT

Table 5: Overall Assessment for Information and Communication Technology.








Planned Targets	Reported as Achieved	M and E assess Achieved 😊	Reported as Partially Achieved	M and E assess Partially Achieved 😐	Reported as Not Achieved	M and E assess as Not Achieved 😞
13	8	7	0	1	5	5







Figure 10: Percentage distribution of targets by level of achievement assessed by M & E



Source: Information and Communication Technology Annual performance report 2012/13

2.7.2 ACHIEVEMENTS AGAINST TARGETS AND STRATEGIC OBJECTIVES

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance programme	1. Percentage of automated end-to-end solution for grants application and administration developed	100% automated end-to-end solution for grants application and administration developed	NIL	Three (3) stand-alone Grant systems (Socpen, MIS & IGAP)	Achieved. The final Strategic architecture report was developed and approved		Achieved
	2. Grant beneficiary biometric system developed	Grant beneficiary biometric system developed	NIL	Socpen system data	Achieved. 2.3 million records loaded on the SASSA data centre		Achieved
	3. Percentage of Grants system (SOCPEN) users biometrically authenticated	100% of grant system users biometrically authenticated	NIL	Not achieved SITA was appointed to deliver on the project but failed to meet the target	Not Achieved. Procurement is still in progress		Not Achieved
	4. Number of internal grants administration systems integrated	5 internal grant administration systems integrated (SOCPEN, MIS, National registry, Eastern Cape, Free State, IGAP, Live link)	NIL	Not achieved. Systems not integrated Socpen, MIS (National Registry, EC, FS, MIS IGAP), Livelink	Not achieved Integration of systems not completed.		Not Achieved
	5. Number of Real time interfaces with departmental systems achieved	Real-time interface with Department of home affairs (HANIS) and NPR system	NIL	Manual batch load of NPR data to Socpen	Not achieved Realtime interface was achieved with only National Population Register (NPR)		Achieved
	6. Percentage availability of systems to users	97% availability of systems to users	97% availability of systems to users	Achieved 97% systems availability	Achieved 99.7% of systems availability to users MIS – 99.7% Livelink – 99.7% SOCPEN – 99.7%		Achieved
	7. Percentage accessibility of systems by users	97% accessibility of systems by users	NIL	Not achieved 90,6% systems accessibility	Not achieved 94,5% system accessibility to users		Achieved

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
	8.Percentage of grants officials provided with workstations at points of service delivery	100% of grant officials provided with workstations at points of service delivery	NIL	Achieved. 100% of grant officials provided with workstations at points of service delivery	Not Achieved. 97,2% of the grant officials were provided with workstations at the point of services		Achieved
	9.Percentage of the Agency's offices connected to LAN	100% of the Agency's offices connected to the LAN	NIL	Achieved. 97% of LAN connectivity and accessible maintained	Achieved. 100% of the Agency's offices were connected to the LAN		Achieved
	10 .Percentage of the Agency's offices connected to WAN	100% of the Agency's offices connected to the WAN	98% of the Agency's offices connected to the WAN	Not Achieved. 88.8% of the Agency's offices were connected to the WAN	Achieved. 100% of the Agency's offices were connected to the WAN		Achieved
	11.Percentage of ERP System available	NIL	NIL	Achieved. 96.25% of ERP system availability and accessibility was achieved	Achieved. 95.40% ERP system availability and accessibility	 Operational Plan Target	
	12.Number of offices improved in line with new SASSA model with respect to ICT infrastructure	NIL	NIL	Achieved. 110 offices improved	Achieved. 94 offices were improved in line with new SASSA model with respect to ICT Infrastructure	 Operational Plan Target	
	13. Number of new offices deployed with ICT infrastructure	NIL	NIL	65 offices were deployed with ICT Infrastructure	Achieved 20 Offices were deployed with ICT infrastructure	 Operational Plan Target	

2.7.3 FINANCIAL REPORT FOR THE YEAR

Branch	Allocated Yearly Budget R' 000	Yearly budget Expenditure R' 000	% spent of Annual budget	M and E Analysis
Information and Communication Technology	374 898	341 952	91%	☹

The Branch spent 91% of its annual budget.

