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SOUTH AFRICAN SOCIAL SECURITY AGENCY

ANNUAL REPORT 2021/22



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SOUTH AFRICAN SOCIAL SECURITY AGENCY

ANNUAL REPORT 2021/2022



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PART A GENERAL INFORMATION



1. SASSA'S GENERAL INFORMATION

THE SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA)

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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 Box427 Pretoria 0001
First National Bank (FNB)	4 First Place 6th Floor Bankcity Johannesburg 2001	Commercial Account Services Customers P O Box 1153 Johannesburg 2000

2. LIST OF ABBREVIATIONS/ACRONYMS

AFS Annual Financial Statements	KZN KwaZulu-Natal
AGSA Auditor-General of South Africa	LP Limpopo Province
APP Annual Performance Plan	MOU Memorandum of Understanding
BAC Bid Adjudication Committee	MP Mpumalanga Province
BPR Business Process Re-engineering	MTSF Medium-Term Strategic Framework
CDG Care Dependency Grant	NC Northern Cape
CEO Chief Executive Officer	NPS National Payment System
CFO Chief Financial Officer	NFSAS National Student Financial Aid Scheme
CIO Chief Information Officer	NW North West
COVID-19 Coronavirus Disease 2019	OAG Old-Age Grant
CPS Cash Paymaster Services	OHS Occupational Health and Safety
CSG Child Support Grant	PFMA Public Finance Management Act
DG Disability Grant	PPE Personal Protective Equipment
DPSA Department of Public Service and Administration	REM Regional Executive Manager
DSD Department of Social Development	RFQ Request for Quotations
EC Eastern Cape	SAPO South African Post Office
EE Employment Equity	SASSA South African Social Security Agency
EM Executive Manager	SCM Supply Chain Management
EXCO Executive Committee	SLA Service Level Agreement
FCG Foster Child Grant	SMME Small, Medium and Micro Enterprise
FS Free State	SNBF SASSA National Bargaining Forum
GIA Grant-in-Aid	SOCPEN Social Pensions System
GP Gauteng Province	SRD Social Relief of Distress
GRAP Generally Recognised Accounting Practice	TDG Temporary Disability Grant
HCM Human Capital Management	USSD Unstructured Supplementary Service Data
HO Head Office	WC Western Cape
ICROP Integrated Community Outreach Programme	WVG War Veterans' Grant
ICT Information and Communications Technology	
IGPS Integrated Grants Payments System	



3. MINISTER'S FOREWORD

MS LINDIWE ZULU, MP

The continued effects of the coronavirus pandemic, compounded by the record-high rate of unemployment, climate-related disasters in some parts of the country and the rising food inflation, resulted in unprecedented increases in hunger and malnutrition for many individuals and households. Against this background, I am pleased to present this Annual Report for 2021/2022, which sets out how the South African Social Security Agency (SASSA) ably responded to these challenges, once again demonstrating the effectiveness of our social assistance programme in cushioning our people against economic and related shocks that hit the poor and vulnerable hardest.

As in the previous financial year, SASSA experienced a high demand for its services in 2021/2022. Thanks to the use of innovative technologies, SASSA was able to meet the increased demand for its services at the click of a button. Over and above SASSA's innovative online processing of the COVID-19 special relief (R350) grant, other grant types had to be introduced in the online space as part of reducing the long queues in the local offices and preventing further spread of the virus.

SASSA was able to implement an Online Grant Applications Solution in the nine regions for the following grant types: Child Support Grant (CSG), Foster Child Grant (FCG) and the Old Age Grant (OAG). In addition, an Online Booking System for medical assessment of the Temporary Disability Grant (TDG) was implemented across the provinces to fast track the processing of this specific grant type subsequent to assessments by health practitioners.

The use of innovative technology through digitisation of our services means efficiency gains for SASSA in terms of cost and time along its value chain processes. Every rand saved means that the Agency can reach more eligible people that need its services.

As the need for social protection grew exponentially, SASSA continued to deliver vital services to the destitute and those whose livelihoods were disrupted and needed income support. For the reporting period, SASSA also had to respond to urgent and expanded demand for social relief of distress.

For the reporting period, direct social transfers to eligible beneficiaries grew to about 48% (approximately 28.8 million). This is a combination of both normal social assistance support provided to over 18.6 million (or, 31%) South Africans and the 10.2 million beneficiaries of the Special COVID-19 Social Relief of Distress (SRD) Grant. For this reporting period, the South African government has spent R223 billion towards social transfers, both normal social assistance and the SRD inclusive of the COVID-19 SRD grant.

SASSA remains committed to South Africa's Economic Reconstruction and Recovery Plan through support to local economic development initiatives by ensuring that at least 30% of its SRD budget is awarded to small, medium and micro enterprises and cooperatives. For the period under review, about R84 million was awarded to these entities.

None of SASSA's achievements in 2021/2022 would have been possible without the dedication and courage of its employees, who stepped up to the challenges of delivering its much-needed services, despite extraordinary personal health and safety concerns, especially at the height of the COVID-19 pandemic.

We pay tribute to employees who tragically lost their lives serving on the front lines of the Agency's struggle to fight poverty and hunger. We honour their memories by rededicating ourselves to continuing the unfinished work of ensuring that no one goes to bed hungry.

Finally, I commend the SASSA Management team led by the CEO, Ms. Busisiwe J Memela-Khambula and the entire staff for ensuring that our Government's constitutional obligation to providing social assistance to those who are unable to support themselves and their dependents is executed seamlessly.

Ms Lindiwe Zulu, MP
Minister of Social Development



4. CHIEF EXECUTIVE OFFICER'S OVERVIEW

MS. B J MEMELA-KHAMBULA

The beginning of April 2022 marked the 16th anniversary of the South African Social Security Agency (SASSA). As an Agency of the National Department of Social Development (DSD), SASSA was established in April 2006 through an act of Parliament (South African Social Security Agency Act (Act No.9 of 2004) to ensure the efficient and effective management, administration and payment of social assistance. SASSA's mandate is carried out through the implementation of a social assistance programme which is a rights-based safety net awarded in terms of the Social Assistance Act, 2004 (Act No.13 of 2004). It is also South Africa's most effective anti-poverty initiative.

The social assistance programme makes provision for income support for the older persons, people with disabilities, as well as children. It also provides Social Relief of Distress (SRD) to individuals and households who are faced with disastrous situations.

Over the years, SASSA has improved the social assistance coverage from about 2.5 million social grants in 1999 to more than 18.6 million grants in payment at the end of March 2022. In its 16 years of existence, a number of areas have improved, including the time taken to finalise the social grants applications with the duration of improving from about 90 days to finalising the majority of applications within one day, except for the Disability Grant (DG) which requires appointments with healthcare practitioners. SASSA, working together with the Department of Social Development, finalised the work on increasing the age limit for the Child Support Grant (CSG) to 18. Recently, SASSA has completed the development of an online solution to allow eligible applicants to apply for social grants through the online platform. The grant types that are accessible through this platform are Child Support Grant, Foster Care Grant (FCG) and Old-Age Grant (OAG).

A number of factors have an impact on the work of SASSA, including the perpetual increase of unemployment, levels of poverty, and disasters experienced in the country. The South African unemployment rate increased from 34.9% in the third quarter of 2021 to 35.3% in the fourth quarter of the same year, marking the highest rate increase since the start of the Quarterly Labour Force Survey (QLFS) in 2008. Unemployment levels have a direct impact on the demand for social assistance, particularly the CSG and SRD. The coronavirus pandemic (COVID-19) continued to disrupt SASSA's operations wherein some offices had to be temporarily closed whilst others operated with limited resources as we were adhering to the COVID-19 regulations for the safety of the beneficiaries and our employees.

During the period under review, SASSA continued to implement the COVID-19 special relief grant as part of the South African government's measures to reduce the economic impact of the pandemic on citizens who are unemployed and have no income. This followed the reinstatement of the grant as pronounced by the Honourable President for the period August 2021 to March 2022. In this period, the care givers who received social grants on behalf of children also benefitted from the COVID-19 special relief grant. For this reason, the total number of COVID-19 special relief grants increased from an average of 5.5 million in April 2021 to about 10.2 million at the end of March 2022.

Amidst all the challenges, SASSA continued to execute its mandate and managed to increase the number of social grants in payment including grant-in-aid from 18 440 572 at the end of March 2021 to 18 677 339 at the end of March 2022. This represents an overall increase of approximately 1.28%. In the same reporting period, SASSA continued with the normal Social Relief of Distress (SRD) in which 167 802 SRD applications were awarded. The awards were issued to individuals and households who were affected by disastrous situations, these awards

“During the period under review, SASSA continued to implement the COVID-19 special relief grant as part of the South African government’s measures to reduce the economic impact of the pandemic on citizens who are unemployed and have no income.”

were in different forms ranging from cash, vouchers and school uniforms. The total cost committed for the normal SRD as at 31st March 2022 was R192 million.

In a targeted approach to close the exclusion gap for the children below the age of 1, a total of 544 237 children below the age of 1 were in receipt of children’s grants, representing 46,29% of the population group as per 2021 mid-year population estimates.

In the 2021/22 financial year, SASSA received an unqualified audit opinion from the Auditor-General of South Africa. SASSA is however, focusing on findings that are being tracked through the Audit Action plan to ensure improved audit results in subsequent financial years.

SASSA’S FINANCIAL OVERVIEW

ECONOMIC VIABILITY

South Africa’s economic fortunes remain closely tied to the COVID-19 pandemic brought on by the novel coronavirus. There were continued lockdown measures implemented throughout the reporting period to contain the virus; these measures did have profound economic implications. These economic implications were felt in South Africa and the rest of the world as job opportunities became scarce with many South Africans relying on the existing Social Assistance benefits program and any other measures considered appropriate by government. The South African economy and the associated economic activities were not fully opened, which continued to limit sustenance efforts of many people. It seems that the effects of the COVID-19 are more likely to persist for a long period, thus bringing outcomes for GDP closer to slow and limited growth.

As part of the pandemic relief measures, the South African government introduced the COVID-19 special relief grant (R350) since May 2020. SASSA developed and implemented systems to provide this grant to qualifying

applicants. The provision of this grant was meant to end in March 2022, however, the President in his 2022 State of the Nation Address has pronounced a further extension of this grant to the end of March 2023.

For the 2021/22 financial year, SASSA received R500 million additional funding during the budget adjustment process for administrative costs towards the implementation of the COVID-19 special relief grant (R350). These funds were used to fund key operations which included system enhancements, service fees and bank costs, communication, etc. which could not be funded from the budget baseline allocation.

REVENUE

SASSA received the bulk of its revenue during the period under review from the National Revenue Fund through transfers by the Department of Social Development which transferred the funds on a monthly basis. SASSA forms part of the Department’s Vote. Another portion of the revenue was derived from the fines and penalties, sale of capital assets, interest received, sale of wastepaper, parking fees, etc. Total revenue received was R8 029 836 163 of which R7 963 901 000 was from the National Revenue Fund and the balance was own revenue.

EXPENDITURE

The following are the highlights of the operating circumstances which had an impact on the Agency’s financial performance:

- The COVID-19 special relief grant (R350) was reintroduced.
- Consequently, SASSA was allocated an additional R500 million during the Adjustment Process to fund the administration costs of implementing the grant.

- The impact of the COVID-19 pandemic on expenditure continued during the reporting period as certain activities could not be fully undertaken thus impacting on certain expenditure items whose activities were affected by the lockdown regulations.
- The digital workspace (remote work and online meetings) became the “new normal” and thus also impacting on expenditure.

In addition to the appropriation from the National Revenue Fund, SASSA obtained an approval to retain the previous financial year’s cash surplus amounting to R439 666 209. The retained surplus was aimed at implementing and finalising projects such as automation and optimising of grants operations (SOCPEN system), Migration from Legacy system, Call centre and relocation of beneficiaries files from the current warehouses to the new service providers. The mentioned projects could not be implemented as they were at various stages of the supply chain management process at financial year-end.

Overall expenditure for the period ended March 2022 reached 93%. The underspending is attributed to the item compensation of employees mainly due to the funded vacant positions that could not be filled or filled in the latter part of the financial year. Out of a total of 247 funded vacant posts which were planned to be filled in 2021/22, a total of 192 posts were filled representing 77%. The average monthly spending for the year on compensation of employees was R274 673 990.

Expenditure on goods and services reached 91%, which is 9% below the expected level of spending for the reporting period. The underspending on goods and services was on cash handling fees as the majority of the beneficiaries opted to receive their benefits through ATMs and the merchants’ point of sale (POS) and thus reducing the cost of paying the grants. Secondly, there was an upward adjustment of the budget emanating from the additional R500 million received through the Adjusted Appropriation Bill process which could not be utilised fully.

There was spending of 72% on communication, this was due to the expenditure on bulk messaging which was part of the cost of implementing the COVID-19 special relief grant (R350), this item was adjusted with additional funding, however, the budget was not fully utilised. The expenditure on telephones decreased due to the

COVID-19 pandemic, consequently the convergence of ICT infrastructure whereby calls between SASSA offices were using data infrastructure and were zero-rated. However, mobile data (3G/4G/5G) costs increased as digital workspace (remote work and online meetings) is the “new normal” due to remote work and online meetings.

The funds earmarked for fraud investigations were not fully utilised as the Agency realised efficiency in utilising its internal capacity related to fraud prevention, detection, and investigation unlike in the previous financial years when third parties were brought on board.

There was low spending on fleet, maintenance and repairs, travel, training and staff development, and venues and facilities which resulted from the impact of the COVID-19 pandemic on the activities associated with these items.

PROGRAMME EXPENDITURE

SASSA’s budget is split between two programmes: Programme 1: Administration and Programme 2: Benefits Administration. Benefits Administration represents the core business of the Agency and accounts for 62% of the expenditure. Spending under this programme includes the cash handling fee which is allocated for disbursement of social grant benefits to the beneficiaries.

The Administration programme’s expenditure accounts for 38% of the spending. The programme incorporates all the support functions.

IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

IRREGULAR EXPENDITURE

The irregular expenditure closing balance for the financial year under review is R993 661 142 and it includes R2 025 768 incurred during 2021/22. In the current year, the Agency has also incurred irregular expenditure of R7 482 751 relating to the prior year and an additional R44 938 739 relating to leases expired in the prior years which were still in use in the year under review. The condonations approved by National Treasury in line with National Treasury Framework on Irregular Expenditure amounted to R202 049 225.



Included in the closing balance of R993 661 142 are the following major cases from previous years but not yet finalised:

- R419 611 117 relates to expenditure incurred in respect of physical security for SASSA's Head Office and its nine regional offices which was disclosed in the Annual Financial Statements since 2015/16. The finalisation of the case is at an advanced stage. The fraud investigation report in respect of this case is awaited to conclude the matter. It is envisaged that the matter will be finalised during the financial year 2022/23.
- R18 891 376 relates to an extension of the Information and Communication Technology (ICT) contract for support and maintenance of the ICT infrastructure. Internal investigation reports by the Fraud and Compliance and Labour Relations units have been concluded, as well as the report received from the external service provider. However, the Agency is yet to receive National Treasury's clarity sought in order to finalise the matter. The National Treasury was approached to provide guidance and clarity on the correct effective date when the new National Treasury Instruction was issued for implementation and its impact on the transactions that were already at the procurement stage when the new instruction note kicked in. The Agency is engaging Treasury in ensuring that the clarity is received so that the matter may be finalised.
- R281 173 743 relates to the Integrated Community Outreach Programme (ICROP) contract. Upon investigation of irregularity, the contract was suspended; however, the service provider (Azande) initiated a court action against SASSA claiming R170 million in damages, but its attorneys withdrew their representation in the matter which left Azande representing itself. The Agency in turn filed a counter claim against the service provider. State Attorney has applied for a trial date and is awaiting allocation by the registrar of court. Furthermore, the matter is currently being investigated by the Public Protector so the outcome will influence the process in handling this matter further.
- R12 459 804 relates to a payment for communication and marketing services rendered without approval of the delegated authority. The Agency is engaged in the disciplinary process and experienced technical challenges that impacted on envisaged finalisation of the process. It is envisaged that the matter will be finalised during the year 2022/23.



Despite receiving condonations amounting to R202 049 225, National Treasury is yet to respond to requests for condonation amounting to R180 million mainly submitted during the year under review with few still outstanding from the prior year.

FRUITLESS AND WASTEFUL EXPENDITURE

SASSA closed the financial year under review with R87 624 123 of fruitless and wasteful expenditure. This includes R97 108 incurred during the year under review. In addition, the amount of R18 609 related to fruitless and wasteful expenditure identified in the current year but incurred in the prior year, while R1 515 602 relates to prior year cases. Of the finalised cases, R499 568 was cleared as affected employees were not found to have been negligent while the recovery process is to be instituted for the amount of R819 556.

The material amounts included in the closing balance consist of the following cases from previous years and not yet finalised:

- R74 786 892 relates to payment of the social assistance service fee. During the financial year ended 31 March 2018, CPS invoiced SASSA R74 786 891.64 for the number of grants recipients directly paid by SASSA through BankservAfrica. The amount was paid with the understanding of honouring the grant payment contract that SASSA had with CPS, however, it was later concluded that the transaction was made in error in that CPS did not render the service and there was no contractual obligation to effect payment.
- A recovery process was initiated against CPS, however, since CPS is in liquidation, the litigation process was halted and SASSA had completed a claim form for R74 million and lodged the same with the liquidators of CPS. The liquidator's direction on this matter is still awaited. The first meeting of creditors was held on 23 March 2022, and this claim along with other claims against CPS was confirmed. The liquidators will arrange the second meeting of creditors for the consideration and determination of the claims. The liquidators have also appointed a commissioner (retired former judge Meyer Joffe) to deal with the enquiry into CPS's assets (piercing the corporate veil), which enquiry is scheduled to commence on 1 – 5 August 2022.