2.8 BRANCH 4: INTERNAL AUDIT AND RISK MANAGEMENT

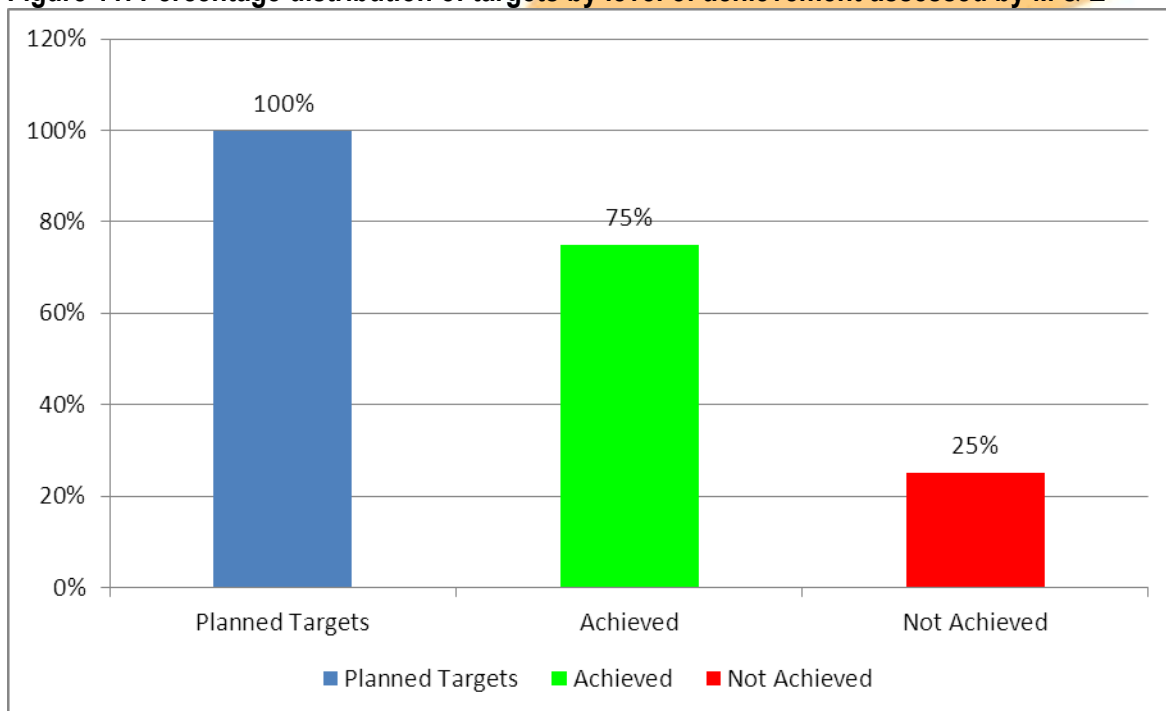
Purpose:	To provide internal audit and risk management services
Strategic objective	To promote good governance in the administration of the Agency
Objective statement	-To provide independent assurance on the adequacy ,effectiveness and efficiency of management –implemented controls -To facilitate and monitor the development and implementation of the risk management strategy -To entrench a culture of integrity in the Agency

2.8.1 OVERALL ASSESSMENT

Table 6: Overall Assessment for Internal Audit and Risk Management Branch








Planned Targets	Reported as Achieved	M and E assess Achieved 😊	Reported as Partially Achieved	M and E assess Partially Achieved 😐	Reported as Not Achieved	M and E assess as Not Achieved 😞
8	6	6	0	0	2	2


Figure 11: Percentage distribution of targets by level of achievement assessed by M & E




Source: Internal Audit and Risk Management Annual performance report 2012/13

2.8.2 ACHIEVEMENTS AGAINST TARGETS AND STRATEGIC OBJECTIVES

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To promote good governance in the administration of the Agency	1.Number of internal audit reviews conducted on high-risk areas	100 internal Audit reviews conducted on high-risk areas	1201 public servants convicted of grant fraud.100% implementation of the annual Internal Audit Plan	Not Achieved. 20 Internal Audit reports and risk register	Achieved. 37 Internal Audit reviews conducted on high-risk areas		Achieved
	2.Number of internal audit monitoring reports produced	20 Internal Audit monitoring reports produced	38 compliance inspections conducted	N/A	Achieved. 4 internal audit monitoring reports produced.		Achieved
	3.Strategic and operational risk register updated annually	Strategic and operational risk register updated annually	NIL	Achieved. 9 regional risk register updated	Achieved. Strategic and operational risk register updated		Achieved
	4.Number of ethics interventions implemented	15 ethics reports produced	Ethics audits conducted in all regions.	Achieved. 9 ethics audits Financial Disclosure Audit Analysis of fraud disciplinary cases	Achieved. 3 ethics interventions implemented,		Achieved
	5.Percentage of identified fraud cases investigated	50% of identified fraud cases investigated	2828 people brought before the courts. 2477 people convicted of fraud. 6368 people signed AoDs	Achieved. 4,000 Head Office regions and SIU	Achieved 78% of fraud cases investigated Investigated cases = 4000 Identified = 5134		Achieved
	6. Percentage of suspicious grants identified and verified for validity	50% of suspicious grants identified and verified for validity	NIL	Not Achieved. 40,000 Head Office and Regions	Achieved 90% of suspicious grants verified for validity Verified cases = 26774 Identified= 29780		Achieved
	7. Risk action plan developed for key projects	NIL	NIL	Project risk register	Not Achieved. Risk action plan not developed.	 Operational Plan Target	

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
	8. Project objectives implemented	NIL	NIL	Project risk register	Not Achieved. Project objectives not implemented.	 Operational Plan Target	

2.8.3 FINANCIAL REPORT FOR THE YEAR

Branch	Allocated Budget R' 000	Yearly Expenditure R' 000	Yearly budget Expenditure R' 000	% spent of Annual budget	M and E Analysis
Internal Audit	88 889	25 171	25 171	28%	

The Branch spent 28% of the allocated annual budget. Budget expenditure is very low.

2.9 BRANCH 5: CORPORATE SERVICES

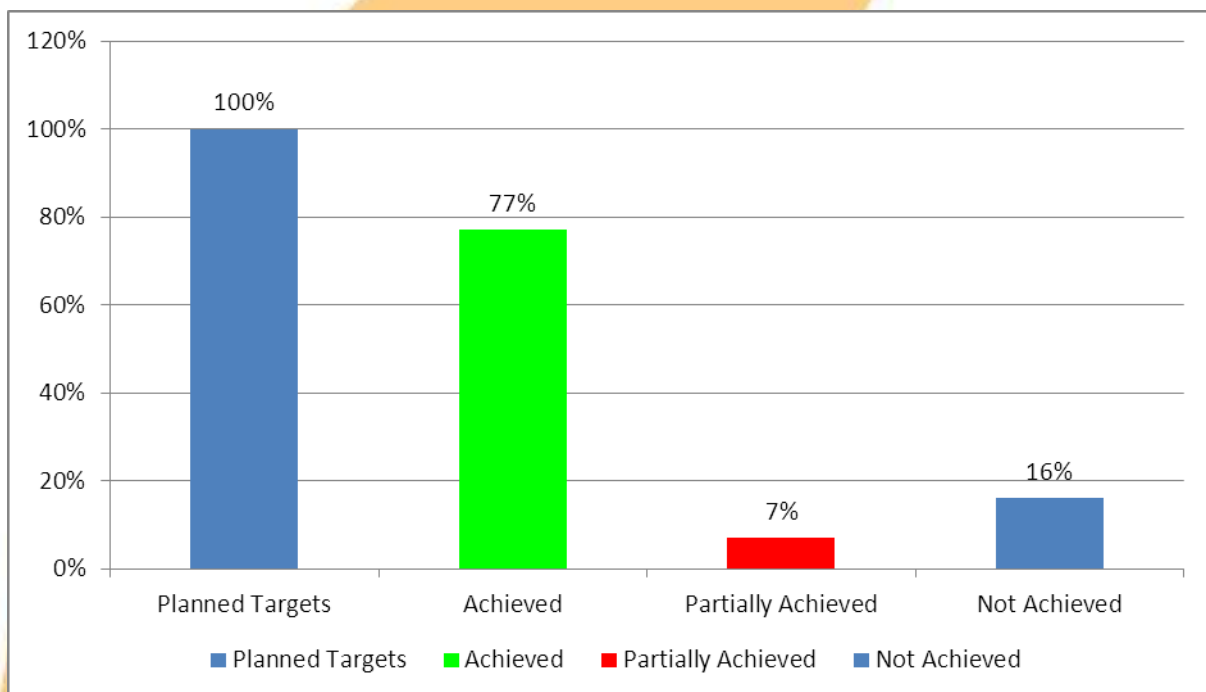
Purpose:	To provide corporate support services.
Strategic Objective	<ul style="list-style-type: none"> - To improve the effectiveness and efficiency of the administration of the Social assistance programme. - To create a safe and secure environment - To provide effective and efficient integrated marketing and communication services
Objective Statement/s	<ul style="list-style-type: none"> - To provide efficient and effective legal services to the Agency - To promote and ensure sound human capital management systems - To provide facilities and auxiliary support services that enable the Agency to function optimally - To promote security risk management practices in the Agency - To market, inform and educate internal and external stakeholders on the social assistance programme

2.9.1 OVERALL ASSESSMENT

Table 7: Overall Assessment for the Branch: Corporate Services.

Planned Targets	Reported as Achieved	M and E assess Achieved 😊	Reported as Partially Achieved	M and E assess Partially Achieved 😐	Reported as Not Achieved	M and E assess as Not Achieved 😞
30	24	23	0	2	6	5






Figure 12: Percentage distribution of targets by level of achievement assessed by M & E




Source: Corporate Services Annual performance report 2012/13








2.9.2 ACHIEVEMENTS AGAINST TARGETS AND STRATEGIC OBJECTIVES

LEGAL SERVICES

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance programme	1. Number of reports produced on the implementation of the Legal Services Model.	20 reports produced on the implementation of the Legal Services Model	101 contracts and service level agreements vetted. Litigations reduced from 2735 to 1944 cases.	Approved: Contract and Legislation Compliance Management Frameworks; Litigation Strategy; and the Legal Services Protocol	Achieved. 4 reports produced on the implementation of the Legal Services Model		Achieved
	2. Number of training workshops conducted on regulatory framework	NIL	NIL	Approved legislation compliance framework.	Not Achieved	 Operational Plan Target	
	3. Percentage Litigation handled within prescribed timeframes.	NIL	NIL	Approved litigation management strategy.	Achieved. (100%)	 Operational Plan Target	
	4. Percentage contracts drafted/vetted within prescribed timeframe.	NIL	NIL	Approved contract management framework	Achieved. (100%)	 Operational Plan Target	
	5. Percentage of legal opinions finalized within the prescribed timeframes.	NIL	NIL	100% of legal opinions finalized within the prescribed timeframes	Achieved. (100%)	 Operational Plan Target	

HUMAN CAPITAL MANAGEMENT

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance	6. Prioritised elements of talent management strategy implemented.	Prioritized elements of talent management strategy implemented	Talent management strategy approved. Second draft of SASSA framework developed	Achieved. Current approved structure. Capacity model for value chain.	Achieved. Proposed Organisational Structures for local offices developed.		Achieved

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
programme				W.C skills audit report. Standardization Business Rollout Plan.	Achieved. Skills Audits finalised in Free State, Eastern Cape and Northern Cape.		Achieved
				NIL	Achieved. 93% of staff levels 5 to 7 (5323 out of 5723) were trained on standardisation in the grants value chain		Achieved
				Achieved. National Wellness programme implemented	Achieved. HIV and AIDS Programme Implemented.		Achieved
	7.Number of HCM compliance audits conducted	100 HCM compliance audits conducted	10 HCM compliance audits conducted	HCM Policy compliance audit reports.	Achieved. 20 Audits of HCM compliance audits conducted.		Achieved
	8.Percentage of staff trained on the Reviewed PMDS	NIL	NIL	NIL	Not Achieved.	 Operational Plan Target	
	9.Percentage of grievances finalised	NIL	NIL	150 average per month.	97.5% grievances finalised.	 Operational Plan Target	
	10. Percentage of misconduct cases finalised.	NIL	NIL	216 average per year.	99% of misconduct cases finalised.	 Operational Plan Target	