- R3 499 606 relates to VIP protection services provided to the children of the former Minister of Social Development and the Chief Director for Communication in the DSD and her children. SASSA sourced and paid for this service when it should not have been its responsibility. Notices of motion have been issued against the former Minister of Social Development, the former CEO of SASSA and the Chief Director: Communication in the DSD, who in turn filed notices to oppose the application. Now all parties have filed answering affidavits. The state attorney representing SASSA in this matter has prepared heads of argument and obtained 26 and 27 July 2022 as the date on which the matter will be heard in court.
- R1 743 815 relates to payments made in 2017/18 for the lease of office accommodation for SASSA Free State Regional Office which was not occupied at the time. This office was to relocate to a new leased building but could not move in because of delays in finalising tenant installations, but three months' rental payments had to be made due to contractual obligations. The investigations have been concluded by Fraud and Compliance Unit and the report was considered in terms of SASSA financial misconduct process. Further delays were caused by the passing on of the key affected official. It is envisaged that the case will be finalised during the year 2022/23.
- R1 399 014 relates to cancellation of the Mikondzo event that was scheduled to take place on 29 March 2016 in the Western Cape. The event was cancelled at short notice because the former Minister of Social Development had an unforeseen programme change. The investigation has been concluded and the report and recommendations are under the consideration by the approving authority. The outcome will be implemented during 2022/23 financial year.
- R4 093 585 is the amount recorded in 2019/20 as fruitless and wasteful expenditure and emanates from the irregular expenditure wherein the second highest scoring bidder was awarded the bid at R75 969 679.26 whilst the highest scoring bidder who was overlooked offered R71 876 094.
- The fruitless portion of such irregular expenditure is the difference between the pricing lodged by the two bidders. SASSA is claiming R4 093 585 against the former CEO and former General Manager for awarding the bid in contravention of SCM prescripts.

The former CEO is defending the claim. The former GM has not filed a notice of intention to defend and an application for default judgement against her has been filed, awaiting court to allocate date of hearing for the default judgement. The National Treasury has also opened a criminal charge against the former CEO and former GM.

SUPPLY CHAIN MANAGEMENT

Supply Chain Management (SCM) processes and systems are in place. SCM policy, SCM delegations as well as SCM Standard Operating Procedures are in place and are reviewed in alignment with applicable Treasury Instructions as and when issued. The control environment is fairly sound as measures are in place to prevent, detect, record and report irregular expenditure resulting from non-compliance with the legislative framework. Compliance checklists that are fully aligned with all compliance requirements are in place 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. The irregular expenditure in the Agency has been drastically reduced in the recent years, including the year of reporting. This depicts the level of awareness coupled with controls in place that are yielding intended results. There is room for improvement towards the clean audit. Therefore, continuous communication and improvement of controls are ongoing measures.

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

CHALLENGES AND REMEDIAL ACTIONS

The challenge that the Agency still has is the reduction and elimination of the irregular expenditure due to the lease portfolio which is recurring monthly. Development of a short term strategy to close the tap is being finalised and the long-term strategy of immovable property policy review is also underway. Pockets of non-compliance that are due to other reasons, other than policy interpretation or training issues, are managed through performance management processes.

INVENTORIES

SASSA recognises and values inventory under the First-in- First-Out (FIFO) method. The value of inventory as at 31 March 2022 was R18 641 613 compared with R22 042 127 in the previous year. This represents a decrease of 15.43%.

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, including furniture, equipment and intangible assets, to the value of R103 660 074 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 BALANCES AT CARRYING VALUE	ADDITIONS AND TRANSFERS	DISPOSALS	DEPRECIATION AND AMORTISATION	TOTAL VALUE
R793 707 477	R103 660 074	(R10 009 672)	(R101 850 601)	R785 507 278

Finally, I take this opportunity to acknowledge the resolute support of the SASSA staff in the implementation of the mandate of the Agency, particularly during the COVID-19 pandemic period in which some lost their lives in the process; the support and guidance received from the Audit Committee; and the leadership provided by the Minister, Deputy Minister of Social Development and the Acting Director-General in ensuring that South African citizens who are unable to support themselves and their dependents are assisted to meet their basic needs.



Ms. B J Memela-Khambula
Chief Executive Officer
Date: 31 July 2022

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 E) 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 2022.

Yours faithfully



Ms. B J Memela-Khambula

Chief Executive Officer

Date: 31 July 2022

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:

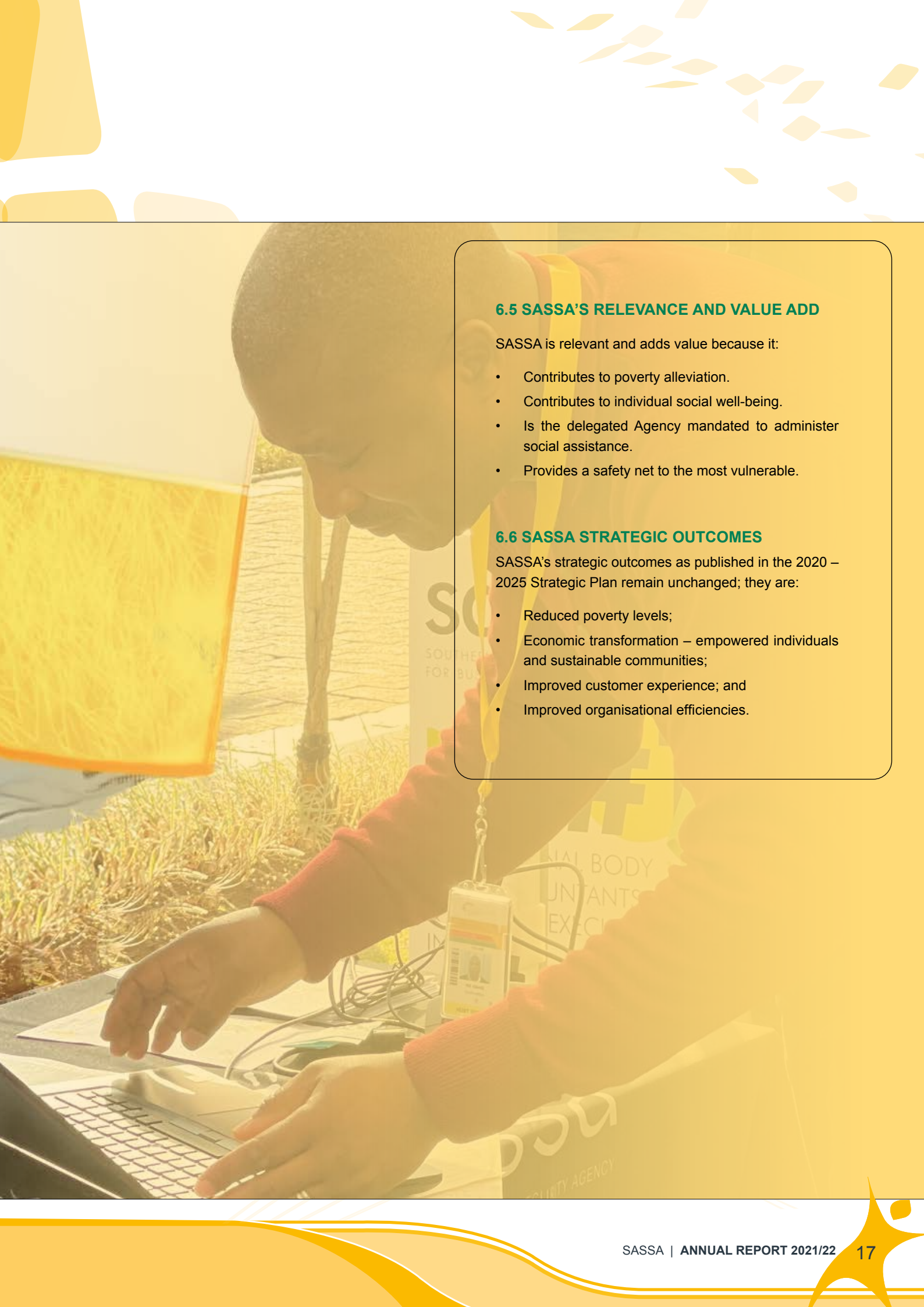
- Integrity – being honest, accountable, reliable and showing high moral values.
- Compassion – showing sympathy and concern; embodying heart for all stakeholders and beneficiaries.
- Fairness – treating everyone equally.
- Respect – showing due regard for the rights and obligations of others.

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 be reliable, deliver work of the highest quality, on time, 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.
- Is 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 remain unchanged; they are:

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

7.2 LEGISLATIVE MANDATE

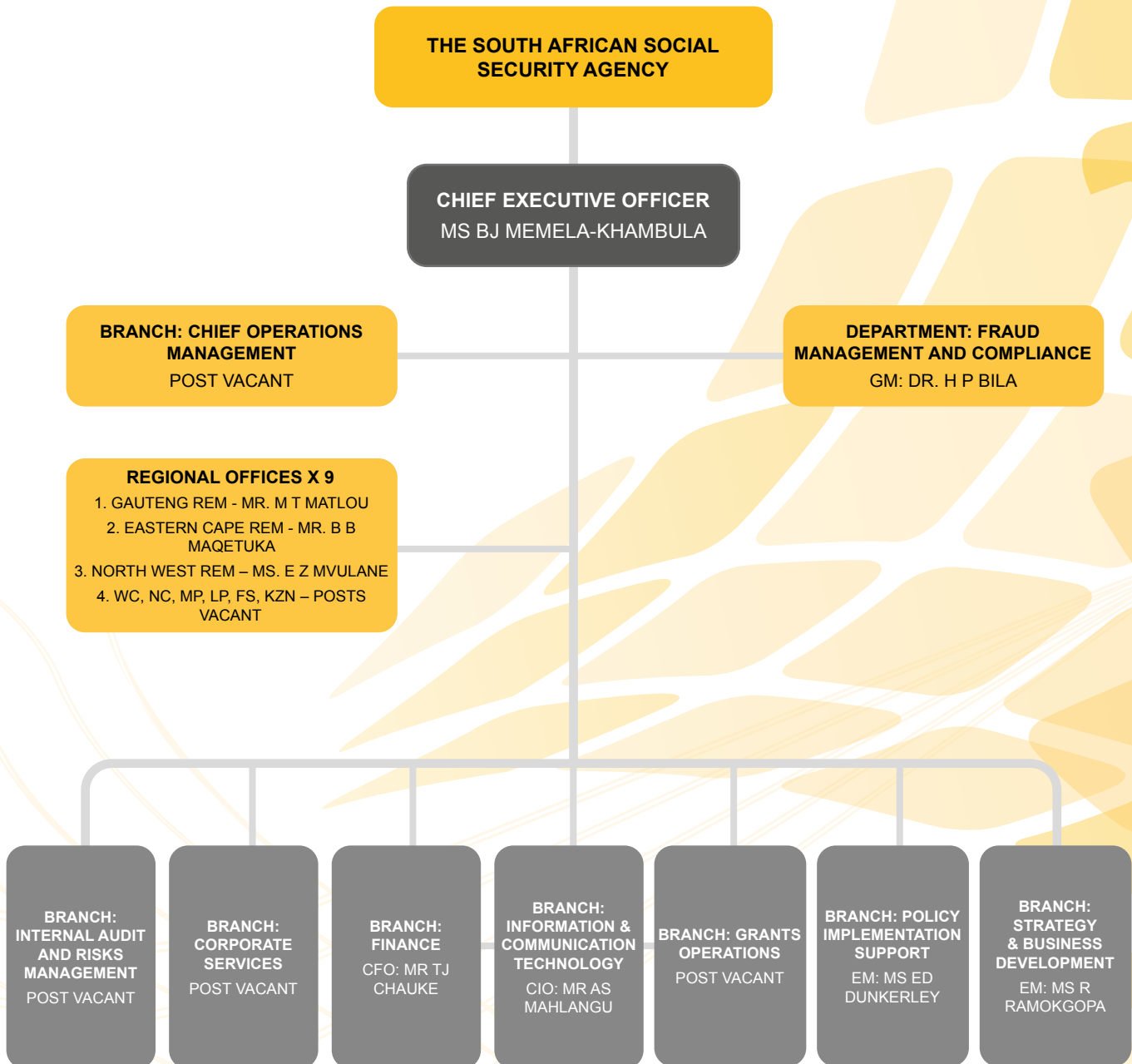
LEGISLATION/POLICY DIRECTIVE	HOW SASSA CONTRIBUTES
PRESCRIPTS OF THE SOCIAL ASSISTANCE ACT, 2004 (ACT NO. 13 OF 2004 AS AMENDED)	
<p>The Social Assistance Act, 2004 (Act No. 13 of 2004 as amended) provides for the rendering of Social Assistance to eligible person; for mechanisms for rendering of such assistance and to provide for matters connected therewith.</p>	<ul style="list-style-type: none"> The Social Assistance Act, 2004 and its regulations enables SASSA to facilitate eligible beneficiaries to access the income support including the social relief of distress. SASSA has the responsibility to further ensure that eligibility requirements, payment methods, conditions for reviews, among others, are complied with.
PRESCRIPTS OF THE SOUTH AFRICAN SOCIAL SECURITY ACT, 2004 (ACT NO. 9 OF 2004)	
<p>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 there to.</p>	
<p>“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;</p> <p>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 data base of all applicants for and beneficiaries of social assistance;</p> <p>c) establish a compliance and fraud mechanism to ensure that the integrity of the social security system is maintained;</p> <p>d) render any service in accordance with an agreement or a provision of any applicable law as contemplated in subsection (4).”</p>	<ul style="list-style-type: none"> SASSA is responsible for processing of grants 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 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.
GUIDELINES FROM THE NATIONAL DEVELOPMENT PLAN, VISION 2030¹	
<p>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.</p> <p>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 under-employed through labour market activation measures, employment services, income support programmes and other services to sustain and improve quality of life.</p>	<ul style="list-style-type: none"> SASSA is responsible for the provision of a basket of social assistance services (income support and safety net to the most vulnerable) and oversee services responding to needs of the community. In line with the requirement to addressing 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 one (1). SASSA will implement measures to reduce the administrative bottlenecks that prevent people from accessing social assistance benefits.
LEGISLATION/POLICY DIRECTIVE	HOW SASSA CONTRIBUTES
GUIDELINES FROM THE NATIONAL DEVELOPMENT PLAN, VISION 2030 (continued)	
<p>The NDP recommends that 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, reducing the administrative bottlenecks that prevent people accessing benefits.</p>	

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

7 PRIORITIES ADOPTED BY 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	<ul style="list-style-type: none"> 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 African 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	<ul style="list-style-type: none"> Expand access of social grants to eligible citizens. Implement integrated and standardised data collection processes. Empower women and disabled driven Small Medium Micro Enterprises (SMMEs). Link youth in SASSA's target beneficiary group to development opportunities.
PRESIDENTIAL DISTRICT CO-ORDINATION SERVICE DELIVERY MODEL	
The New district-based model for development (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 (8) Metros.	<ul style="list-style-type: none"> Strengthening the capacity of SASSA's local and district areas. Leveraging these offices to support the 44 municipal districts and the eight (8) metros targeted by the President.
PRESCRIPTS OF THE BROAD-BASED BLACK ECONOMIC EMPOWERMENT ACT, 2003 AS AMENDED (ACT NO. 53 OF 2003)	
"a) promoting economic transformation in order to enable meaningful participation of black people in the economy; c) increasing the extent to which communities, workers, cooperatives and other collective enterprises own and manage existing and new enterprises and increasing their access to economic activities, infrastructure and skills training; and d) increasing the extent to which black women own and manage existing and new enterprises, and increasing their access to economic activities, infrastructure and skills training".	<ul style="list-style-type: none"> Utilization of the SRD budget (30%) to support qualifying small businesses and cooperatives. Expand the procurement spent to 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. Annually, SASSA will report on the compliance with the Broad-based Black Economic Empowerment (B-BBEE) in its Annual Report.

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.

8. ORGANISATIONAL STRUCTURE



9. SASSA TEAM



CHIEF EXECUTIVE OFFICER
Busisiwe Jacqueline Memela-Khambula



CHIEF FINANCIAL OFFICER
Tsakeriwa Chauke



CHIEF INFORMATION
OFFICER
Abraham Mahlangu



GM - HUMAN CAPITAL
MANAGEMENT
Sizeni Mafora



GM - COMMUNICATIONS
AND MARKETING
Paseka Letsatsi



GM - FRAUD
MANAGEMENT AND COMPLIANCE
Dr. HP Bila



EM - BENEFITS
ADMINISTRATION AND
SUPPORT
Dianne Dunkerley



EM - STRATEGY
AND BUSINESS
DEVELOPMENT
Raphaahle Ramokgopa



REM - EASTERN CAPE
Bandille Maqetuka



REM - LIMPOPO
Zodwa Mvulane



REM - GAUTENG
Themba Matlou

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 93 of the Report of the Auditor's Report, published as Part E: 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 citizens in South Africa. The social assistance programme makes provision for income support for older persons, people with disabilities and children, as well as for 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.

During the year under review, the world continued to experience COVID-19 pandemic whereby countries including South Africa were affected. The health sector, economic sector and labour market, amongst others, continued to be disrupted. South Africa's economic growth was severely compromised with unemployment rising to unprecedented levels.

South Africa continued to experience persistent high levels of unemployment, rising from 32.5% in the fourth quarter of 2020 to 35.3% in the same quarter of 2021 (Quarterly Labour Force Survey, 2021). Unemployment levels have a direct impact on the demand for social assistance and particularly for the Child Support Grant (CSG), SRD and COVID-19 Social Relief of Distress. This is evident from the fact that out of an estimated population of 59 437 million (General Household Survey, 2020), 34.9% of individuals were receiving social assistance in 2020 with 52.4% of

households receiving social grants. Grants were the second most important source of income for households. Households that received at least one type of grant were most common in Limpopo (68.8%), Mpumalanga (64.7%) and Eastern Cape (63.1%), and least common in Gauteng (39.5%) and Western Cape (44.9%).

South Africa's extensive social assistance remained a core element of the national response to cushion the most vulnerable against the full impact of COVID-19. The continued roll out of COVID-19 Special Relief 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 during this period.

SASSA was able to respond to the growing economic hardships experienced by the poor and unemployed by increasing the number of grants in payment, including grants-in-aid, from 18 440 572 at the end of March 2021 to 18 677 339 at the end of March 2022, an increase of 1.28%.

Table 1 below shows the uptake rates of different grant types over the past 15 years. The number of social grants increased from 12 423 739 to 18 677 339 during the period between April 2007 and March 2022. This was a 33.48% increase over the period and was mainly driven by the CSG, the Old-Age Grant (OAG) and grant-in-aid which showed significant upward trends over these years due to policy changes and an improved outreach programme.

Table 1: Number of social grants per grant type, 2007/08-2021/22

GRANT TYPE	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Old Age	2 229 550	2 390 543	2 546 657	2 678 554	2 750 857	2 873 197	2 969 933	3 086 851
War Veterans	1 924	1 500	1 216	958	753	587	429	326
Disability	1 408 456	1 286 883	1 264 477	1 200 898	1 198 131	1 164 192	1 120 419	1 112 663
Grant-in-Aid	37 343	46 069	53 237	58 413	66 493	73 719	83 059	113 087
Care Dependency	102 292	107 065	110 731	112 185	114 993	120 268	120 632	126 777
Foster Child	454 199	474 759	510 760	512 874	536 747	532 159	512 055	499 774
Child Support	8 189 975	8 765 354	9 570 287	10 371 950	10 927 731	11 341 988	11 125 946	11 703 165
Total	12 423 739	13 072 173	14 057 365	14 935 832	15 595 705	16 106 110	15 932 473	16 642 643
Annual Growth	3.40%	5.22%	7.54%	6.25%	4.42%	3.27%	-1.08%	4.46%

Table 1: Number of social grants per grant type, 2007/08-2021/22 (continued)

GRANT TYPE	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Old Age	3 194 087	3 302 202	3 423 337	3 553 317	3 676 791	3 722 675	3 774 604
War Veterans	245	176	134	92	62	40	25
Disability	1 085 541	1 067 176	1 061 866	1 048 255	1 042 025	997 752	1 004 798
Grant-in-Aid	137 806	164 349	192 091	221 989	355 609	267 912	283 771
Care Dependency	131 040	144 952	147 467	150 001	273 922	150 151	153 768
Foster Child	470 015	440 295	416 016	386 019	154 735	309 453	294 031
Child Support	11 972 900	12 081 375	12 269 084	12 452 072	12 787 448	12 992 589	13 166 342
Total	16 991 634	17 200 525	17 509 995	17 811 745	18 290 592	18 440 572	18 677 339
Annual Growth	2.10%	1.23%	1.80%	1.72%	2.69%	0.81%	1.28%

Table 2: Social grant expenditure per grant type (R'000), 2007/08-2021/22

GRANT TYPE	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
OAG	22 803 047	25 933 971	29 826 420	33 750 600	37 129 812	40 475 021	44 064 239	49 039 940
WVG	21 845	19 692	16 644	13 976	11 848	9 543	7 657	6 157
DG	15 281 403	16 473 425	16 566 681	16 840 182	17 375 021	17 636 570	17 768 631	18 741 885
FCG	3 414 315	3 934 756	4 434 346	4 616 442	5 010 915	5 335 049	5 332 093	5 413 209
CDG	1 132 102	1 292 470	1 434 143	1 586 452	1 736 431	1 877 412	1 993 084	2 211 583
CSG	19 625 983	22 348 556	26 669 761	30 341 465	34 319 636	38 087 990	39 623 748	43 718 425
GIA	87 000	90 000	146 295	170 052	204 026	237 974	274 092	371 121
SRD	106 244	623 012	165 458	173 737	185 298	239 289	533 047	455 718
COVID-19	-	-	-	-	-	-	-	-
Total	62 471 939	70 715 885	79 259 748	87 492 906	95 972 987	103 898 845	109 596 591	119 958 041

GRANT TYPE	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
OAG	53 132 206	58 320 617	64 225 847	70 635 272	83 488 253	81 024 952	84 102 284
WVG	4 843	3 849	3 033	2 391	1 762	1 101	704
DG	19 165 931	19 926 031	20 886 072	22 021 155	25 110 506	23 031 721	24 081 504
FCG	5 406 785	5 326 151	4 950 744	5 114 211	5 389 888	4 783 110	4 373 497
CDG	2 394 455	2 613 647	2 843 336	3 068 028	3 596 766	3 445 776	3 492 803
CSG	47 308 536	51 476 941	55 906 389	60 611 568	70 651 231	85 590 843	72 666 743
GIA	503 080	650 308	855 209	840 495	1 400 089	1 311 643	1 529 872
SRD	407 015	587 639	484 123	416 719	402 346	224 781	139 789
COVID-19	-	-	-	-	-	19 543 008	32 330 702
Total	128 322 851	138 905 1823	150 154 753	162 709 839	190 289 381	218 956 935	222 717 897

Table 3: Number of social grants per grant type and region as at 31 March 2021

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	23 341	1 975 356	172 623	66 305	36 422	595 873	6	2 869 926
FS	8 971	717 037	75 276	20 741	11 673	214 703		1 048 401
GP	21 479	2 020 748	115 924	36 275	11 366	700 253	7	2 906 052
KZN	39 218	2 980 844	215 294	51 780	81 766	741 335	4	4 110 241
LP	17 029	1 990 377	95 731	36 162	56 198	494 929		2 690 426
MP	11 673	1 189 483	76 135	19 220	23 877	270 796		1 591 184
NC	5 774	331 140	47 226	9 443	21 162	93 362	1	508 108
NW	9 729	912 533	61 456	23 208	17 676	280 052	1	1 304 655
WC	16 554	1 048 824	145 133	30 897	23 631	383 301	6	1 648 346
Total	153 768	13 166 342	1 004 798	294 031	283 771	3 774 604	25	18 677 339

Furthermore, more than 10.2 million individuals benefitted monthly from the COVID-19 Special Relief grant (R350.00). Overall, for the period under review, approximately 29 million beneficiaries relied on social transfers for basic needs. This represents about 49% of the population.

In addition, 167 802 SRD applications were awarded at a cost of R192 million. These were awarded to families experiencing undue hardship, individuals awaiting grants and families where a breadwinner had died. SRD awards were extended to cover projects such as the Zero Hunger campaign which responds to challenges of food insecurity, especially amongst children. Statistics South Africa, in its recent study "Towards measuring the extent of food security in South Africa: An examination of hunger and food inadequacy" recorded that, in 2017, 6,8 million South Africans experienced hunger, and that while the number had dropped from 13,5 million in 2002 hunger still affects 1,7 million households across the country.

The Household Food Insecurity Access Scale showed that the percentage of South African households with inadequate or severely inadequate access to food decreased from 23.6% in 2010 to 21.3% in 2017. According to the report, the extent of food insecurity in the country has dire long-term consequences for the health and productive capacity of its citizens. Groups who are particularly vulnerable to food insecurity and hunger include the aged, people with disabilities, children, women, child- and youth-headed households, farmworkers, seasonal workers and the unemployed. These vulnerable groups become the Government's responsibility and as such they impact the social security net.

2.2 ORGANISATIONAL ENVIRONMENT

The 2021/22 financial year marked the second year of implementation of the SASSA Strategic Plan 2020 – 2025. The strategic plan articulates four outcomes: Reduced levels of poverty; Economic Transformation – empowered individuals and sustainable communities; Improved Customer Experience; and Improved Organisational Efficiencies. SASSA is on track in implementing the five-year targets based on the identified outcomes.

The service delivery environment in the reporting period was challenging as a result of the measures implemented to limit the spread of the corona virus. Staff at local offices were unable to work at full capacity in an effort to ensure that the health protocols were maintained. Three hundred and forty staff members tested positive for corona virus during the period under review whilst nine are deceased.

SASSA embarked on a Business Process Re-engineering project with the purpose of building a visibly transformed organisation, with a suitable operating model and organisational structure, optimised processes, policies and procedures and capacity building for staff who will operate in an environment enabled by technology where possible. This is a two-year project and is expected to be completed in June 2023. The project consists of four phases, namely:

- Administrative Process phase;
- As-Is Assessment phase;
- Design of SASSA's Blue Print and development of To-Be Process in all tiers of SASSA; and
- Sign-off of the Blue Print and implementation.



The COVID-19 Social Relief Grant (R350) was reintroduced for the period August 2021 to March 2022. The extension was prompted by the Adjusted Alert Level 3 Directions issued by the Minister of Social Development, as published in Government Gazette No. 44938, Government Notice No. R.681 of 3 August 2021.

The Head of Fraud Management and Compliance Branch was appointed on the 1st June 2021 with the responsibility to improve Anti-fraud and Corruption efforts through prevention, detection, investigation and resolution of fraud and corruption cases. In the short to long-term, these efforts will create more value in the effective control, good performance, ethical culture and compliance with the prescripts. Acting arrangements were put in place in the vacant regional management positions to ensure service delivery is unhindered.

SASSA is configured into two Programmes as Follows:

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 & Marketing, Corporate Services; Financial Management; Information and Communication Technology; and Strategy & 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, as well as beneficiary maintenance.

2.3 KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

There were no major policy or legislative changes in the 2021/22 financial year.

2.4 PROGRESS TOWARDS ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

In March 2020, SASSA tabled its five years (2020/21 -2024/25) Strategic Plan to Parliament, the plan contains SASSA's impact statement for the term as well as four outcomes for implementation towards the realisation of the impact. SASSA's Strategic Plan as tabled in 2020 has never been amended. The impact statement as encapsulated in the five-year plan is "Improved quality of life for vulnerable people and those living in poor conditions" and the identified outcomes for this period are listed below with some progress provided.



REDUCED LEVELS OF POVERTY (CONSIDERED TO BE SASSA’S PRIMARY OUTCOME)

This outcome entails improving social grants coverage, deals with the exclusion errors particularly for the children under the age of 1 and the provision of temporary relief to families experiencing undue hardship (focusing primarily on disasters, fires, death of provider, etc.). Similarly, the work of SASSA included in the 2019 – 2024 MTSF revolves around this outcome as is reported accordingly through the Department of Social Development.

In the past two financial years, 2020/21 – 2021/22, SASSA managed to increase the social grants in payment from 18 290 592 at the end of March 2020 to 18 677 339 at the end of March 2022. In consideration of the perpetual unemployment rate facing South Africa and the impact of the COVID-19 pandemic that left a number of citizens without an income, the number of social grants processed by SASSA is expected to remain on the increase. In the same period, SASSA provided social relief to individuals and families in the disastrous situations, in total, 359 360 SRD awards were issued at a cost of R416 536 million. Furthermore, SASSA was tasked with the administration of the COVID-19 SRD grant that has brought in new

beneficiaries amounting to more than 10.2 million at the end of March 2022. This has increased the number of citizens relying on social transfers to about 48% of the population. Towards closing the exclusion gap particularly for the children under 1, a specific target is being included in the SASSA APPs in the five-year period of the strategic plan. By the end of March 2022, 544 237 children within this cohort were in receipt of children’s grants against the 2021 mid-year population of 1 175 632.

ECONOMIC TRANSFORMATION – EMPOWERED INDIVIDUALS AND SUSTAINABLE COMMUNITIES

This outcome aims at facilitating access to development and economic opportunities for social grants beneficiaries towards self-sufficiency. In the past two years, SASSA has worked with the Department of Basic Education and NSFAS towards assisting those who are/were social assistance beneficiaries financially to further their tertiary education without subjecting them to further means tests. In 2020, a database containing 572 878 beneficiaries who were in matric was referred to NSFAS and DSD for financial assistance and 559 646 beneficiaries were referred in 2021.



IMPROVED CUSTOMER EXPERIENCE

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 grants applications as well as the time taken to resolve customers' enquiries and disputes. SASSA's target in the five-year period is to gradually improve the turnaround time for processing social grant applications to one day. SASSA is likely to realise this target as the majority of the applications taken through face to face interaction are finalised within one day. During the past two years, the time taken to resolve enquiries was reduced from 21 days to 10 days with a 98.06% resolution rate. Regarding the disputes, a similar trajectory was observed where the time taken to resolve customers' disputes was reduced from 21 days to 14 days with a resolution of 94.39%.

IMPROVED ORGANISATIONAL EFFICIENCIES

The focus of this outcome is on improving institutional capability in order to address challenges that require SASSA's attention, including the shortage of critical skills and the automation of business processes. In 2020, a skills audit exercise was completed for SASSA's Executives and General Managers, skills gaps were identified and training provided. SASSA has prioritised the automation of its manual business processes, these include the scanning of beneficiaries' records, introduction of the Online Grant Applications Solution particularly during the COVID-19 period when regulations were imposed to limit large gatherings affecting the number of beneficiaries that could be serviced in the local offices. The Online Grant Applications Solution was implemented for the following grant types: CSG, FCG, OAG and COVID-19 Special Relief Grant. In the 2021/22 financial year, a total of 191 140 applications were received through the online platform and 158 743 were finalised. Furthermore, an Online Booking System for medical assessment for Temporary Disability Grant was developed, piloted in the Western Cape and implemented in all regions.

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/ departments:

- **Executive Management:** this sub-programme comprises the Office of the CEO and related support services including Fraud and Compliance Management, Communication 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 implementation of policies through monitoring and evaluation as well as the development of new products.
- **Communication and marketing:** This programme is responsible for effective internal and external communication.

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 26 targets planned for this financial year, of which 19 (73%) were achieved.

During the period under review, AGSA undertook an audit for the 2020/21 financial year whereby AFS received an unqualified opinion, however, the predetermined objectives had a material finding on the usefulness and reliability of the reported performance information.

Towards enhancing the efficiency and effectiveness of fraud prevention, detection, investigation and resolution within SASSA, a total of 256 cases of fraud and corruption were reported during the reporting period. SASSA investigated and finalised 95.31% (244 of 256) of these cases against a target of 70%. Against the detection element, suspected fraud was detected and referred to relevant stakeholders for corrective action. The measures implemented resulted in the following:

- The matching of COVID-19 special relief grant (R350) applicants against the databases of various entities has resulted in the identification and declining of 16.5 million applications. Among the highest declined applications are Unemployment Insurance Fund recipients, social grant recipients and people receiving alternative income.
- Sixty-five (65) fraudulent disability grants were detected in Limpopo.
- Fraudulent disability grants were detected in Gauteng whereby applicants were charged R4 300 for the application

During the year under review, Internal Audit and Risk Management conducted 18 audit reviews focusing on high risk areas, verifying internal controls such as operating effectiveness, risk mitigation controls and compliance with relevant laws. Implementation of the recommendations assisted to improve internal controls to ensure improved accountability and attainment of objectives.



Towards implementing consequence management, 179 labour relations cases were finalised with sanctions ranging between written/final/verbal warnings, suspension without pay, dismissals, and counselling. Furthermore, 91.74% (100 of 109) financial misconduct cases (current) were finalised. Effective consequence management serves as a deterrent to prevent further misdemeanors.

Online grant applications solution implemented in nine regional SASSA Virtual Offices for the following grant types: CSG, FCG, OAG and COVID-19 Special Relief Grant. As at the end of March 2022, 191 140 applications (excluding the COVID-19 special relief grant) were received through this platform and 158 743 were processed and finalised.

The Online booking system for medical assessment for Disability Grants was developed and implemented in all Regions through the efficient use of technology,

significantly cutting down on the number of times an applicant has to report to a SASSA office prior to lodging an application, and cost savings for both SASSA and the grant applicants.

The database of all grant beneficiaries (559 646) who were registered for matric in 2021 was referred to NSFAS and DSD for financial assistance. This is done to ensure beneficiaries of social grants are not subjected to further means testing when applying for financial aid to study further.

Social Assistance plays an important role in protecting the vulnerable groups from the worst effects of food insecurity and hunger. Of the total grants in payment, 83.06% (10 622 628) were women, 32.5%, (4 165 615) were youth and 7.85% (1 004 798).were persons with disabilities.

3.1.5 INSTITUTIONAL PROGRAMME PERFORMANCE

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

PROGRAMME 1: ADMINISTRATION									
NO.	OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2021/22	REASONS FOR DEVIATIONS
1.	Improved organisational efficiency	Annual Performance plan (APP) and relevant compliance reports developed and submitted to oversight institutions.	APP developed and tabled to Parliament.	Achieved. Final SASSA APP was developed, adopted by EXCO, submitted to the Minister of Social Development on 31 January 2021 for approval and tabled to Parliament on 15 March 2021.	2022/2023 APP developed and tabled to Parliament by March 2022.	Achieved. SASSA APP was developed, adopted by EXCO, submitted to the Minister of Social Development on the 31st January 2022 for approval and tabled to Parliament on the 9th March 2022.	None	None	None
2.	Improved organisational efficiency	Annual Performance plan (APP) and relevant compliance reports developed and submitted to oversight institutions.	Annual Performance report on the implementation of the APP produced and submitted to oversight institutions.	Achieved. Annual Performance report on the implementation of the 2019/20 APP was produced, audited and submitted to the EA, NT, AGSA and other relevant institutions. The report carried 74% performance and an unqualified audit opinion was received from AGSA.	Annual Performance report on the implementation of the APP produced and submitted to oversight institutions.	Achieved. An audited electronic copy of the Annual Report (2020/21) was finalised and submitted to the Department of Social Development on the 29th September 2021 for tabling to Parliament. SASSA received an unqualified audit opinion from the Auditor-General of South Africa (AGSA) on AFS. There was, however a material finding on the usefulness and reliability of the reported performance information. The Annual Report (2020/21) carried a 74% achievement on performance.	None	None	None
3.	Improved organisational efficiency	Effective financial management.	Unqualified audit outcome.	Achieved. SASSA's Annual Financial Statements were compiled and submitted to AGSA and National Treasury on 31 May 2019 for audit purposes. SASSA received an unqualified audit opinion for the 2018/19 financial year.	Achieved. SASSA's Annual Financial Statements were compiled and submitted to AGSA and National Treasury on 31 July 2020 for audit purposes. SASSA received an unqualified audit opinion for the 2019/20 financial year.	Unqualified audit outcome received.	Achieved. SASSA received an unqualified Audit opinion for the 2020/21 Financial year.	None	None