AUXILIARY SERVICES






Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To improve the effectiveness and efficiency of the administration of the social assistance programme	11. User Asset Management Plan for 2013/14 developed	User asset management plan for 2013/14 – 2016/17 developed	NIL	Achieved. User Asset Management Developed	Achieved. User Asset Management Plan Developed.		Achieved
	12. Fixed Asset register updated and consolidated.	Fixed asset register updated and consolidated	NIL	Achieved. Fixed Asset Register Updated	Achieved. Updated Fixed Asset Register.		Achieved
	13. Number of Local Offices improved in line with new model.	360 local offices improved in line with new model	NIL	Achieved. 92 Local offices improved in line with new model.	Achieved. 95 Local offices improved in line with new model.		Achieved
	14. MIS Registries complying with targeted elements of the National Archives Act and Directives	MIS registries complying with targeted elements of the National Archives Act	NIL	N/A	Not Achieved.		Not Achieved
	15. Disposal guidelines for SASSA records approved	Disposal guidelines for SASSA records approved	NIL	N/A	Achieved.		Achieved

SECURITY MANAGEMENT

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To create a safe and secure environment	12. Number of local offices improved in line with new model	NIL	NIL	Achieved. 92 Local offices improved in line with new model.	Not achieved	 Operational Plan Target	
	13. % of Secured information in line with security management prescripts	100% of secured information in line with security management prescripts	NIL	NIL	Not Achieved (65%)		Achieved


Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
	14. Percentage of Security framework implemented	NIL	NIL	NIL	Not achieved	 Operational Plan Target	

COMMUNICATION AND MARKETING

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To provide effective and efficient integrated marketing and communication services	38. Percentage of the Integrated Marketing and Communication strategy implemented	100% of the integrated marketing and communication strategy implemented	Integrated Marketing & Communication Strategy developed, approved and implemented	Achieved. Integrated Communication & Marketing Strategy developed, approved and implemented.	Achieved. 100% of the Integrated Communication and Marketing Strategy implemented		Achieved
		NIL	NIL		Achieved. 4 SASSA Update produced and distributed	 Operational Plan Target	
		NIL	NIL		Achieved. 48 NJALO Electronic editions produced and distributed	 Operational Plan Target	
		NIL	NIL		Achieved. 4 Events on the calendar of events implemented	 Operational Plan Target	
		NIL	NIL		Achieved. 24 Media Engagements	 Operational Plan Target	

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
		NIL	NIL		Achieved. 12 Media monitoring analysis report produced	 Operational Plan Target	
		NIL	NIL		Achieved. 8 offices branded	 Operational Plan Target	
		NIL	NIL		Achieved. 12 Exhibitions and Promotions conducted	 Operational Plan Target	
	39. Percentage of stakeholders informed and educated on social assistance	100% of stakeholders informed and educated on social assistance	NIL	Achieved. Stakeholder Management Strategy developed	Achieved. 100% of stakeholders informed and educated on social assistance(12)		Achieved

2.9.3 FINANCIAL REPORT FOR THE YEAR

Branch	Allocated Yearly Budget R' 000	Yearly budget Expenditure R' 000	% spent of Annual budget	M and E Analysis
Corporate Services	351 261	188 892	54%	

The Branch spent 54% of its annual budget allocation.

2.10 BRANCH 6: FINANCE

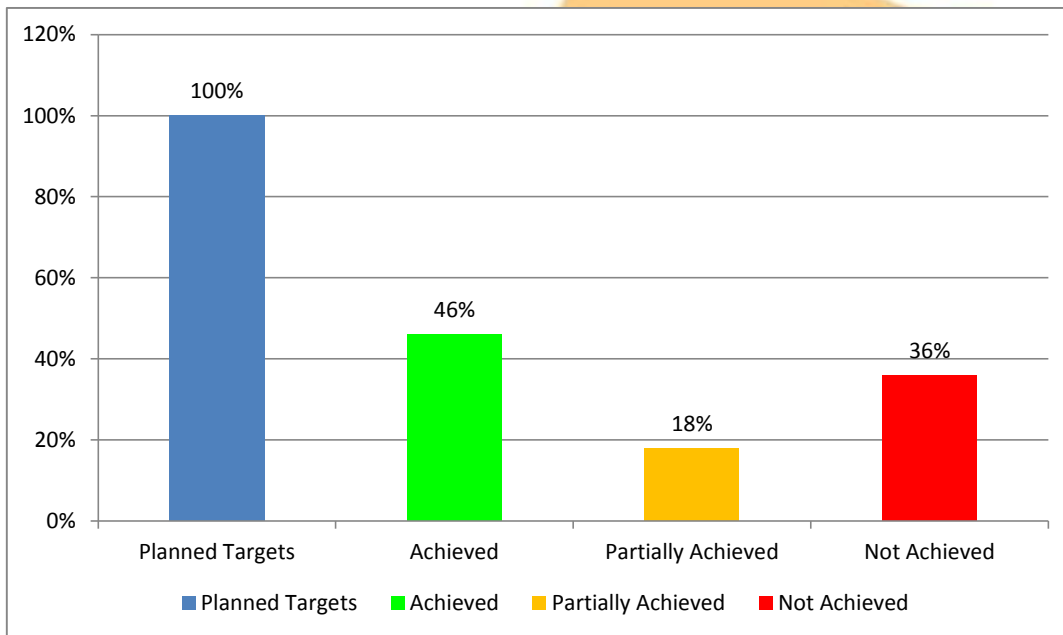
Purpose	To ensure sound financial management services to the Agency
Strategic objective	To provide financial management services to the Agency
Objective statement	To provide an effective, efficient and economical financial management services