PROGRAMME 1: ADMINISTRATION

NO.	OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2021/22	REASONS FOR DEVIATIONS																																																																																																
3.1	Improved organisational efficiency	Effective financial management.	Unqualified audit outcome.		<p>Not Achieved. 86.51% (109 of 126) audit interventions were implemented.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>No interventions required</th> <th>No interventions implemented</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>EC</td><td>9</td><td>9</td><td>100</td></tr> <tr><td>FS</td><td>6</td><td>6</td><td>100</td></tr> <tr><td>GP</td><td>16</td><td>14</td><td>87,50</td></tr> <tr><td>HO</td><td>42</td><td>32</td><td>76,19</td></tr> <tr><td>KZN</td><td>15</td><td>15</td><td>100</td></tr> <tr><td>LP</td><td>7</td><td>7</td><td>100</td></tr> <tr><td>MP</td><td>8</td><td>6</td><td>75</td></tr> <tr><td>NC</td><td>7</td><td>6</td><td>85,71</td></tr> <tr><td>NW</td><td>9</td><td>7</td><td>77,78</td></tr> <tr><td>WC</td><td>7</td><td>7</td><td>100</td></tr> <tr><td>Total</td><td>126</td><td>109</td><td>86,51</td></tr> </tbody> </table> <p>Outstanding interventions include:</p> <ul style="list-style-type: none"> • Social assistance service fee (bank charges) for March 2020 not accrued. • Inadequate batching of servers; • Development of Foster Care electronic system; • Delays in the appointment of External Assessor for Internal Audit; • Outstanding cases of fruitless and wasteful expenditure. 	Location	No interventions required	No interventions implemented	Percentage	EC	9	9	100	FS	6	6	100	GP	16	14	87,50	HO	42	32	76,19	KZN	15	15	100	LP	7	7	100	MP	8	6	75	NC	7	6	85,71	NW	9	7	77,78	WC	7	7	100	Total	126	109	86,51	<p>2020/21 Audit action plan developed and 100% Audit Action Plan implemented for improved 2021/22 audit report.</p>	<p>Not Achieved. 85.92% (61 of 71) audit interventions were implemented.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>No interventions required</th> <th>No interventions implemented</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>EC</td><td>7</td><td>7</td><td>100,00</td></tr> <tr><td>FS</td><td>1</td><td>1</td><td>100,00</td></tr> <tr><td>GP</td><td>10</td><td>7</td><td>70,00</td></tr> <tr><td>HO</td><td>29</td><td>23</td><td>79,31</td></tr> <tr><td>KZN</td><td>2</td><td>2</td><td>100,00</td></tr> <tr><td>LP</td><td>3</td><td>3</td><td>100,00</td></tr> <tr><td>MP</td><td>6</td><td>6</td><td>100,00</td></tr> <tr><td>NC</td><td>4</td><td>4</td><td>100,00</td></tr> <tr><td>NW</td><td>5</td><td>4</td><td>80,00</td></tr> <tr><td>WC</td><td>4</td><td>4</td><td>100,00</td></tr> <tr><td>Total</td><td>71</td><td>61</td><td>85,92</td></tr> </tbody> </table> <p>The interventions which were still in progress as at 31 March 2022 include:</p> <ul style="list-style-type: none"> • Corrective measures related to effectiveness of steps to prevent irregular expenditure on leases; • Finalisation of financial misconduct cases; • Financial losses incurred as a result of fraudulent grant payments made; • Grants application process; and • Network security: firewall assessment. 	Location	No interventions required	No interventions implemented	Percentage	EC	7	7	100,00	FS	1	1	100,00	GP	10	7	70,00	HO	29	23	79,31	KZN	2	2	100,00	LP	3	3	100,00	MP	6	6	100,00	NC	4	4	100,00	NW	5	4	80,00	WC	4	4	100,00	Total	71	61	85,92	(14.08%)	Some interventions required more time to complete due to many dependencies.
Location	No interventions required	No interventions implemented	Percentage																																																																																																						
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PROGRAMME 1: ADMINISTRATION

NO.	OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2021/22	REASONS FOR DEVIATIONS
4.	Improved organisational efficiency	Effective financial management.	Irregular expenditure reduced (value).	*	Not Achieved. Irregular expenditure was reduced by 12% (R146 421 687 of R1 227 924 605).	Irregular expenditure reduced by 75%.	Not Achieved. Irregular expenditure (current) was reduced by 55%. In 2020/21 SASSA incurred a R20.3 million irregular expenditure and in 2021/22, a total of R9.1 million was incurred. SASSA's current irregular expenditure added together with the historic irregular expenditure incurred in the previous years amount to approximately R1.1 billion. Details of the closing balance are recorded on page 7 to 8.	(20%)	Underachievement is attributed to lease agreements that expired and could not be renewed due to lease extension challenges and difficulty in finding alternative suitable office accommodation in the market.
5.	Improved organisational efficiency	Cost of administering social grants.	Average cost of administering social assistance.	*	Achieved. Average cost of administering social assistance was R32 per beneficiary (R7 billion (administrative budget)/18 million (number of beneficiaries))/12 months.	Average cost of administering social assistance projected at R37.	Achieved. Average cost of administering social assistance was R21.36 per beneficiary. The total SASSA's administrative expenditure was R7.4 billion and there were 28 957 million (18.7 million normal grants plus 10.2 million COVID-19 special relief grant) beneficiaries at the end of March 2022.	(R15.64)	The positive results can be attributed to: <ul style="list-style-type: none"> The bulk of the beneficiaries opted to receive their benefits through the National Payment System which is cheaper. SASSA received an additional budget for the administration of the COVID-19 special relief grant.
6.	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 3.17% of the total social grants budget. (R7 billion (administrative budget)/R221 billion (social assistance budget))	Administration cost as a percentage of social assistance transfers budget projected at 4.2%.	Achieved. Administration cost of social assistance transfers budget was 3.3% of the total social grants budget. SASSA's administrative expenditure was R7.4 billion against R222.6 billion social assistance actual expenditure.	(0.9%)	The outcomes were also influenced by the additional 10.2 million COVID-19 special relief grant beneficiaries. <ul style="list-style-type: none"> A total of 28 957 million (18.7 million normal grants plus 10.2 million COVID-19 special relief grant) beneficiaries were considered for these results.

PROGRAMME 1: ADMINISTRATION

NO.	OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2021/22	REASONS FOR DEVIATIONS																																																																																																																																																
7.	Improved organisational efficiency	Suppliers paid timeously for services rendered.	Percentage of eligible suppliers paid within 30 days.	<p>Achieved. 100% (3 988 of 3 988) eligible suppliers were paid within 30 days.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Suppliers</th> <th>Within 30 Days</th> <th>>30</th> </tr> </thead> <tbody> <tr> <td>HO</td> <td>220</td> <td>220 100%</td> <td>0</td> </tr> <tr> <td>EC</td> <td>619</td> <td>619 100%</td> <td>0</td> </tr> <tr> <td>FS</td> <td>326</td> <td>326 100%</td> <td>0</td> </tr> <tr> <td>GP</td> <td>386</td> <td>386 100%</td> <td>0</td> </tr> <tr> <td>LP</td> <td>480</td> <td>480 100%</td> <td>0</td> </tr> <tr> <td>KZN</td> <td>552</td> <td>552 100%</td> <td>0</td> </tr> <tr> <td>MP</td> <td>322</td> <td>322 100%</td> <td>0</td> </tr> <tr> <td>NC</td> <td>299</td> <td>299 100%</td> <td>0</td> </tr> <tr> <td>NW</td> <td>441</td> <td>441 100%</td> <td>0</td> </tr> <tr> <td>WC</td> <td>343</td> <td>343 100%</td> <td>0</td> </tr> <tr> <td>Total</td> <td>3 988</td> <td>3 988</td> <td>0</td> </tr> </tbody> </table>	Location	Suppliers	Within 30 Days	>30	HO	220	220 100%	0	EC	619	619 100%	0	FS	326	326 100%	0	GP	386	386 100%	0	LP	480	480 100%	0	KZN	552	552 100%	0	MP	322	322 100%	0	NC	299	299 100%	0	NW	441	441 100%	0	WC	343	343 100%	0	Total	3 988	3 988	0	<p>Achieved. 99.99% (2 779 out of 2 780) eligible suppliers paid within 30 days.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Suppliers</th> <th>Within 30 Days</th> <th>>30</th> </tr> </thead> <tbody> <tr> <td>HO</td> <td>189</td> <td>189 100%</td> <td>0</td> </tr> <tr> <td>EC</td> <td>457</td> <td>457 100%</td> <td>0</td> </tr> <tr> <td>FS</td> <td>237</td> <td>237 100%</td> <td>0</td> </tr> <tr> <td>GP</td> <td>328</td> <td>328 100%</td> <td>0</td> </tr> <tr> <td>LP</td> <td>275</td> <td>275 100%</td> <td>0</td> </tr> <tr> <td>KZN</td> <td>393</td> <td>393 100%</td> <td>0</td> </tr> <tr> <td>MP</td> <td>181</td> <td>181 100%</td> <td>0</td> </tr> <tr> <td>NC</td> <td>225</td> <td>225 100%</td> <td>0</td> </tr> <tr> <td>NW</td> <td>271</td> <td>271 100%</td> <td>0</td> </tr> <tr> <td>WC</td> <td>224</td> <td>223 99.55%</td> <td>1 0.45%</td> </tr> <tr> <td>Total</td> <td>2 780</td> <td>2 779</td> <td>99.99%</td> </tr> </tbody> </table>	Location	Suppliers	Within 30 Days	>30	HO	189	189 100%	0	EC	457	457 100%	0	FS	237	237 100%	0	GP	328	328 100%	0	LP	275	275 100%	0	KZN	393	393 100%	0	MP	181	181 100%	0	NC	225	225 100%	0	NW	271	271 100%	0	WC	224	223 99.55%	1 0.45%	Total	2 780	2 779	99.99%	<p>100% of eligible suppliers paid within 30 days.</p>	<p>Achieved. 100% (2 656 of 2 656) eligible suppliers paid within 30 days. This is a collective achievement from the nine regions as detailed below.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Suppliers</th> <th>Within 30 Days</th> <th>>30</th> </tr> </thead> <tbody> <tr> <td>HO</td> <td>174</td> <td>174 100%</td> <td>0</td> </tr> <tr> <td>EC</td> <td>320</td> <td>320 100%</td> <td>0</td> </tr> <tr> <td>FS</td> <td>232</td> <td>232 100%</td> <td>0</td> </tr> <tr> <td>GP</td> <td>298</td> <td>298 100%</td> <td>0</td> </tr> <tr> <td>LP</td> <td>217</td> <td>217 100%</td> <td>0</td> </tr> <tr> <td>KZN</td> <td>416</td> <td>416 100%</td> <td>0</td> </tr> <tr> <td>MP</td> <td>161</td> <td>161 100%</td> <td>0</td> </tr> <tr> <td>NC</td> <td>250</td> <td>250 100%</td> <td>0</td> </tr> <tr> <td>NW</td> <td>268</td> <td>268 100%</td> <td>0</td> </tr> <tr> <td>WC</td> <td>320</td> <td>320 100%</td> <td>0</td> </tr> <tr> <td>Total</td> <td>2 656</td> <td>2 656</td> <td>100%</td> </tr> </tbody> </table>	Location	Suppliers	Within 30 Days	>30	HO	174	174 100%	0	EC	320	320 100%	0	FS	232	232 100%	0	GP	298	298 100%	0	LP	217	217 100%	0	KZN	416	416 100%	0	MP	161	161 100%	0	NC	250	250 100%	0	NW	268	268 100%	0	WC	320	320 100%	0	Total	2 656	2 656	100%	None	None
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PROGRAMME 1: ADMINISTRATION

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8.	Improved organisational efficiency	Reduce social assistance debts.	Percentage of social assistance debts recovered.	<p>Achieved. 31.42% (R259 089 851.79 of R 824, 595 269.28) of social assistance debts were recovered and written off. R 10 600,047.28 was recovered and R 248,489,804.51 was written off.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Debt book</th> <th>Amount collected including write off (R)</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>EC</td> <td>111 568 820.15</td> <td>24 532 121.48</td> <td>21.99</td> </tr> <tr> <td>FS</td> <td>13 340 389.07</td> <td>3 196 459.93</td> <td>23.96</td> </tr> <tr> <td>GP</td> <td>25 282 823.88</td> <td>12 470 449.97</td> <td>49.32</td> </tr> <tr> <td>KZN</td> <td>6 06 757 749.30</td> <td>183 907 653.58</td> <td>31.95</td> </tr> <tr> <td>LP</td> <td>22 523 885.74</td> <td>6 205 044.32</td> <td>27.55</td> </tr> <tr> <td>MP</td> <td>8 441 812.07</td> <td>1 040 737.12</td> <td>12.33</td> </tr> <tr> <td>NC</td> <td>6 711 974.69</td> <td>1 412 727.04</td> <td>21.05</td> </tr> <tr> <td>NW</td> <td>9 427 582.86</td> <td>2 044 777.32</td> <td>21.69</td> </tr> <tr> <td>WC</td> <td>20 540 821.52</td> <td>4 279 881.03</td> <td>20.83</td> </tr> <tr> <td>Total</td> <td>824 595 269.28</td> <td>259 089 851.79</td> <td>31.42</td> </tr> </tbody> </table>	Location	Debt book	Amount collected including write off (R)	%	EC	111 568 820.15	24 532 121.48	21.99	FS	13 340 389.07	3 196 459.93	23.96	GP	25 282 823.88	12 470 449.97	49.32	KZN	6 06 757 749.30	183 907 653.58	31.95	LP	22 523 885.74	6 205 044.32	27.55	MP	8 441 812.07	1 040 737.12	12.33	NC	6 711 974.69	1 412 727.04	21.05	NW	9 427 582.86	2 044 777.32	21.69	WC	20 540 821.52	4 279 881.03	20.83	Total	824 595 269.28	259 089 851.79	31.42	<p>Achieved. 1.17% (R8 042 489.41 of R686 443 065.51) of social assistance debts was recovered. The 5% target equates to R34 322 153.28.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Debt book</th> <th>Amount collected including write off (R)</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>EC</td> <td>87 033 478.96</td> <td>1 38 229.26</td> <td>1.59</td> </tr> <tr> <td>FS</td> <td>13 684 314.10</td> <td>724 460.96</td> <td>5.29</td> </tr> <tr> <td>GP</td> <td>16 659 652.99</td> <td>548 683.09</td> <td>3.29</td> </tr> <tr> <td>KZN</td> <td>5 111 167 376.38</td> <td>2 656 225.42</td> <td>0.52</td> </tr> <tr> <td>LP</td> <td>2 198 279.64</td> <td>1 009 795.47</td> <td>5.00</td> </tr> <tr> <td>MP</td> <td>9 806 305.90</td> <td>270 556.72</td> <td>2.76</td> </tr> <tr> <td>NC</td> <td>7 650 373.47</td> <td>432 384.56</td> <td>5.65</td> </tr> <tr> <td>NW</td> <td>10 161 251.56</td> <td>758 145.78</td> <td>7.46</td> </tr> <tr> <td>WC</td> <td>10 082 032.51</td> <td>261 624.15</td> <td>2.59</td> </tr> <tr> <td>Total</td> <td>686 443 065.51</td> <td>8 042 489.41</td> <td>1.17</td> </tr> </tbody> </table>	Location	Debt book	Amount collected including write off (R)	%	EC	87 033 478.96	1 38 229.26	1.59	FS	13 684 314.10	724 460.96	5.29	GP	16 659 652.99	548 683.09	3.29	KZN	5 111 167 376.38	2 656 225.42	0.52	LP	2 198 279.64	1 009 795.47	5.00	MP	9 806 305.90	270 556.72	2.76	NC	7 650 373.47	432 384.56	5.65	NW	10 161 251.56	758 145.78	7.46	WC	10 082 032.51	261 624.15	2.59	Total	686 443 065.51	8 042 489.41	1.17	<p>5% of social assistance debts recovered and/or written off.</p>	<p>Not Achieved. 1.07% (R7 942 441.49 of R741 778 297.68) of social assistance debts were recovered. In addition, SASSA submitted a total of R315 million for write off. A collective achievement from the nine regions is detailed below.</p> <p>Contribution by Regions</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Debt book</th> <th>Amount collected including write off (R)</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>EC</td> <td>90 083 595.25</td> <td>1 206 295.78</td> <td>1.34</td> </tr> <tr> <td>FS</td> <td>15 369 703.91</td> <td>772 641.51</td> <td>5.03</td> </tr> <tr> <td>GP</td> <td>22 155 895.96</td> <td>579 932.70</td> <td>2.61</td> </tr> <tr> <td>KZN</td> <td>542 943 849.46</td> <td>1 583 154.90</td> <td>0.29</td> </tr> <tr> <td>LP</td> <td>26 419 764.96</td> <td>1 721 334.76</td> <td>6.52</td> </tr> <tr> <td>MP</td> <td>11 285 384.42</td> <td>196 321.95</td> <td>1.74</td> </tr> <tr> <td>NC</td> <td>8 928 356.17</td> <td>418 892.19</td> <td>4.69</td> </tr> <tr> <td>NW</td> <td>11 986 567.24</td> <td>918 835.69</td> <td>7.68</td> </tr> <tr> <td>WC</td> <td>12 625 180.31</td> <td>546 032.01</td> <td>4.32</td> </tr> <tr> <td>Total</td> <td>741 778 297.68</td> <td>7 942 441.49</td> <td>1.07</td> </tr> </tbody> </table>	Location	Debt book	Amount collected including write off (R)	%	EC	90 083 595.25	1 206 295.78	1.34	FS	15 369 703.91	772 641.51	5.03	GP	22 155 895.96	579 932.70	2.61	KZN	542 943 849.46	1 583 154.90	0.29	LP	26 419 764.96	1 721 334.76	6.52	MP	11 285 384.42	196 321.95	1.74	NC	8 928 356.17	418 892.19	4.69	NW	11 986 567.24	918 835.69	7.68	WC	12 625 180.31	546 032.01	4.32	Total	741 778 297.68	7 942 441.49	1.07	<p>(3.93%)</p> <ul style="list-style-type: none"> Economic conditions of debtors. National Treasury did not approve submitted R315 million write-offs due to: <ul style="list-style-type: none"> No savings were available at the time of request SASSA to implement gatekeeping strategy. SASSA to implement debt management improvement strategy.
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9.	Improved organisational efficiency	Consequence management measures implemented	Percentage of financial misconduct cases finalised within 120 days (current)	<p>Achieved. 78% (233 of 297) cases were finalised within 120 days.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Reported</th> <th>Finalised</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>HO</td> <td>3</td> <td>2</td> <td>67</td> </tr> <tr> <td>EC</td> <td>107</td> <td>71</td> <td>66</td> </tr> <tr> <td>FS</td> <td>25</td> <td>25</td> <td>100</td> </tr> <tr> <td>GP</td> <td>0</td> <td>0</td> <td>N/A</td> </tr> <tr> <td>KZN</td> <td>28</td> <td>25</td> <td>90</td> </tr> <tr> <td>LP</td> <td>17</td> <td>14</td> <td>82</td> </tr> <tr> <td>MP</td> <td>18</td> <td>16</td> <td>89</td> </tr> <tr> <td>NC</td> <td>9</td> <td>5</td> <td>56</td> </tr> <tr> <td>NW</td> <td>28</td> <td>26</td> <td>93</td> </tr> <tr> <td>WC</td> <td>62</td> <td>49</td> <td>79</td> </tr> <tr> <td>Total</td> <td>297</td> <td>233</td> <td>78</td> </tr> </tbody> </table>	Location	Reported	Finalised	Percentage	HO	3	2	67	EC	107	71	66	FS	25	25	100	GP	0	0	N/A	KZN	28	25	90	LP	17	14	82	MP	18	16	89	NC	9	5	56	NW	28	26	93	WC	62	49	79	Total	297	233	78	<p>Achieved. 99.51% (66 of 67) of financial misconduct cases (current) finalised within 120 days.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Reported</th> <th>Finalised</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>EC</td> <td>15</td> <td>15</td> <td>100</td> </tr> <tr> <td>FS</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>GP</td> <td>2</td> <td>2</td> <td>100</td> </tr> <tr> <td>HO</td> <td>3</td> <td>2</td> <td>66.67</td> </tr> <tr> <td>KZN</td> <td>10</td> <td>10</td> <td>100</td> </tr> <tr> <td>LP</td> <td>4</td> <td>4</td> <td>100</td> </tr> <tr> <td>MP</td> <td>7</td> <td>7</td> <td>100</td> </tr> <tr> <td>NC</td> <td>3</td> <td>3</td> <td>100</td> </tr> <tr> <td>NW</td> <td>14</td> <td>14</td> <td>100</td> </tr> <tr> <td>WC</td> <td>9</td> <td>9</td> <td>100</td> </tr> <tr> <td>Total</td> <td>67</td> <td>66</td> <td>98.51</td> </tr> </tbody> </table>	Location	Reported	Finalised	Percentage	EC	15	15	100	FS	-	-	-	GP	2	2	100	HO	3	2	66.67	KZN	10	10	100	LP	4	4	100	MP	7	7	100	NC	3	3	100	NW	14	14	100	WC	9	9	100	Total	67	66	98.51	<p>75% of financial misconduct cases finalised within 120 days (current).</p>	<p>Achieved. 91.74% (100 of 109) of financial misconduct cases (current) were finalised within 120 days. This is a collective achievement from the nine regions as detailed below.</p> <p>Contribution by Regions</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Reported</th> <th>Finalised</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>EC</td> <td>30</td> <td>30</td> <td>100.00</td> </tr> <tr> <td>FS</td> <td>16</td> <td>12</td> <td>75.00</td> </tr> <tr> <td>GP</td> <td>1</td> <td>1</td> <td>100.00</td> </tr> <tr> <td>HO</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>KZN</td> <td>15</td> <td>13</td> <td>86.67</td> </tr> <tr> <td>LP</td> <td>11</td> <td>10</td> <td>90.91</td> </tr> <tr> <td>MP</td> <td>8</td> <td>8</td> <td>100.00</td> </tr> <tr> <td>NC</td> <td>10</td> <td>8</td> <td>80.00</td> </tr> <tr> <td>NW</td> <td>8</td> <td>8</td> <td>100.00</td> </tr> <tr> <td>WC</td> <td>10</td> <td>10</td> <td>100.00</td> </tr> <tr> <td>Total</td> <td>109</td> <td>100</td> <td>91.74</td> </tr> </tbody> </table>	Location	Reported	Finalised	Percentage	EC	30	30	100.00	FS	16	12	75.00	GP	1	1	100.00	HO	-	-	-	KZN	15	13	86.67	LP	11	10	90.91	MP	8	8	100.00	NC	10	8	80.00	NW	8	8	100.00	WC	10	10	100.00	Total	109	100	91.74	16.74%	The Agency has prioritised the investigation processes to ensure that all identified cases were dealt with and the root causes were also rectified to prevent further recurrence.
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PROGRAMME 1: ADMINISTRATION