2.10.1 OVERALL ASSESSMENT

Table 8: Overall assessment for Finance

Planned Targets	Reported as Achieved	M and E assess Achieved 😊	Reported as Partially Achieved	M and E assess Partially Achieved 😐	Reported as Not Achieved	M and E assess as Not Achieved 😞
11	7	5	0	2	4	4




Figure 13: Percentage distribution of targets by level of achievements assessed by M & E






Source: Finance Annual performance report 2012/13

2.10.2 ACHIEVEMENTS AGAINST TARGETS AND STRATEGIC OBJECTIVES

DEPARTMENT: MANAGEMENT ACCOUNTING & SYSTEMS

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To provide financial management services to the Agency	1.Unqualified audit opinion received	5 unqualified audit opinions received	Unqualified audit opinion received	Achieved. Unqualified audit opinion	Not Achieved		Achieved
	2.Number of In-Year -Monitoring reports submitted to National Treasury / DSD	60 in-year monitoring reports submitted to National Treasury /DSD	12 in-year monitoring reports submitted to National Treasury/DSD	Achieved. 12 In-Year -Monitoring reports submitted to National Treasury/DSD	Achieved. 12 In-Year -Monitoring reports submitted to National Treasury/DSD		Achieved
	3.Estimates on National Expenditure (ENE) document developed in accordance with National Treasury's budget cycle	ENE document developed in accordance with National Treasury's budget cycle	ENE document developed in accordance with National Treasury's budget cycle	Achieved. 2011/12 ENE document and Strategic Plan developed.	Achieved. 2011/12 ENE document and Strategic Plan developed.		Achieved



DEPARTMENT: FINANCIAL ACCOUNTING

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To provide financial management services to the Agency	4.% of all eligible suppliers paid within 30 days	100% of eligible suppliers paid within 30 days	NIL	Achieved. (100%)	Not achieved. (84%)		Not Achieved
	5.% of staff debts recovered as per the terms of AoDs	100% of staff debts recovered as per the terms of AoDs	NIL	Achieved. 50% recovery rate	Not achieved. (9%)		Not Achieved
	6.% of social assistance debts recovered	100% of social assistance debts recovered	NIL	Not Achieved. 10% recovery rate.	Not achieved. (3%)		Not Achieved


DEPARTMENT: SUPPLY CHAIN MANAGEMENT

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To provide financial management services to the Agency	7. % Compliance to inventory management Policy	NIL	NIL	Achieved. 100% compliance to Policy	Achieved. (100%)	 Operational Plan Target	
	8. % Compliance to Procurement Policy	NIL	NIL	90% Compliance to Procurement Policy	Achieved. (100%)	 Operational Plan Target	
	9. % Compliance to asset management Policy	NIL	NIL	Achieved. Asset management policy	Achieved. (100%)	 Operational Plan Target	

DEPARTMENT: BUSINESS SUPPORT CENTRE FOR ERP

Strategic Objective	Performance Indicator	Strategic Plan Target	Achievement 2010/11	Achievement 2011/12	Achievement 2012/2013	M & E Analysis	Auditor Generals' Assessment
To provide financial management services to the Agency	10.% Functional support of the ERP system rendered	NIL	NIL	90% functional support	Achieved (93.9%)	 Operational Plan Target	
	11. % Technical support of the ERP system rendered	NIL	NIL	90% Technical support	Achieved (94.8)	 Operational Plan Target	

2.10.3 FINANCIAL REPORT

Branch	Allocated Yearly Budget R' 000	Yearly budget Expenditure R' 000	% spent of Annual budget	M and E Analysis
Finance	2 072 229	2 027 413	98%	

The Branch spent 98% of its annual allocated budget.

PART 3: REGIONS' ANNUAL PERFORMANCES - 2012/13

This section of the annual institutional performance report provides an overall assessment detailing region-specific achievements in the 12 months of the 2012/13 financial year. It presents data in tabular and graphical forms to make it easy to identify performance trends for each region and their respective units, as well as to compare performance across the regions/Agency as a whole. As seen in the previous sections, this assessment comprises a review of a suite of performance reporting documents that have been prepared by the branches and their respective units/departments in the regions.

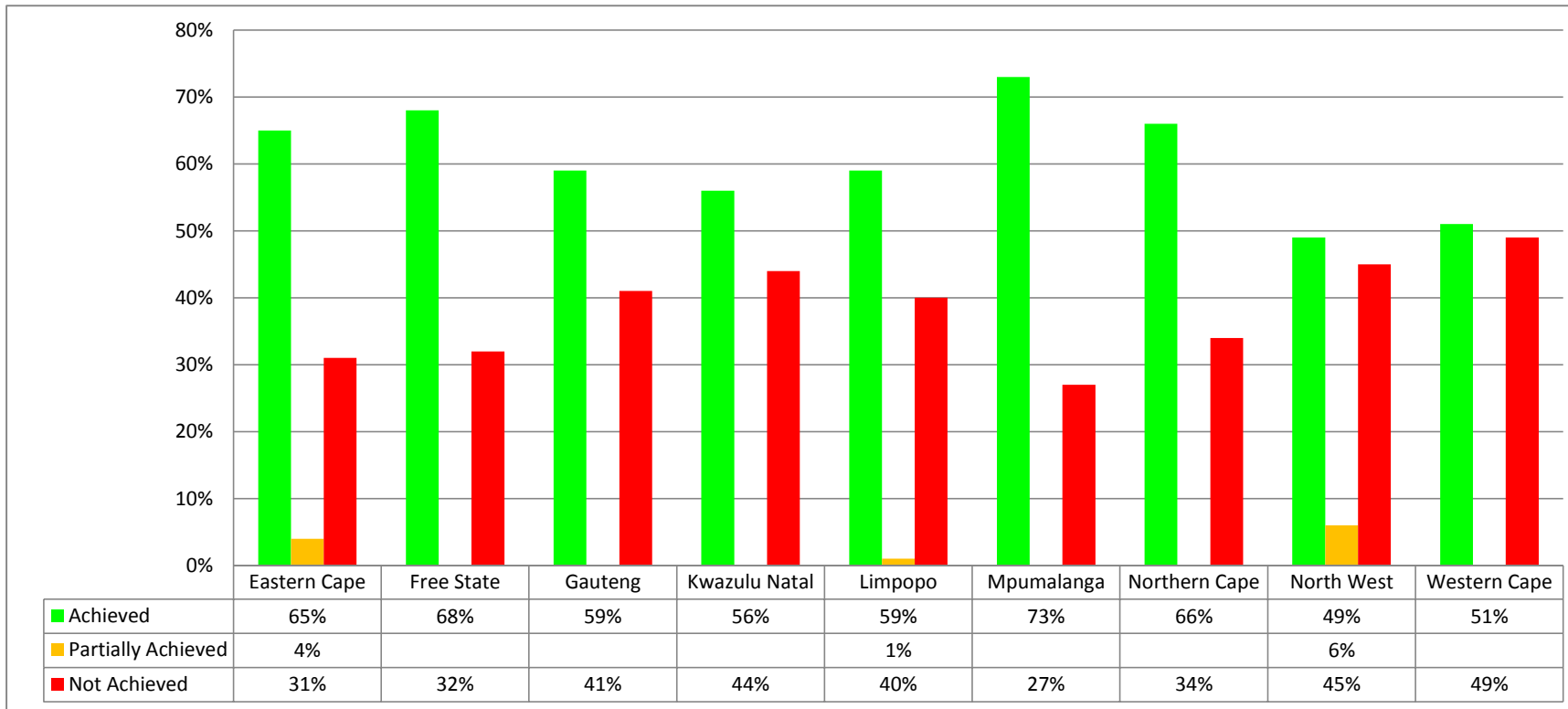
3.1 Summary of Overall Assessment against Targets within Regions

Table 9: Summary of Regional Performance

Region	Planned Targets	Reported as Achieved	M&E assess as Achieved 😊	Reported as Partially Achieve	M&E assess as Partially Achieved 😐	Reported as Not Achieved	M&E assess as Not Achieved ☹
KwaZulu-Natal	81	45	45	0	6	36	30
Eastern Cape	84	55	50	3	8	26	26
Northern Cape	87	57	59	0	1	30	27
North West	82	40	37	5	10	37	35
Mpumalanga	82	60	57	0	1	22	24
Free State	80	54	54	0	4	26	22
Gauteng	82	48	48	0	9	34	25
Limpopo	83	49	42	1	10	33	31
Western Cape	83	42	45	0	4	41	34

Source: 12 months performance reports 2012/13 (KwaZulu-Natal, Eastern Cape, Northern Cape, North West, Mpumalanga, Free State, Gauteng, Limpopo, Western Cape).

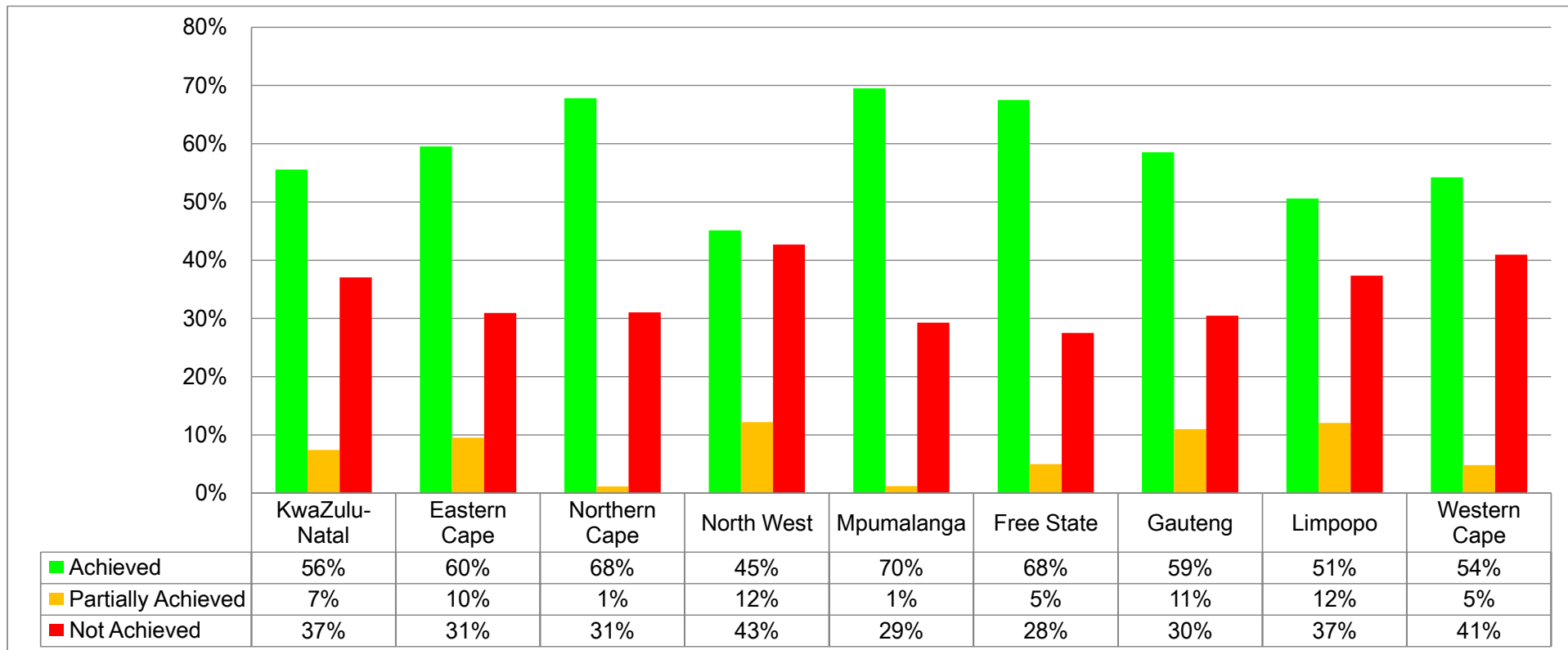
Figure 14: Targets by level of Achievement, as reported by Regions