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10.	Improved organisational efficiency.	Consequence management measures implemented.	Percentage of financial misconduct cases finalised (backlog).	<p>Not Achieved. 24% (285 of 1 178) cases were finalised.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Reported</th> <th>Finalised</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>HO</td> <td>123</td> <td>16</td> <td>13</td> </tr> <tr> <td>EC</td> <td>206</td> <td>33</td> <td>16</td> </tr> <tr> <td>FS</td> <td>134</td> <td>60</td> <td>45</td> </tr> <tr> <td>GP</td> <td>72</td> <td>10</td> <td>14</td> </tr> <tr> <td>KZN</td> <td>263</td> <td>47</td> <td>18</td> </tr> <tr> <td>LP</td> <td>12</td> <td>4</td> <td>33</td> </tr> <tr> <td>MP</td> <td>20</td> <td>2</td> <td>10</td> </tr> <tr> <td>NC</td> <td>74</td> <td>5</td> <td>7</td> </tr> <tr> <td>NW</td> <td>26</td> <td>9</td> <td>35</td> </tr> <tr> <td>WC</td> <td>248</td> <td>99</td> <td>40</td> </tr> <tr> <td>Total</td> <td>1 178</td> <td>285</td> <td>24</td> </tr> </tbody> </table>	Location	Reported	Finalised	Percentage	HO	123	16	13	EC	206	33	16	FS	134	60	45	GP	72	10	14	KZN	263	47	18	LP	12	4	33	MP	20	2	10	NC	74	5	7	NW	26	9	35	WC	248	99	40	Total	1 178	285	24	<p>Achieved. 35.34% (434 of 1 228) backlog cases were finalised.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Reported</th> <th>Finalised</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>HO</td> <td>105</td> <td>28</td> <td>26,67</td> </tr> <tr> <td>EC</td> <td>179</td> <td>142</td> <td>79,33</td> </tr> <tr> <td>FS</td> <td>81</td> <td>47</td> <td>58,02</td> </tr> <tr> <td>GP</td> <td>199</td> <td>19</td> <td>7,54</td> </tr> <tr> <td>KZN</td> <td>222</td> <td>71</td> <td>31,53</td> </tr> <tr> <td>LP</td> <td>9</td> <td>9</td> <td>100</td> </tr> <tr> <td>MP</td> <td>137</td> <td>3</td> <td>2,19</td> </tr> <tr> <td>NC</td> <td>68</td> <td>23</td> <td>33,82</td> </tr> <tr> <td>NW</td> <td>24</td> <td>4</td> <td>16,67</td> </tr> <tr> <td>WC</td> <td>204</td> <td>88</td> <td>43,14</td> </tr> <tr> <td>Total</td> <td>1 228</td> <td>434</td> <td>35,34</td> </tr> </tbody> </table>	Location	Reported	Finalised	Percentage	HO	105	28	26,67	EC	179	142	79,33	FS	81	47	58,02	GP	199	19	7,54	KZN	222	71	31,53	LP	9	9	100	MP	137	3	2,19	NC	68	23	33,82	NW	24	4	16,67	WC	204	88	43,14	Total	1 228	434	35,34	95% of financial misconduct cases finalised (backlog).	<p>Not Achieved. 88.47% (829 of 937) of financial misconduct cases were finalised (backlog). This is a collective achievement from the nine regions as detailed below.</p> <p>Contribution by Regions</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Reported</th> <th>Finalised</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>HO</td> <td>81</td> <td>63</td> <td>77,78</td> </tr> <tr> <td>EC</td> <td>112</td> <td>77</td> <td>68,75</td> </tr> <tr> <td>FS</td> <td>37</td> <td>36</td> <td>97,30</td> </tr> <tr> <td>GP</td> <td>193</td> <td>168</td> <td>87,05</td> </tr> <tr> <td>KZN</td> <td>155</td> <td>152</td> <td>98,06</td> </tr> <tr> <td>LP</td> <td>2</td> <td>2</td> <td>100,00</td> </tr> <tr> <td>MP</td> <td>134</td> <td>134</td> <td>100,00</td> </tr> <tr> <td>NC</td> <td>57</td> <td>51</td> <td>89,47</td> </tr> <tr> <td>NW</td> <td>23</td> <td>19</td> <td>82,61</td> </tr> <tr> <td>WC</td> <td>143</td> <td>127</td> <td>88,81</td> </tr> <tr> <td>Total</td> <td>937</td> <td>829</td> <td>88,47</td> </tr> </tbody> </table>	Location	Reported	Finalised	Percentage	HO	81	63	77,78	EC	112	77	68,75	FS	37	36	97,30	GP	193	168	87,05	KZN	155	152	98,06	LP	2	2	100,00	MP	134	134	100,00	NC	57	51	89,47	NW	23	19	82,61	WC	143	127	88,81	Total	937	829	88,47	(6.53%)	<ul style="list-style-type: none"> Delay in finalisation of disciplinary processes in respect of complex cases. Slow investigation process as some of the affected are no longer employees of the Agency who could assist with explanation & provision of other evidence.
Location	Reported	Finalised	Percentage																																																																																																																																																						
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				<ul style="list-style-type: none"> Of the total misconduct cases, 894 were irregular expenditure cases. 536 irregular expenditure cases were referred to National Treasury for condonement; feedback remained outstanding at the end of March 2020. The balance of 357 cases were still being considered through labour relations processes to institute consequence management. 	<ul style="list-style-type: none"> Of the total misconduct cases, 894 were irregular expenditure cases. 512 irregular expenditure cases were referred to National Treasury for condonement of which 302 were condoned during the year under review. The feedback remained outstanding at the end of March 2020 for the 210 cases. The balance of 382 cases were still being considered internally through labour relations processes to institute consequence management. 	95% of financial misconduct cases finalised (backlog).	<ul style="list-style-type: none"> Of the total misconduct cases, 771 were irregular expenditure cases. National Treasury condoned 343 cases of irregular expenditure, 9 cases were cleared and it is still considering 230 cases of the irregular expenditure submitted for condonation during the year under review. The balance of 189 irregular expenditure cases was still being considered internally through labour relations process to institute consequence management. 	<ul style="list-style-type: none"> Of the total misconduct cases, 771 were irregular expenditure cases. National Treasury condoned 343 cases of irregular expenditure, 9 cases were cleared and it is still considering 230 cases of the irregular expenditure submitted for condonation during the year under review. The balance of 189 irregular expenditure cases was still being considered internally through labour relations process to institute consequence management. 																																																																																																																																																	

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11.	Improved organisational efficiency	Consequence management measures implemented	Percentage of labour relations cases finalised (misconduct and grievance cases).	<p>Not Achieved. 68% (350 of 516) of labour relations cases were finalised.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Received</th> <th>Finalised</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>HO</td> <td>10</td> <td>8</td> <td>80</td> </tr> <tr> <td>EC</td> <td>108</td> <td>104</td> <td>96</td> </tr> <tr> <td>FS</td> <td>19</td> <td>12</td> <td>63</td> </tr> <tr> <td>GP</td> <td>26</td> <td>8</td> <td>31</td> </tr> <tr> <td>KZN</td> <td>137</td> <td>38</td> <td>28</td> </tr> <tr> <td>LP</td> <td>16</td> <td>8</td> <td>50</td> </tr> <tr> <td>MP</td> <td>67</td> <td>63</td> <td>94</td> </tr> <tr> <td>NC</td> <td>75</td> <td>65</td> <td>87</td> </tr> <tr> <td>NW</td> <td>16</td> <td>6</td> <td>38</td> </tr> <tr> <td>WC</td> <td>42</td> <td>38</td> <td>90</td> </tr> <tr> <td>Total</td> <td>516</td> <td>350</td> <td>68</td> </tr> </tbody> </table> <p>Sanctions issued:</p> <ul style="list-style-type: none"> • Written warning – 134 • Final written warning – 45 • Suspension without pay – 14 • Dismissal – 21 • Demotion – 1 • Counselling -5 • Verbal warning – 12 <p>NB: Outcomes of grievances are not included in the list cited above; they are dealt with at different levels.</p>	Location	Received	Finalised	Percentage	HO	10	8	80	EC	108	104	96	FS	19	12	63	GP	26	8	31	KZN	137	38	28	LP	16	8	50	MP	67	63	94	NC	75	65	87	NW	16	6	38	WC	42	38	90	Total	516	350	68	<p>Achieved. 67% (148 of 221) of labour relations cases were finalised (these were cases received during the reporting period). Additional to 67% achievement, there were 51 carried over cases from previous financial years, which were finalised. This increased overall achievement of cases from 148 to 199, thereby increasing the overall percentage to 90% (199 of 221), of these cases 145 were misconduct and 54 grievances.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Cases Reported</th> <th>Cases finalised (Current)</th> <th>Cases carried over and finalised</th> <th>Achievement</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>HO</td> <td>14</td> <td>14</td> <td>6</td> <td>20</td> <td>100</td> </tr> <tr> <td>EC</td> <td>54</td> <td>50</td> <td>4</td> <td>54</td> <td>100</td> </tr> <tr> <td>FS</td> <td>4</td> <td>3</td> <td>2</td> <td>5</td> <td>100</td> </tr> <tr> <td>GP</td> <td>7</td> <td>5</td> <td>1</td> <td>6</td> <td>71</td> </tr> <tr> <td>KZN</td> <td>23</td> <td>1</td> <td>26</td> <td>27</td> <td>117</td> </tr> <tr> <td>LP</td> <td>12</td> <td>3</td> <td>1</td> <td>4</td> <td>33</td> </tr> <tr> <td>MP</td> <td>15</td> <td>8</td> <td>2</td> <td>10</td> <td>67</td> </tr> <tr> <td>NC</td> <td>49</td> <td>40</td> <td>5</td> <td>45</td> <td>92</td> </tr> <tr> <td>NW</td> <td>14</td> <td>2</td> <td>2</td> <td>4</td> <td>29</td> </tr> <tr> <td>WC</td> <td>29</td> <td>22</td> <td>2</td> <td>24</td> <td>83</td> </tr> <tr> <td>Total</td> <td>221</td> <td>148</td> <td>51</td> <td>199</td> <td>90</td> </tr> </tbody> </table>	Location	Cases Reported	Cases finalised (Current)	Cases carried over and finalised	Achievement	Percentage	HO	14	14	6	20	100	EC	54	50	4	54	100	FS	4	3	2	5	100	GP	7	5	1	6	71	KZN	23	1	26	27	117	LP	12	3	1	4	33	MP	15	8	2	10	67	NC	49	40	5	45	92	NW	14	2	2	4	29	WC	29	22	2	24	83	Total	221	148	51	199	90	60% of labour relations cases finalised.	<p>Achieved. 80.27% (179 of 223) of labour relations cases were finalised. Additional to 80% achievement, there were 48 carried over cases from previous financial year which were finalised. This increased overall achievement of cases from 179 to 227, thereby increasing the overall percentage to 102% (227 of 223). A collective achievement (i.e., cases finalised) from the nine regions is detailed below.</p> <p>Contribution by Head Office and Regions</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Cases Reported</th> <th>Cases finalised (Current)</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>HO</td> <td>7</td> <td>6</td> <td>85.71</td> </tr> <tr> <td>EC</td> <td>73</td> <td>71</td> <td>97.26</td> </tr> <tr> <td>FS</td> <td>16</td> <td>16</td> <td>100.00</td> </tr> <tr> <td>GP</td> <td>10</td> <td>8</td> <td>80.00</td> </tr> <tr> <td>KZN</td> <td>16</td> <td>6</td> <td>37.50</td> </tr> <tr> <td>LP</td> <td>30</td> <td>21</td> <td>70.00</td> </tr> <tr> <td>MP</td> <td>24</td> <td>16</td> <td>66.67</td> </tr> <tr> <td>NC</td> <td>14</td> <td>12</td> <td>85.71</td> </tr> <tr> <td>NW</td> <td>14</td> <td>11</td> <td>78.57</td> </tr> <tr> <td>WC</td> <td>19</td> <td>12</td> <td>63.16</td> </tr> <tr> <td>Total</td> <td>223</td> <td>179</td> <td>80.27</td> </tr> </tbody> </table>	Location	Cases Reported	Cases finalised (Current)	Percentage	HO	7	6	85.71	EC	73	71	97.26	FS	16	16	100.00	GP	10	8	80.00	KZN	16	6	37.50	LP	30	21	70.00	MP	24	16	66.67	NC	14	12	85.71	NW	14	11	78.57	WC	19	12	63.16	Total	223	179	80.27	21.17%	Overachievement of the target was mostly due to informal disciplinary hearings (disciplinary committees not required) handled by the supervisors and affected employees whereby sanctions were issued to correct the behaviour of employees.
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12 (1).	Improved organisational efficiency	Organisational transformation	Organisational transformation interventions implemented: <ul style="list-style-type: none"> Change management and Culture survey Business Process Reengineering (BPR). 	*	<p>Achieved. Skills Audit for General and Executive Managers was conducted and Skills Development report developed.</p> <p>Not achieved. The Terms of Reference for the Change Management tender was reviewed and enhanced to include the culture survey. The tender was awarded and contracting discussions completed.</p> <p>Not Achieved. The project was merged with the Change Management programme. The Terms of Reference for the Change Management tender was reviewed and enhanced to include the culture survey.</p> <p>Not achieved. The Terms of Reference was approved, tender advertised and evaluated.</p>	Organisational transformation interventions implemented: <ul style="list-style-type: none"> Change management and Culture survey. 	<p>Achieved. The project plan for Change Management and Culture survey was developed and signed-off, a steering committee was appointed, a group of 10 Change Agents were identified and selected to undergo training. Culture and Ability BluePrint surveys were undertaken for the whole organisation and following the results of the survey:</p> <ul style="list-style-type: none"> Consultations with management and staff throughout the Agency were embarked on, Change Agents completed their BluePrint and TP5.0 accreditation, EMs, GMs and Senior Managers attended training sessions on various aspects of change management, Coaching sessions for EMs and GMs were also undertaken, following their Personal BluePrint assessments by themselves and direct reports, A draft SASSA's Strategy on a Page (SOAP) was developed. 	None	None
12 (2).					<p>Not achieved. The Terms of Reference was approved, tender advertised and evaluated. The tender was considered by Bid Adjudication Committee (BAC) however, it was referred back to the Evaluation Committee for consideration of BAC inputs.</p> <p>Achieved. Digital Transformation Strategy was developed and approved.</p>	Organisational transformation interventions implemented: <ul style="list-style-type: none"> BPR 	<p>Achieved. The service provider was appointed and contracting completed.</p> <ul style="list-style-type: none"> Project Plan was agreed upon and signed off. Site Visits were conducted across regions. Monitoring and evaluation tool was developed. SASSA's As-is report was developed and finalised. 		