Source: 12 months performance reports 2012/13 (KwaZulu-Natal, Eastern Cape, Northern Cape, North West, Mpumalanga, Free State, Gauteng, Limpopo, Western Cape)

This figure depicts the reported performance by the regions. As illustrated in Figure 14, all the regions reported an achievement of over 50% of their targets, except for North West which reported an achievement of 49%. Mpumalanga reported the highest at 73% followed by Free State and Northern Cape at 68% and 66% respectively. Other regions reported as follows: Eastern Cape (65%), Gauteng (59%), KwaZulu-Natal (56%), Western Cape (51%) and Limpopo (59%).

Figure 15: Regional Targets by level of Achievement, as assessed by M&E

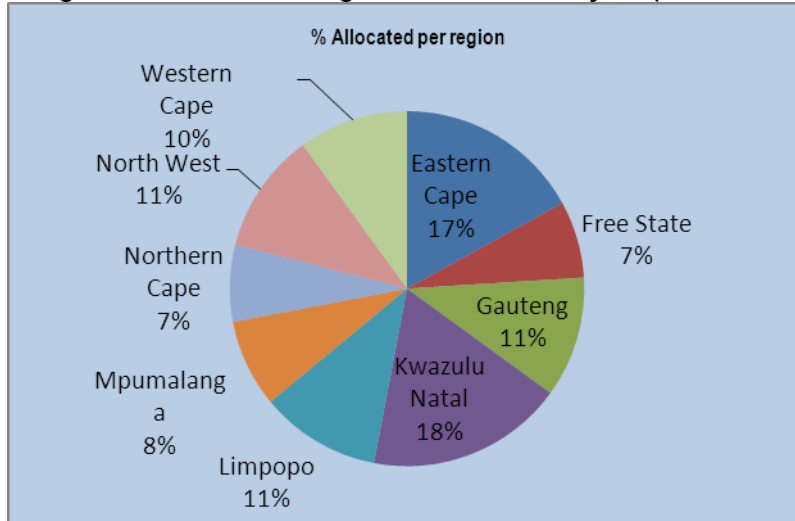


Source: 12 months performance reports 2012/13 (KwaZulu-Natal, Eastern Cape, Northern Cape, North West, Mpumalanga, Free State, Gauteng, Limpopo, Western Cape)

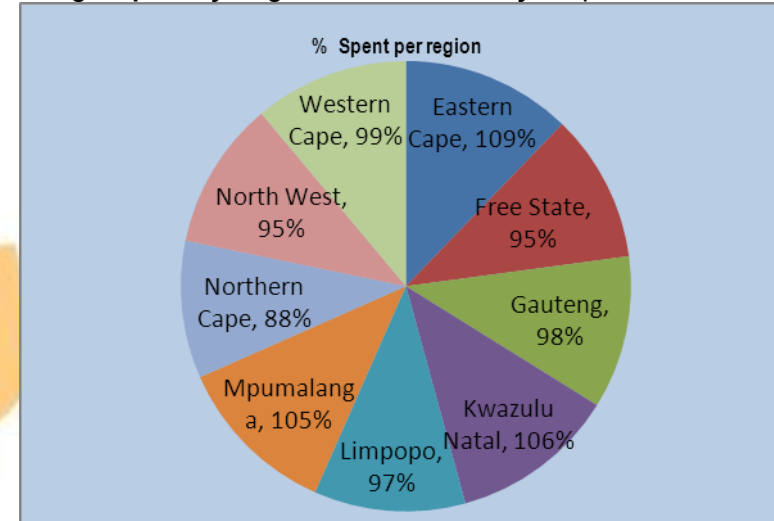
From the available data and as outlined in Table 9 above, there were notable differences in the regions’ rating/self-assessment and M&E assessment of achieved/not achieved targets (as used in the 3 scale rating system). On the basis of M&E assessment, 4 of the 9 regions had overstated their achievements (as indicated by “M&E assess as Achieved” or Green-coded category) while 2 regions had understated theirs. With regard to “M&E assess as Not Achieved” (Red-coded) category, the majority of regions (7 out of 9) had overstated their non-performance. It can also be seen that most of the regions do not report on the “Partially Achieved” category. Nonetheless, the data shows that overall performance within the regions is fair, with the exception of 1 region, North West. As depicted in Figure 9, eight out of nine regions (89%) reported an achievement (“M&E assess as Achieved”) of over 50% of their targets, with Mpumalanga recording the highest at 70% followed by Free State and Northern Cape (both 68%), Eastern Cape (60%), Gauteng (59%), KwaZulu-Natal (56%), Western Cape (54%) and Limpopo (51%).