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13.	Improved organisational efficiency	SASSA capacitated for optimal service delivery.	Management and Executive Development Programme Implemented.	*	Achieved. Skills Audit for General and Executive Managers was conducted and Skills Development report developed.	Management and Executive Development Programme implemented for EMs and GMs towards closing the identified skills gap.	Achieved. Management and Executive Development Programme was implemented for EMs and GMs: <ul style="list-style-type: none"> Corporate Governance training was implemented for 11 GMs PFMA / SCM training was implemented for EMs and GMs 	None	None
14.	Economic transformation – Empowered individuals and sustainable communities.	Developmental opportunities for beneficiaries focusing primarily on Government assistance.	Grant beneficiaries linked to education opportunities.	*	Achieved. The database of all grant beneficiaries (572 878) who were registered for matric in 2020 was referred to NSFAS and DSD for financial assistance.	Updated database of all (100%) beneficiaries in Matric referred to NSFAS for financial assistance.	Achieved. The database of all grant beneficiaries (559 646) who were registered for matric in 2021 was referred to NSFAS and DSD for financial assistance.	None	None
15 (1).	Improved Customer experience.	Automated and digitised business processes.	Automated and digitised Grants Administration system implemented: Online grant applications solution.	*	Achieved. The Online grants application were implemented in 52 districts. A total of 1 933 officials were trained on the solution and 20 035 (CSG = 12 771, FCG = 243, OAG = 7 021) grant applications were received through this channel.	Online grant applications solution implemented in nine regional SASSA Virtual Offices in line with approved project plan for the following grant types: CSG, FCG, OAG and SRD.	Achieved. The online grant applications solution was implemented for the following grant types: CSG, FCG, OAG and COVID-19 Special Relief Grant. Nine regional virtual offices were established with a staff complement of about 471 grant administration officials, including 6 system administrators. For the period under review, 191 140 applications were received through the online platform and 158 743 were finalised. The COVID-19 special relief grant (R350) application through to payment process was fully automated and implemented.	None	None

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15 (2).	Improved customer experience.	Automated and digitised business processes.	Automated and digitised Grants Administration system implemented – Online booking system for temporary Disability Grant.	*	*	Online booking system for medical assessment for temporary Disability Grant implemented.	Achieved. The Online booking system for medical assessment for Temporary Disability Grant was developed, piloted in the Western Cape and implemented in all Regions. A total of 27 731 online bookings were done through this platform across all nine regions.	None	None
15 (3).	Improved organisational efficiency.	Automated and digitised business processes	Automated and digitised Grants Administration system implemented - Social grants system administration enhanced.	*	Achieved. Business case was developed, and the system enhanced to accommodate the payment of COVID-19 Special Relief grant. Technical support was provided for the stabilisation of the system.	Migration from Legacy systems to ERP platform: • Roadmap developed. • Implementation Plan approved.	Not Achieved. The proposed roadmap for migration from Legacy systems to ERP platform was presented to EXCO in December 2021. The roadmap was proposing the use of alternative technologies and replacement of the Legacy system.	Roadmap and implementation plan were not approved.	Roadmap and implementation plan were not approved, pending further external review and expert advice, as well as benchmarking as per EXCO recommendations.
16.	Improved organisational efficiency.	Automated and digitised business processes.	Automated and digitised business processes implemented.	*	*	E-Submission solution implemented for senior management levels.	Achieved E-Submission solution was implemented for Senior Management levels at SASSA Head Office and the nine regions. A total of 141 senior management staff members from all the branches at Head Office and from the regions were trained on how to use the electronic submission solution. The solution is implemented at Head Office and all the regions.	None	None

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17.	Improved organisational efficiency.	Implementation of a Biometric authentication solution for staff and beneficiaries.	Biometric Solution for users and beneficiaries acquired and implemented.	<p>Achieved. Biometric Identity Access Management System was piloted for SOCPEN users in 4 Regions (GP, KZN, EC and MP) – 33 offices.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Region</th> <th>Office</th> </tr> </thead> <tbody> <tr> <td rowspan="12">EC</td> <td>Cofimvaba, Idutywa, King Williams Town, Alice, Fort Beaufort, Zwelitsha, Ngqamakwe, Elliotdale, Mdantsane, Peddie, Cradock, Cala, Graaf-Reinet, Grahamstown, Lady Frere, Queenstown, Uitenhage, Bethelsdorp, Ngqeleni, Libode, Mthatha, Bizana, Mt Ayliff, Matielale and EC Regional Office</td> </tr> <tr> <td>Dobsonville, Soshanguwe and Soweto</td> </tr> <tr> <td>Emalahleni and Tonga</td> </tr> <tr> <td>Manguzi, Phetown and Vukhila</td> </tr> <tr> <td></td> </tr> <tr> <td></td> </tr> <tr> <td></td> </tr> <tr> <td></td> </tr> <tr> <td></td> </tr> <tr> <td></td> </tr> <tr> <td></td> </tr> <tr> <td></td> </tr> <tr> <td></td> <td>391</td> </tr> </tbody> </table>	Region	Office	EC	Cofimvaba, Idutywa, King Williams Town, Alice, Fort Beaufort, Zwelitsha, Ngqamakwe, Elliotdale, Mdantsane, Peddie, Cradock, Cala, Graaf-Reinet, Grahamstown, Lady Frere, Queenstown, Uitenhage, Bethelsdorp, Ngqeleni, Libode, Mthatha, Bizana, Mt Ayliff, Matielale and EC Regional Office	Dobsonville, Soshanguwe and Soweto	Emalahleni and Tonga	Manguzi, Phetown and Vukhila										391	<p>Achieved. Biometric identity access management system was implemented for SOCPEN users in 391 offices. These offices are spread across all nine regions:</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>No. of offices</th> </tr> </thead> <tbody> <tr> <td>EC</td> <td>21</td> </tr> <tr> <td>FS</td> <td>25</td> </tr> <tr> <td>GP</td> <td>42</td> </tr> <tr> <td>KZN</td> <td>88</td> </tr> <tr> <td>LP</td> <td>57</td> </tr> <tr> <td>MP</td> <td>46</td> </tr> <tr> <td>NC</td> <td>59</td> </tr> <tr> <td>NW</td> <td>34</td> </tr> <tr> <td>WC</td> <td>19</td> </tr> <tr> <td>Total</td> <td>391</td> </tr> </tbody> </table>	Location	No. of offices	EC	21	FS	25	GP	42	KZN	88	LP	57	MP	46	NC	59	NW	34	WC	19	Total	391	Alternative Biometric Identification Technology Solutions explored beyond the existing finger identification.	Achieved Scope and Benchmarking Framework were developed and the research was conducted. The Benchmark research report was presented and approved by EXCO in March 2022.	None	None
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18.	Improved organisational efficiencies.	Fraud management	Percentage of reported fraud and corruption cases investigated and finalised.	<p>Achieved. 95% (450 of 473) reported fraud and corruption cases investigated.</p> <p>Performance breakdown:</p> <table border="1"> <thead> <tr> <th>Region</th> <th>Received cases</th> <th>Investigated cases</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>HO</td><td>10</td><td>9</td><td>90</td></tr> <tr><td>EC</td><td>64</td><td>61</td><td>95</td></tr> <tr><td>FS</td><td>38</td><td>38</td><td>100</td></tr> <tr><td>GP</td><td>121</td><td>109</td><td>90</td></tr> <tr><td>KZN</td><td>59</td><td>55</td><td>93</td></tr> <tr><td>LP</td><td>29</td><td>29</td><td>100</td></tr> <tr><td>MP</td><td>41</td><td>41</td><td>100</td></tr> <tr><td>NC</td><td>34</td><td>33</td><td>97</td></tr> <tr><td>NW</td><td>16</td><td>15</td><td>94</td></tr> <tr><td>WC</td><td>61</td><td>60</td><td>98</td></tr> <tr><td>Total</td><td>473</td><td>450</td><td>95</td></tr> </tbody> </table> <p>The cases involved were fraudulent CSG, DG, OAG, multiple grants, corruption and financial misconduct. 56 cases were reported to law enforcement agencies.</p>	Region	Received cases	Investigated cases	Percentage	HO	10	9	90	EC	64	61	95	FS	38	38	100	GP	121	109	90	KZN	59	55	93	LP	29	29	100	MP	41	41	100	NC	34	33	97	NW	16	15	94	WC	61	60	98	Total	473	450	95	<p>Achieved. 90% (263 of 292) reported fraud and corruption cases investigated and finalised.</p> <p>Performance breakdown:</p> <table border="1"> <thead> <tr> <th>Region</th> <th>Received cases</th> <th>Investigated cases</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>HO</td><td>6</td><td>6</td><td>100</td></tr> <tr><td>EC</td><td>33</td><td>29</td><td>88</td></tr> <tr><td>FS</td><td>25</td><td>25</td><td>100</td></tr> <tr><td>GP</td><td>90</td><td>77</td><td>86</td></tr> <tr><td>KZN</td><td>37</td><td>31</td><td>84</td></tr> <tr><td>LP</td><td>16</td><td>16</td><td>100</td></tr> <tr><td>MP</td><td>30</td><td>28</td><td>93</td></tr> <tr><td>NC</td><td>22</td><td>21</td><td>96</td></tr> <tr><td>NW</td><td>9</td><td>9</td><td>100</td></tr> <tr><td>WC</td><td>24</td><td>21</td><td>88</td></tr> <tr><td>Total</td><td>292</td><td>263</td><td>90</td></tr> </tbody> </table> <p>The cases involved were dominated by fraudulent CSG, DG and OAG. 25 cases were reported to law enforcement agencies.</p>	Region	Received cases	Investigated cases	Percentage	HO	6	6	100	EC	33	29	88	FS	25	25	100	GP	90	77	86	KZN	37	31	84	LP	16	16	100	MP	30	28	93	NC	22	21	96	NW	9	9	100	WC	24	21	88	Total	292	263	90	<p>70% of reported fraud and corruption cases investigated and finalised.</p>	<p>Achieved. 95.31% (244 of 256) reported fraud and corruption cases investigated and finalised. The cases involved were dominated by fraudulent CSG, DG and OAG.</p> <p>This is a collective achievement from the nine regions as detailed below.</p> <p>Contribution by Regions</p> <table border="1"> <thead> <tr> <th>Region</th> <th>Received Cases</th> <th>Investigated Cases</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>HO</td><td>5</td><td>3</td><td>60.00</td></tr> <tr><td>EC</td><td>40</td><td>39</td><td>97.50</td></tr> <tr><td>FS</td><td>20</td><td>20</td><td>100.00</td></tr> <tr><td>GP</td><td>38</td><td>37</td><td>97.37</td></tr> <tr><td>KZN</td><td>43</td><td>39</td><td>90.70</td></tr> <tr><td>LP</td><td>13</td><td>13</td><td>100.00</td></tr> <tr><td>MP</td><td>31</td><td>29</td><td>93.55</td></tr> <tr><td>NC</td><td>24</td><td>23</td><td>95.83</td></tr> <tr><td>NW</td><td>12</td><td>12</td><td>100.00</td></tr> <tr><td>WC</td><td>30</td><td>29</td><td>96.67</td></tr> <tr><td>Total</td><td>256</td><td>244</td><td>95.31</td></tr> </tbody> </table> <p>There were 37 cases referred to law enforcement agencies. These include collecting grant funds for deceased persons, applying for disability grant with fraudulent medical information and collecting Child Support Grant fraudulently.</p>	Region	Received Cases	Investigated Cases	Percentage	HO	5	3	60.00	EC	40	39	97.50	FS	20	20	100.00	GP	38	37	97.37	KZN	43	39	90.70	LP	13	13	100.00	MP	31	29	93.55	NC	24	23	95.83	NW	12	12	100.00	WC	30	29	96.67	Total	256	244	95.31	25.31%	Over achievement is attributed to effective planning and management of cases, effective use of human resources and fast-tracking of investigations.
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19.	Improved organisational efficiencies.	Fraud management	Suspected fraud detected and referred to relevant stakeholders (e.g. Grant Administration, SAPO and Banks) for corrective action.	*	<p>Achieved.</p> <p>SAPO employees were matched against the SOCPEN system:</p> <p>A total of 1 768 grants were suspended with the exception of the Foster Child and Combination grants. This action resulted in SASSA saving approximately R2 million rand per month.</p> <p>Beneficiaries who transacted outside South Africa:</p> <p>4 726 Grants for beneficiaries who transacted outside South Africa during lockdown were suspended. Resulting in the saving of approximately R7 million per month.</p> <p>Matching of COVID-19 SRD applicants against the databases of various entities:</p> <p>The matching of COVID-19 SRD applicants against the databases of various entities has resulted in the identification and declining of 8 347 878 as follows:</p> <ul style="list-style-type: none"> • 4 547 709 – UIF; • 2 813 298 in receipt of social grants; • 86 620 - Outside the age range; • 767 166 NSFAS funding recipients; • 124 262 – Government employees with Peral numbers; • 8 823 – Persol/Receiving Pension Fund. <p>Cases reported through the Hotline:</p> <p>495 suspected fraud cases were received through the hot line.</p>	<p>Suspected fraud detected and referred to relevant stakeholders (e.g. Grant Administration, SAPO and Banks) for corrective action</p>	<p>Achieved.</p> <p>Suspected fraud was detected and referred to relevant stakeholders:</p> <p>Fraudulent disability grants in Limpopo.</p> <p>Sixty-five disability grants were detected to be possible fraudulent cases whereby fraudulent referral documents were used.</p> <ul style="list-style-type: none"> - There were 44 grants recommended for suspension and were under internal and criminal investigation processes at the end of the reporting period. - 21 of these grants were cleared. <p>Suspicious illegal SASSA office in Gauteng:</p> <p>A suspect, in collusion with two SASSA officials, was charging applicants R4 300 for fraudulent application of disability and old age grants. A total of 154 ID numbers were found in the diary of the suspect. Further internal and criminal investigations are being conducted.</p> <p>COVID-19 Special Relief grant.</p> <p>The matching of COVID-19 SRD grant applicants against the databases of various entities has resulted in the identification and declining of 16 460 156 applications.</p>	None	None

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19.					<p>Correctional Services inmates: 105 active Correctional Services inmates were found to be receiving grants (48 DG and 32 OAG and 25 child grants). The grants were cancelled, resulting in SASSA saving R160 520 per month.</p> <p>Fraud committed by SASSA officials: Three EC SASSA officials issued 188 fraudulent grants to members of the public without their knowledge. The grants were lapsed with a potential saving of R300 000 per month.</p> <p>Three SASSA officials were arrested in Limpopo in February 2021 for defrauding the Agency.</p> <p>36 SASSA officials and 24 service provider personnel consisting of 14 cleaners and 10 security guards failed to inform the Agency about changes in their financial circumstances.</p> <p>City of Johannesburg officials (cleaners and security): 148 City of Johannesburg officials (cleaners and security) were found to be on the COVID-19 Special Relief grant database and cancelled. Others were being investigated.</p> <p>Information of beneficiaries on MIS/BRM 436 beneficiaries of active permanent disability grants could not found on the MIS/BRM in Eastern Cape, Western Cape and Free State region. These grants were not verified and reviewed in accordance with the SOCPEN review dates.</p> <p>Others: 17 beneficiaries were arrested in Limpopo in February 2021 for defrauding the Agency.</p>		<p>These were:</p> <table border="1"> <tr> <td>UIF</td> <td>8 293 801</td> </tr> <tr> <td>Social grant recipients</td> <td>1 237 584</td> </tr> <tr> <td>NSFAS</td> <td>1 001 690</td> </tr> <tr> <td>Outside age range</td> <td>320 383</td> </tr> <tr> <td>On the government payroll Register</td> <td>384 756</td> </tr> <tr> <td>Receiving government pension</td> <td>43 082</td> </tr> <tr> <td>Irp5 registered</td> <td>881 111</td> </tr> <tr> <td>Grant debtors</td> <td>70 201</td> </tr> <tr> <td>Alternative income</td> <td>2 989 771</td> </tr> <tr> <td>Failed verification of ID</td> <td>1 187 390</td> </tr> <tr> <td>Invalid ID</td> <td>39 853</td> </tr> <tr> <td>In a government facility</td> <td>4 325</td> </tr> <tr> <td>Sports relief</td> <td>22</td> </tr> <tr> <td>Spaza Shop relief</td> <td>1 087</td> </tr> <tr> <td>Farmer relief</td> <td>2 217</td> </tr> <tr> <td>Seta intern</td> <td>2 883</td> </tr> <tr> <td>Totals</td> <td>16 460 156</td> </tr> </table> <p>Public Service Commission and Fraud Hotline. A total of 571 cases were received through the fraud hotline and handled as follows:</p> <table border="1"> <tr> <td>Referred to Benefits Administration and Support for review.</td> <td>161</td> </tr> <tr> <td>Referred to SAPO.</td> <td>42</td> </tr> <tr> <td>COVID-19 cases</td> <td>147</td> </tr> <tr> <td>Referred to Regions for investigation.</td> <td>52</td> </tr> <tr> <td>Closed with no elements of fraud.</td> <td>169</td> </tr> <tr> <td>Total</td> <td>571</td> </tr> </table>	UIF	8 293 801	Social grant recipients	1 237 584	NSFAS	1 001 690	Outside age range	320 383	On the government payroll Register	384 756	Receiving government pension	43 082	Irp5 registered	881 111	Grant debtors	70 201	Alternative income	2 989 771	Failed verification of ID	1 187 390	Invalid ID	39 853	In a government facility	4 325	Sports relief	22	Spaza Shop relief	1 087	Farmer relief	2 217	Seta intern	2 883	Totals	16 460 156	Referred to Benefits Administration and Support for review.	161	Referred to SAPO.	42	COVID-19 cases	147	Referred to Regions for investigation.	52	Closed with no elements of fraud.	169	Total	571	
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Outside age range	320 383																																																					
On the government payroll Register	384 756																																																					
Receiving government pension	43 082																																																					
Irp5 registered	881 111																																																					
Grant debtors	70 201																																																					
Alternative income	2 989 771																																																					
Failed verification of ID	1 187 390																																																					
Invalid ID	39 853																																																					
In a government facility	4 325																																																					
Sports relief	22																																																					
Spaza Shop relief	1 087																																																					
Farmer relief	2 217																																																					
Seta intern	2 883																																																					
Totals	16 460 156																																																					
Referred to Benefits Administration and Support for review.	161																																																					
Referred to SAPO.	42																																																					
COVID-19 cases	147																																																					
Referred to Regions for investigation.	52																																																					
Closed with no elements of fraud.	169																																																					
Total	571																																																					

PROGRAMME 1: ADMINISTRATION									
NO.	OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2021/22	REASONS FOR DEVIATIONS
20.	Improved organisational efficiencies.	Fraud management	Electronic fraud detection system developed and implemented.	*	*	Electronic fraud detection system developed.	Not Achieved. Electronic fraud detection system was developed from different ICT capabilities that were identified from different systems such as Business Intelligence system, SOCPEN and Bankserv Africa. In total there were 8 identified capabilities, however only a few (i.e., 25% or 2 of 8) of these capabilities have been tested/piloted.	Electronic fraud detection system was partially completed.	The development process took longer than anticipated due to the technical nature of the task.