Figure 16: Regional Budget Allocation and Expenditure

Budget allocated to the Regions for 2012/2013 year (R 3 031 907 billion)



Budget spent by Regions for 2012/2013 year (R 3 061 037 billion)



Source: Financial year end report 2012/13

The total budget allocated for the regions was about R 3 031 907 billion. KwaZulu-Natal received the largest share of the budget which constitute 18% followed by the Eastern Cape with 17%. The smallest budget went to Northern Cape and Free State as they both received 7%. The other regions' budget was as follows: Gauteng, Limpopo and North West received 11%, Western Cape received 10% and Mpumalanga 8%. Eastern Cape KwaZulu-Natal and Mpumalanga over spent their budget as they spent 109%, 106% and 105% respectively. Northern Cape underspent their budget as they only spent 88%. The remaining regions spent their allocated budget as follows: Western Cape (99%), Gauteng (98%), Limpopo (97%), Free State and North West both spent 95% each.

3. Findings

- 3.1 The findings over the four quarter have been consistent with the Auditor General findings at the end of the financial year.
- 3.2 The Auditor assesses only the indicators and targets in the APP whilst Branches report on both APP and operational plan indicators and targets which distort the measurement of performance.
- 3.3 The Auditor General assessed that 31% of the APP targets were not achieved as a material level of non-performance. The non-performance is higher when the operational targets are included namely 34% reported and 31% assessed by M and E.
- 3.4 There continues to be incorrect reporting on performance.
- 3.5 Branches do not provide evidence to support performance reports.
- 3.6 The indicators and targets set in the APP and operational plan is not aligned to the findings of the Auditor General and yet a clean audit is a priority of the Agency.
- 3.7 The AG's report highlighted the following areas that must be addressed in the next financial year:

3.7.1 HCM

- 3.7.1.1 The human resource strategy was only approved on the 31 March 2013.
- 3.7.1.2 The organizational structure is not aligned to the strategy.
- 3.7.1.3 The vacancy rate of 56% continues to persist from 2011/12 into 2012/13 with critical posts vacant.
- 3.7.1.4 Human resource management policies not revised.
- 3.7.1.5 Leave records not provided for audit purposes, lack of controls over leave forms.
- 3.7.1.6 Overpayments of service expenditure and no documentation for allowances.
- 3.7.1.7 Poor records management and no documentation on files.
- 3.7.1.8 SASSA employees continue to have undisclosed interest in contracts and work outside the Agency.

3.7.2 Finance

- 3.7.2.1 Lack of policy, management and controls for irregular, fruitless and wasteful expenditure.
- 3.7.2.2 Procurement policies, procedures and controls must be addressed.
- 3.7.2.3 Poor contract management.
- 3.7.2.4 No register of leases and commitments.
- 3.7.2.5 Poor management and controls over property, plant and equipment.
- 3.7.2.6 No policies and procedures for the preparation of financial statements.
- 3.7.2.7 Incorrect calculation of provisions.
- 3.7.2.8 Inaccuracies in the calculation of employee costs.
- 3.7.2.9 Incorrect cash flow statement.
- 3.7.2.10 Lack of controls over franking machines.
- 3.7.2.11 Inaccuracies in records of administrative expenditure.

3.7.3 ICT

3.7.3.1 User Account and Access Management

3.7.3.2 Oracle security management

3.7.3.3 Qualified personnel in ICT.

3.7.4 Internal Audit

3.7.4.1 Internal audit and audit committee not compliant with TR 27.

3.7.5 Strategy and Business Development

3.7.5.1 No risk management framework.

3.7.5.2 Strategic, APP and Opts plans not approved on time and reporting frameworks not complied with.

3.7.6 Grants Administration

3.7.6.1 Incorrect reporting on targets.

3.8. A distinction must be made between maintenance functions, routine operation functions and service delivery improvement targets, programmes and programmes not only for planning and performance management but for budget allocations as well. This will reduce the number of indicators and targets and facilitate the implementation of the logic model.

3.9. The strategic plan, APP and OPTS plan and budget allocation must be coherent with the logical framework.

3.10 The challenges that are reported during the year continue to perpetuate from one period to the next.

3.11 There is wide discrepancy in the Regions between expenditure and achievements.

4. Recommendations

4.1 The planning process must incorporate the Auditor General's Findings into the APP and Opts plan of the Agency.

4.2 The strategic plan must inform by the risk management framework, the human resource strategy and budget allocation for coherent performance reporting.

4.3 Skilled staff is required in critical functional areas like ICT and SCM.

4.5 The Agency must implement a result based performance culture as opposed to an output based performance reporting.

4.6 The risk management plan must seek to address and eliminate risks as they arise to prevent indefinite continuations of challenges and risks.

4.6 Ensure the timely submission of reports.

4.7 Ensure the completeness and relevancy of achievements in reports.

4.8 The anomalies' in the annual and quarterly projection of social grants must be corrected.

4.9 Formulate a human capital development plan for staff at service delivery points as a matter of urgency.

- 4.10 The indicators and targets in the APP and Operational plan must be synergized for coherent reporting.