PROGRAMME 1: ADMINISTRATION

NO.	OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2021/22	REASONS FOR DEVIATIONS
21.	Improved organisational efficiencies.	Internal audit services rendered.	Number of internal audit reviews conducted on high risk areas.	<p>Achieved</p> <p>20 internal audit reviews were conducted. This represents 100% performance against the planned target. The focus areas were:</p> <ul style="list-style-type: none"> Assets and Inventory Management – in 3 Regions (LP, MP and NC) Grant Debtors - in 3 Regions (LP, MP and NC) 2018/19 Annual Financial Statements - Head Office 2018/19 Annual Performance Information review – Head Office Communication and Marketing Services – Head Office Oracle Property Manager Module Performance Management and Development System SRD: Mpumalanga Biometric Identity and Access Management Non-Repudiation Deployment Review Social Grants Large Amounts Phase-in of SAPO Budget Planning Contract Management Follow-up on AGSA findings Fleet Management Supply Chain Management E-Leave Management Half-year performance Interim Financials Accreditation of suppliers (WC) <p>These reviews (particularly Annual Financial Statements and Annual Performance Information) contributed to SASSA receiving an unqualified audit for the 2018/19 financial year.</p>	<p>Achieved.</p> <p>16 internal audit reviews were conducted. This represents 107% performance against the planned target.</p> <ul style="list-style-type: none"> Non-payment and double payment of beneficiaries Three (3) months Marketing and Communication Services for the Payment Transition (Addendum) SRD requests for quotation (HO) Cleaning service Request for Quotations (RFQ) in 1 region Appointment of service providers for SRD Annual Performance Report 2019/20 Annual Financial Statements 2019/20 Security Tender SAPO Reconciliation Verification of documents relating to Consequence Management Beneficiary Account Management; Utilisation of surplus funds Asset Management Follow-up on implementation of agreed action plans SCM: Procurement of PPE's and deviation on procurement of SRD grant Fleet Maintenance Costs. 	<p>20 internal audit reviews conducted on high risk areas.</p>	<p>Not Achieved.</p> <p>18 Internal audit reviews conducted on high risk areas:</p> <ul style="list-style-type: none"> Annual Financial Statements 2020/21; Annual Performance Review 2020/21; Missing Documents SCM; Eastern Cape Cleaning Tender; SCM Procurement of PPE's; Subsistence & Transport Claims; Recruitment Process; Identity Access Management; Document Management Compliance Audit; Document Management ICT Audit; Supply Chain Management; Interim Financial Statements; Contract Management (DG); Risk Management; COVID-19 Special Relief grant procurement; Ethics Audit; Asset Management; Online application. 	<p>(2)</p> <p>Outstanding reviews were:</p> <ul style="list-style-type: none"> Social assistance programme; Occupational health and safety. 	<p>COVID-19 special relief Grant and EC Cleaning Tender projects were identified as key risks areas which needed Internal Audit to extend the scope and time, affecting other projects in terms of time-frames for completion.</p>

PROGRAMME 1: ADMINISTRATION

NO.	OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2021/22	REASONS FOR DEVIATIONS																																																																																																																								
22.	Improved Customer experience.	Informed citizenry.	Communications programmes benefitting beneficiaries implemented.	<p>Achieved. 1 653 External Communication programmes were conducted including fraud, non-payment of beneficiaries, media campaigns on social grants payment staggering and popularisation of new payment dates.</p> <p>During the year under review, there was much progress made in creating awareness among beneficiaries about SASSA's services and how to access them; however, there is still room for improvement to limit information gaps in the most remote areas of the country.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Media Engagements</th> </tr> </thead> <tbody> <tr><td>HO</td><td>137</td></tr> <tr><td>EC</td><td>132</td></tr> <tr><td>FS</td><td>159</td></tr> <tr><td>GP</td><td>279</td></tr> <tr><td>KZN</td><td>163</td></tr> <tr><td>LP</td><td>128</td></tr> <tr><td>MP</td><td>176</td></tr> <tr><td>NC</td><td>148</td></tr> <tr><td>NW</td><td>147</td></tr> <tr><td>WC</td><td>184</td></tr> <tr><td>Total</td><td>1 653</td></tr> </tbody> </table>	Location	Media Engagements	HO	137	EC	132	FS	159	GP	279	KZN	163	LP	128	MP	176	NC	148	NW	147	WC	184	Total	1 653	<p>Achieved Education programmes benefitting beneficiaries were implemented on the COVID-19 pandemic, financial literacy, anti-fraud messaging and promotion of SASSA services including the benefits of receiving social grants through electronic means (through virtual communication, electronic and print media). A total of 2 103 programmes were implemented.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Media Engagements</th> <th>Stakeholder Engagement</th> <th>Marketing</th> </tr> </thead> <tbody> <tr><td>HO</td><td>183</td><td>22</td><td>157</td></tr> <tr><td>EC</td><td>232</td><td>21</td><td>26</td></tr> <tr><td>FS</td><td>78</td><td>24</td><td>20</td></tr> <tr><td>GP</td><td>82</td><td>84</td><td>30</td></tr> <tr><td>KZN</td><td>139</td><td>47</td><td>25</td></tr> <tr><td>LP</td><td>70</td><td>28</td><td>34</td></tr> <tr><td>MP</td><td>181</td><td>16</td><td>28</td></tr> <tr><td>NW</td><td>166</td><td>36</td><td>12</td></tr> <tr><td>NC</td><td>131</td><td>23</td><td>17</td></tr> <tr><td>WC</td><td>145</td><td>23</td><td>7</td></tr> <tr><td>Total</td><td>1 417</td><td>324</td><td>356</td></tr> </tbody> </table>	Location	Media Engagements	Stakeholder Engagement	Marketing	HO	183	22	157	EC	232	21	26	FS	78	24	20	GP	82	84	30	KZN	139	47	25	LP	70	28	34	MP	181	16	28	NW	166	36	12	NC	131	23	17	WC	145	23	7	Total	1 417	324	356	<p>Communication programmes benefitting beneficiaries implemented through virtual communication, electronic and print media):</p> <ul style="list-style-type: none"> • COVID-19 pandemic relief measures. • Financial literacy including the benefits of receiving social grants through electronic means. • Anti-fraud messaging and promotion of SASSA services. 	<p>Achieved. Education programmes benefitting beneficiaries were implemented on the COVID-19 pandemic, financial literacy, anti-fraud messaging and promotion of SASSA services including the benefits of receiving social grants through electronic means. Electronic and print media platforms were used.</p> <p>A total of 2 008 programmes were implemented. This is a collective achievement from the nine regions as detailed below.</p> <p>Contribution by Regions</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Media Engagements</th> <th>Stakeholder Engagement</th> <th>Marketing</th> </tr> </thead> <tbody> <tr><td>HO</td><td>168</td><td>-</td><td>201</td></tr> <tr><td>EC</td><td>85</td><td>27</td><td>20</td></tr> <tr><td>FS</td><td>39</td><td>29</td><td>16</td></tr> <tr><td>GP</td><td>214</td><td>138</td><td>48</td></tr> <tr><td>KZN</td><td>94</td><td>44</td><td>27</td></tr> <tr><td>LP</td><td>66</td><td>19</td><td>49</td></tr> <tr><td>MP</td><td>129</td><td>34</td><td>24</td></tr> <tr><td>NW</td><td>74</td><td>105</td><td>30</td></tr> <tr><td>NC</td><td>93</td><td>32</td><td>28</td></tr> <tr><td>WC</td><td>91</td><td>47</td><td>45</td></tr> <tr><td>Total</td><td>1 043</td><td>475</td><td>488</td></tr> </tbody> </table>	Location	Media Engagements	Stakeholder Engagement	Marketing	HO	168	-	201	EC	85	27	20	FS	39	29	16	GP	214	138	48	KZN	94	44	27	LP	66	19	49	MP	129	34	24	NW	74	105	30	NC	93	32	28	WC	91	47	45	Total	1 043	475	488	None	None
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2 x Corporate Publications:
 • You and your grants,
 • COVID-19 Special Grant electronic booklet.

6 x Corporate Publication (You and Your Special COVID -19 SRD grant booklet).

Table 5: Strategy to overcome areas of under-performance: Programme 1 Administration

TARGET	STRATEGY
100% Audit Action plan interventions for 2020/21 management report developed and implemented to improved audit for 2021/22 opinion	Outstanding actions will be finalised during the 2022/23 year.
Irregular expenditure reduced by 75%	Development and implementation of office accommodation strategy to curb expired leases irregular expenditure resulting from difficulties experienced in finding alternative office accommodation in the market.
95% of financial misconduct cases finalised (backlog)	Projectise the backlog cases ensuring the investigations are completed
5% of social assistance debts recovered and/or written off	Appoint debt collectors to assist in collecting social assistance debts. The Supply Chain Management process is in progress and will be finalised in 2022/23.
Migration from Legacy systems to ERP platform: • Roadmap developed. • Implementation Plan approved.	Engagements for expert advice is in progress with CSIR and Gartner to advise and look at the problem statement that is expanding not only from evaluating the road map, but also advising based on research of what other Government entities are using.
20 internal audit reviews conducted on high risk areas.	Proper planning with management to agree on the action plans that will address the findings adequately in line with the root causes.
Electronic fraud detection system developed.	Outstanding capabilities will be finalised during the 2022/23 financial year.

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

PROGRAMME/ ACTIVITY/ OBJECTIVE	2020/21			2021/22		
	FINAL APPROPRIATION R'000	ACTUAL EXPENDITURE R'000	(OVER)/UNDER EXPENDITURE R'000	FINAL APPROPRIATION R'000	ACTUAL EXPENDITURE R'000	(OVER)/UNDER EXPENDITURE R'000
Administration	2 797 346	2 531 338	266 008	2 990 666	2 664 305	326 361
Add: Non-cash items	50 107	108 582	(58 475)	-	109 030	(109 030)
Total	2 847 453	2 639 920	207 533	2 990 666	2 773 335	217 331

The table reconciles to both the statement of financial performance and the statement of comparison of budget and actual amounts. The figure of R2 664 305 reports on cash only while the total figure of R2 773 335 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.

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.
- **Payment Management:** the processing of payments, actual payments to beneficiaries and the reconciliation thereof. It should be noted that part of this function is outsourced to the SAPO. The in-house unit's responsibility is primarily the management of the Service Level Agreement (SLA) between SASSA and the service providers. The function is further responsible for designation of pay point infrastructure.
- **Beneficiary Maintenance Management:** responsible for life certification as well as maintenance of beneficiary data, including grant reviews.
- **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 deployment of interventions to ensure that clients can access services, especially in the most remote areas of the country; and ensures provision of information to all SASSA's stakeholders.

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

The Benefits Administration and Support programme had 14 planned targets for this financial year of which 10 (71%) were achieved.

For the period under review, SASSA planned to increase social grants uptake by 1.2 million. In total, 1 583 498 applications were approved, representing an overachievement of 383 498. The main objective was to provide social assistance to qualifying/eligible South Africans.

The number of social grants in payment, including grant-in-aid, increased from 18 440 572 at the end of March 2021 to 18 677 339 at the end of March 2022 which represents an increase of about 1.28%.

In addressing the service delivery improvement objective, 98% (1 706 158 of 1 740 896) of new applications were processed within 10 days. The improved turnaround time is attributed to the revised grant value chain. Revision of business processes has eliminated duplicated effort, resulting in reduced staff time per application.

SASSA's contribution to local economic development saw R84 million awarded through Cooperatives and SMMEs within the Social Relief of Distress Programme. SRD comprises a number of sub-programmes, mainly Cooperatives and SMMEs benefit from school uniforms and food parcels.

Hundred percent (121 289) of Regulation 26A mandates (funeral policy premium deductions) were processed electronically and approved.

An average of 99.99% social grant payments were successfully processed on a monthly basis and paid into correct beneficiary accounts.

Social grant payments were monitored on a monthly basis across all payment platforms. The results depict a reduction on beneficiaries paid through SAPO and an increase on beneficiaries paid through commercial banks.

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.

PROGRAMME 2: BENEFITS ADMINISTRATION AND SUPPORT																																																																																						
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23.	Reduced levels of poverty.	Provision of social assistance to persons unable to support themselves and/or their dependents.	Number of social grant applications approved.	<p>Achieved. 1 725 761 applications for social grants processed. This represents 108% achievement against the annual target.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Target</th> <th>No of new social grant applications processed.</th> </tr> </thead> <tbody> <tr><td>EC</td><td>208 000</td><td>225 683</td></tr> <tr><td>FS</td><td>96 000</td><td>100 511</td></tr> <tr><td>GP</td><td>256 000</td><td>291 524</td></tr> <tr><td>KZN</td><td>352 000</td><td>371 733</td></tr> <tr><td>LP</td><td>192 000</td><td>212 783</td></tr> <tr><td>MP</td><td>128 000</td><td>136 556</td></tr> <tr><td>NC</td><td>64 000</td><td>59 229</td></tr> <tr><td>NW</td><td>128 000</td><td>127 902</td></tr> <tr><td>WC</td><td>176 000</td><td>199 840</td></tr> <tr><td>Total</td><td>1 600 000</td><td>1 725 761</td></tr> </tbody> </table> <p>Approved applications: 1 561 975</p> <p>Declined with various reasons: 163 786</p>	Location	Target	No of new social grant applications processed.	EC	208 000	225 683	FS	96 000	100 511	GP	256 000	291 524	KZN	352 000	371 733	LP	192 000	212 783	MP	128 000	136 556	NC	64 000	59 229	NW	128 000	127 902	WC	176 000	199 840	Total	1 600 000	1 725 761	<p>Achieved. 1 379 634 applications for social grants were approved. This represents 115.0% achievement against the annual target. This is a collective achievement from nine regions as detailed below.</p> <p>Contribution by Regions</p> <table border="1"> <thead> <tr> <th>Location</th> <th>No of new social grant applications approved</th> </tr> </thead> <tbody> <tr><td>EC</td><td>181 287</td></tr> <tr><td>FS</td><td>79 592</td></tr> <tr><td>GP</td><td>236 312</td></tr> <tr><td>KZN</td><td>281 756</td></tr> <tr><td>LP</td><td>200 797</td></tr> <tr><td>MP</td><td>116 748</td></tr> <tr><td>NC</td><td>50 151</td></tr> <tr><td>NW</td><td>99 556</td></tr> <tr><td>WC</td><td>133 435</td></tr> <tr><td>Total</td><td>1 379 634</td></tr> </tbody> </table>	Location	No of new social grant applications approved	EC	181 287	FS	79 592	GP	236 312	KZN	281 756	LP	200 797	MP	116 748	NC	50 151	NW	99 556	WC	133 435	Total	1 379 634	<p>1 200 000 social grant applications approved.</p>	<p>Achieved. 1 583 498 applications for social grants were approved. This represents 131.96% achievement against the annual target. This is a collective achievement from nine regions as detailed below.</p> <p>Contribution by Regions</p> <table border="1"> <thead> <tr> <th>Location</th> <th>No of new social grant applications approved</th> </tr> </thead> <tbody> <tr><td>EC</td><td>209 445</td></tr> <tr><td>FS</td><td>92 716</td></tr> <tr><td>GP</td><td>259 865</td></tr> <tr><td>KZN</td><td>332 539</td></tr> <tr><td>LP</td><td>213 012</td></tr> <tr><td>MP</td><td>139 349</td></tr> <tr><td>NC</td><td>61 126</td></tr> <tr><td>NW</td><td>108 192</td></tr> <tr><td>WC</td><td>167 254</td></tr> <tr><td>Total</td><td>1 583 498</td></tr> </tbody> </table>	Location	No of new social grant applications approved	EC	209 445	FS	92 716	GP	259 865	KZN	332 539	LP	213 012	MP	139 349	NC	61 126	NW	108 192	WC	167 254	Total	1 583 498	<p>383 498</p>	<p>The majority of applicants who approached SASSA for social grants met the eligibility criteria.</p>
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PROGRAMME 2: BENEFITS ADMINISTRATION AND SUPPORT
SUB-PROGRAMME 2.1: BENEFITS ADMINISTRATION

NO.	OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2021/22	REASONS FOR DEVIATIONS																																																																																																
24.	Reduced levels of poverty.	Provision of social assistance to persons unable to support themselves and/or their dependents.	Number of grants in payment including Grant-in-Aid.	<p>Achieved. 18 290 592 grants including Grant-in-Aid were in payment at a cost of R189 640 billion. This represents 101% achievement against the target.</p> <p>Performance breakdown per grant type:</p> <table border="1"> <thead> <tr> <th>Grant type</th> <th>Target</th> <th>No. of social grants in payment including Grant-in-Aid</th> </tr> </thead> <tbody> <tr> <td>OAG</td> <td>3 663 605</td> <td>3 676 791</td> </tr> <tr> <td>WVG</td> <td>78</td> <td>62</td> </tr> <tr> <td>GIA</td> <td>246 910</td> <td>273 922</td> </tr> <tr> <td>DG</td> <td>1 052 241</td> <td>1 042 025</td> </tr> <tr> <td>FCG</td> <td>351 418</td> <td>355 609</td> </tr> <tr> <td>CDG</td> <td>154 498</td> <td>154 735</td> </tr> <tr> <td>CSG</td> <td>12 698</td> <td>12 787</td> </tr> <tr> <td></td> <td>111</td> <td>448</td> </tr> <tr> <td>Total</td> <td>18 166 860</td> <td>18 290 592</td> </tr> </tbody> </table>	Grant type	Target	No. of social grants in payment including Grant-in-Aid	OAG	3 663 605	3 676 791	WVG	78	62	GIA	246 910	273 922	DG	1 052 241	1 042 025	FCG	351 418	355 609	CDG	154 498	154 735	CSG	12 698	12 787		111	448	Total	18 166 860	18 290 592	<p>Achieved. 18 440 572 grants including Grant-in-Aid were in payment at a cost of R199 189 billion. This represents 99.10% achievement against the target.</p> <p>Performance breakdown per grant type:</p> <table border="1"> <thead> <tr> <th>Grant type</th> <th>Target</th> <th>No. of social grants in payment including Grant-in-Aid</th> </tr> </thead> <tbody> <tr> <td>OAG</td> <td>3 769 362</td> <td>3 722 675</td> </tr> <tr> <td>WVG</td> <td>47</td> <td>40</td> </tr> <tr> <td>GIA</td> <td>311 056</td> <td>267 912</td> </tr> <tr> <td>DG</td> <td>1 051 368</td> <td>997 752</td> </tr> <tr> <td>FCG</td> <td>326 380</td> <td>309 453</td> </tr> <tr> <td>CDG</td> <td>157 871</td> <td>150 151</td> </tr> <tr> <td>CSG</td> <td>12 990</td> <td>12 992</td> </tr> <tr> <td></td> <td>788</td> <td>589</td> </tr> <tr> <td>Total</td> <td>18 606 874</td> <td>18 440 572</td> </tr> </tbody> </table>	Grant type	Target	No. of social grants in payment including Grant-in-Aid	OAG	3 769 362	3 722 675	WVG	47	40	GIA	311 056	267 912	DG	1 051 368	997 752	FCG	326 380	309 453	CDG	157 871	150 151	CSG	12 990	12 992		788	589	Total	18 606 874	18 440 572	<p>18 838 164 grants in payment including Grant-in-Aid at an estimated cost of R193 371 billion.</p> <table border="1"> <thead> <tr> <th>Grant Type</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>OAG</td> <td>3 859 616</td> </tr> <tr> <td>WVG</td> <td>25</td> </tr> <tr> <td>GIA</td> <td>279 173</td> </tr> <tr> <td>DG</td> <td>998 516</td> </tr> <tr> <td>FCG</td> <td>283 718</td> </tr> <tr> <td>CDG</td> <td>156 417</td> </tr> <tr> <td>CSG</td> <td>13 260 699</td> </tr> <tr> <td>Total</td> <td>18 838 164</td> </tr> </tbody> </table>	Grant Type	Target	OAG	3 859 616	WVG	25	GIA	279 173	DG	998 516	FCG	283 718	CDG	156 417	CSG	13 260 699	Total	18 838 164	<p>Achieved. 18 677 339 grants including Grant-in-Aid were in payment at a cost of R190 247 billion. This represents 99.15% achievement against the target.</p> <table border="1"> <thead> <tr> <th>Grant type</th> <th>No. of social grants in payment including Grant-in-Aid</th> </tr> </thead> <tbody> <tr> <td>OAG</td> <td>3 774 604</td> </tr> <tr> <td>WVG</td> <td>25</td> </tr> <tr> <td>GIA</td> <td>283 771</td> </tr> <tr> <td>DG</td> <td>1 004 798</td> </tr> <tr> <td>FCG</td> <td>294 031</td> </tr> <tr> <td>CDG</td> <td>153 768</td> </tr> <tr> <td>CSG</td> <td>13 166 342</td> </tr> <tr> <td>Total</td> <td>18 677 339</td> </tr> </tbody> </table>	Grant type	No. of social grants in payment including Grant-in-Aid	OAG	3 774 604	WVG	25	GIA	283 771	DG	1 004 798	FCG	294 031	CDG	153 768	CSG	13 166 342	Total	18 677 339	(160 825)	<p>The target is affected by lapsing of grants due to age attainment, cancellations and death. However, the target is achieved as the actual grants in payment is at 99% of the targeted number. This is within the variance internationally accepted.</p>
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25.	Reduced levels of poverty.	Provision of social assistance to persons unable to support themselves and/or their dependents.	Number of children below the age of 1 in receipt of the children's grant.	<p>Achieved 745 010 applications for children aged 0–1 were processed. This represents 133% achievement against the target. By end of March 2020, 54,33% of eligible children within this age group were in receipt of social grants.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>No. of applications for children aged 0-1 processed</th> </tr> </thead> <tbody> <tr><td>EC</td><td>104 051</td></tr> <tr><td>FS</td><td>39 500</td></tr> <tr><td>GP</td><td>112 682</td></tr> <tr><td>KZN</td><td>171 205</td></tr> <tr><td>LP</td><td>123 088</td></tr> <tr><td>MP</td><td>68 304</td></tr> <tr><td>NC</td><td>19 260</td></tr> <tr><td>NW</td><td>54 224</td></tr> <tr><td>WC</td><td>52 696</td></tr> <tr><td>Total</td><td>745 010</td></tr> </tbody> </table> <p>Inclusion of children in the social grant programme as early as possible has been shown to contribute positively to long-term benefits such as cognitive development and physical growth. For this reason, SASSA will continue its efforts to assist care givers to apply for support as soon as possible after the birth of the child.</p>	Location	No. of applications for children aged 0-1 processed	EC	104 051	FS	39 500	GP	112 682	KZN	171 205	LP	123 088	MP	68 304	NC	19 260	NW	54 224	WC	52 696	Total	745 010	<p>Not Achieved. 550 919 children below the age of 1 were in receipt of the children's grant. This represents 95% achievement against the target.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Target</th> <th>No. of applications for children aged 0-1 processed</th> </tr> </thead> <tbody> <tr><td>EC</td><td>86 731</td><td>78 974</td></tr> <tr><td>FS</td><td>30 851</td><td>29 391</td></tr> <tr><td>GP</td><td>85 926</td><td>73 318</td></tr> <tr><td>KZN</td><td>124 756</td><td>123 715</td></tr> <tr><td>LP</td><td>102 069</td><td>107 128</td></tr> <tr><td>MP</td><td>54 103</td><td>55 856</td></tr> <tr><td>NC</td><td>14 939</td><td>14 358</td></tr> <tr><td>NW</td><td>39 280</td><td>40 683</td></tr> <tr><td>WC</td><td>41 345</td><td>27 496</td></tr> <tr><td>Total</td><td>580 000</td><td>550 919</td></tr> </tbody> </table>	Location	Target	No. of applications for children aged 0-1 processed	EC	86 731	78 974	FS	30 851	29 391	GP	85 926	73 318	KZN	124 756	123 715	LP	102 069	107 128	MP	54 103	55 856	NC	14 939	14 358	NW	39 280	40 683	WC	41 345	27 496	Total	580 000	550 919	580 000 children below the age of 1 in receipt of the children's grant.	<p>Not Achieved. 544 237 children below the age of 1 were in receipt of the children's grant. This represents 93.83% achievement against the target.</p> <p>Contribution by Regions</p> <table border="1"> <thead> <tr> <th>Location</th> <th>No. of applications for children aged 0-1 processed</th> </tr> </thead> <tbody> <tr><td>EC</td><td>84 999</td></tr> <tr><td>FS</td><td>30 326</td></tr> <tr><td>GP</td><td>68 999</td></tr> <tr><td>KZN</td><td>126 326</td></tr> <tr><td>LP</td><td>101 159</td></tr> <tr><td>MP</td><td>56 581</td></tr> <tr><td>NC</td><td>14 205</td></tr> <tr><td>NW</td><td>39 846</td></tr> <tr><td>WC</td><td>21 796</td></tr> <tr><td>Total</td><td>544 237</td></tr> </tbody> </table>	Location	No. of applications for children aged 0-1 processed	EC	84 999	FS	30 326	GP	68 999	KZN	126 326	LP	101 159	MP	56 581	NC	14 205	NW	39 846	WC	21 796	Total	544 237	(35 763)	Despite concerted efforts to encourage applications for children as soon as possible after birth, this target has not been achieved. The impact of office closures due to COVID-19 related protocols and offices operating at limited capacity also played a part in the non-achievement of this target.
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26.	Reduced levels of poverty	Number of social relief of distress applications awarded.	Number of social relief of distress applications awarded.	<p>Achieved. 344 482 SRD applications were awarded. This represents 136% achievement against the planned target.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Target</th> <th>No. of SRD applications awarded</th> </tr> </thead> <tbody> <tr><td>EC</td><td>40 453</td><td>71 279</td></tr> <tr><td>FS</td><td>15 171</td><td>18 305</td></tr> <tr><td>GP</td><td>37 925</td><td>58 196</td></tr> <tr><td>KZN</td><td>55 624</td><td>80 729</td></tr> <tr><td>LP</td><td>35 397</td><td>39 588</td></tr> <tr><td>MP</td><td>20 226</td><td>21 818</td></tr> <tr><td>NC</td><td>7 584</td><td>8 224</td></tr> <tr><td>NW</td><td>17 698</td><td>18 242</td></tr> <tr><td>WC</td><td>22 755</td><td>28 101</td></tr> <tr><td>Total</td><td>252 833</td><td>344 482</td></tr> </tbody> </table> <p>The SRD awards were awarded as follows:</p> <ul style="list-style-type: none"> • Cash – 2 315 • Food parcels – 194 397 • Uniforms – 65 933 • Vouchers – 81 837 <p>Total expenditure: A total of R440 138 105 was committed at the end of March 2020. However, actual expenditure as at 31 March 2020 stood at R402 346 000.</p> <p>SRD is provided to individuals and families experiencing undue hardships to ensure their basics needs are met.</p>	Location	Target	No. of SRD applications awarded	EC	40 453	71 279	FS	15 171	18 305	GP	37 925	58 196	KZN	55 624	80 729	LP	35 397	39 588	MP	20 226	21 818	NC	7 584	8 224	NW	17 698	18 242	WC	22 755	28 101	Total	252 833	344 482	<p>Not achieved. 191 558 SRD applications were awarded at a cost R224 781 million. This represents 76.32% achievement against the planned target.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Target</th> <th>No. of SRD applications awarded</th> </tr> </thead> <tbody> <tr><td>EC</td><td>40 157</td><td>42 257</td></tr> <tr><td>FS</td><td>15 059</td><td>15 176</td></tr> <tr><td>GP</td><td>37 648</td><td>13 208</td></tr> <tr><td>KZN</td><td>55 216</td><td>28 838</td></tr> <tr><td>LP</td><td>35 138</td><td>39 897</td></tr> <tr><td>MP</td><td>20 079</td><td>12 430</td></tr> <tr><td>NC</td><td>7 530</td><td>14 120</td></tr> <tr><td>NW</td><td>17 569</td><td>7 999</td></tr> <tr><td>WC</td><td>22 589</td><td>17 633</td></tr> <tr><td>Total</td><td>250 983</td><td>191 558</td></tr> </tbody> </table> <p>The SRD awards were awarded as follows:</p> <ul style="list-style-type: none"> • Cash – 11 324 • Food parcels – 158 860 • Uniform – 18 221 • Vouchers – 3 153 <p>SRD is provided to individuals and families experiencing undue hardship to ensure their basic needs are met.</p>	Location	Target	No. of SRD applications awarded	EC	40 157	42 257	FS	15 059	15 176	GP	37 648	13 208	KZN	55 216	28 838	LP	35 138	39 897	MP	20 079	12 430	NC	7 530	14 120	NW	17 569	7 999	WC	22 589	17 633	Total	250 983	191 558	<p>390 880 SRD applications awarded at a cost of R391 million.</p>	<p>Not achieved. 167 802 SRD applications were awarded at a cost of R191 755. This represents 42.93% achievement against the planned target.</p> <p>Total Expenditure: A total of R191 755 was committed at the end of March 2022. However, actual expenditure as at 31 March 2022 stood at R139 789 million.</p> <p>SRD is provided to individuals and families experiencing undue hardship to ensure their basic needs are met.</p>	(223 078)	<p>The applicants of SRD were channelled to COVID-19 special relief grant (R350 grant) to avoid multiple benefits from both grant types.</p> <p>Normal SRD was mainly provided as a response to disaster. SRD budget savings were utilized for COVID-19 special relief grant (R350).</p>
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27.	Reduced levels of poverty	Percentage of total SRD rand value awarded through Cooperatives and SMMEs.	Percentage of total SRD rand value awarded through Cooperatives and SMMEs.	<p>Not achieved. 19% (R78 181 528 of R402 346 000) of total SRD rand value was awarded through Cooperatives and SMMEs. A further R53 679 374 was committed at the end of March 2020.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Rand value target R'000</th> <th>Actual amount paid to Cooperatives and SMMEs (R)</th> </tr> </thead> <tbody> <tr><td>EC</td><td>19 680</td><td>18 353 192</td></tr> <tr><td>FS</td><td>7 380</td><td>5 941 959</td></tr> <tr><td>GP</td><td>18 450</td><td>10 705 902</td></tr> <tr><td>KZN</td><td>27 060</td><td>12 432 447</td></tr> <tr><td>LP</td><td>17 220</td><td>6 598 723</td></tr> <tr><td>MP</td><td>9 840</td><td>7 286 438</td></tr> <tr><td>NC</td><td>3 690</td><td>977 087</td></tr> <tr><td>NW</td><td>8 610</td><td>8 930 471</td></tr> <tr><td>WC</td><td>11 070</td><td>6 955 293</td></tr> <tr><td>Total</td><td>123 000</td><td>78 181 528</td></tr> </tbody> </table>	Location	Rand value target R'000	Actual amount paid to Cooperatives and SMMEs (R)	EC	19 680	18 353 192	FS	7 380	5 941 959	GP	18 450	10 705 902	KZN	27 060	12 432 447	LP	17 220	6 598 723	MP	9 840	7 286 438	NC	3 690	977 087	NW	8 610	8 930 471	WC	11 070	6 955 293	Total	123 000	78 181 528	<p>Achieved. 46.44% (R189 million of R407 million) of total SRD rand value was awarded through Cooperatives and SMMEs. This is a collective achievement from the nine regions as detailed below.</p> <p>Contribution by Regions</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Actual amount paid to Cooperatives and SMMEs (R'000)</th> </tr> </thead> <tbody> <tr><td>EC</td><td>49 758 584</td></tr> <tr><td>FS</td><td>17 122 538</td></tr> <tr><td>GP</td><td>18 446 311</td></tr> <tr><td>KZN</td><td>24 982 793</td></tr> <tr><td>LP</td><td>37 244 945</td></tr> <tr><td>MP</td><td>7 518 925</td></tr> <tr><td>NC</td><td>12 329 922</td></tr> <tr><td>NW</td><td>8 034 887</td></tr> <tr><td>WC</td><td>13 342 690</td></tr> <tr><td>Total</td><td>188 781 495</td></tr> </tbody> </table>	Location	Actual amount paid to Cooperatives and SMMEs (R'000)	EC	49 758 584	FS	17 122 538	GP	18 446 311	KZN	24 982 793	LP	37 244 945	MP	7 518 925	NC	12 329 922	NW	8 034 887	WC	13 342 690	Total	188 781 495	30% (R117 million) of total SRD rand value awarded through Cooperatives and SMMEs.	<p>Not Achieved. 21.50% (R84 million of R391 million) of total SRD rand value was awarded through Cooperatives and SMMEs. This is a collective achievement from the nine regions as detailed below.</p> <p>Contribution by Regions</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Actual amount paid to Cooperatives and SMMEs (R'000)</th> </tr> </thead> <tbody> <tr><td>EC</td><td>25 460 767.72</td></tr> <tr><td>FS</td><td>8 854 009.31</td></tr> <tr><td>GP</td><td>1 841 692.49</td></tr> <tr><td>KZN</td><td>24 596 496.02</td></tr> <tr><td>LP</td><td>8 467 142.91</td></tr> <tr><td>MP</td><td>4 655 015.25</td></tr> <tr><td>NC</td><td>2 805 154.78</td></tr> <tr><td>NW</td><td>7 358 998.50</td></tr> <tr><td>WC</td><td>-</td></tr> <tr><td>Total</td><td>84 039 276.98</td></tr> </tbody> </table>	Location	Actual amount paid to Cooperatives and SMMEs (R'000)	EC	25 460 767.72	FS	8 854 009.31	GP	1 841 692.49	KZN	24 596 496.02	LP	8 467 142.91	MP	4 655 015.25	NC	2 805 154.78	NW	7 358 998.50	WC	-	Total	84 039 276.98	(8.50%)	Due to changes taking place within the SRD space, some components including the school uniform were temporarily suspended. This target is mainly realized through the school uniform, hence non-achievement.
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28.	Reduced levels of poverty	Provision of COVID-19 social grant to unemployed persons unable to support themselves and/or their dependents due to COVID-19 pandemic.	Percentage of COVID-19 Special Relief grant applications processed.	*	<p>Not Achieved. 62 924 207 cumulative applications were approved whilst 55 109 713 were paid, representing 87.58%.</p> <p>All COVID-19 Special Relief grant (R350) applications received by SASSA on a monthly basis including existing ones were considered as new and subjected to a verification process. This resulted to 98 757 899 cumulative applications processed.</p> <p>NB: By end of March 2021, March payments were still outstanding, pending National Treasury's approval (detailed explanation is provided on page 23).</p>	100% of COVID-19 Special Relief grant applications processed.	<p>Not Achieved. 126 685 470 cumulative applications were received and 124 204 429 were processed, inclusive of Asylum seekers and Special permit holders. This represents 98.04% of applications processed.</p> <p>The 126 685 470 cumulative applications received, consist of 10 000 663 for April 2021 and an additional 116 684 807 for August 2021 to March 2022.</p> <p>All COVID-19 Special Relief grant (R350) applications received by SASSA on a monthly basis including existing ones were considered as new and subjected to a verification process. This resulted in 126 685 470 cumulative applications received and 124 204 429 of those were processed.</p>	(5.56%) Reporting was extended from 1 August 2021 up to 31 March 2022.	Non-achievement is attributed to applications which were referred for investigation and could not be finalised. The extension was prompted by the Adjusted Alert Level 3 Directions issued by the Minister of Social Development, as published in Government Gazette No. 44938, Government Notice No. R.681 of 3 August 2021.																																																																																																																																
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29.	Improved organisational efficiencies	Automated grant applications implemented.	Percentage of new Regulation 26A mandates implemented electronically.	*	<p>Not Achieved. 91.10% (7 073 of 7 764) of Regulation 26A mandates implemented electronically.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Mandates processed</th> <th>Mandates validated</th> <th>% Implemented</th> </tr> </thead> <tbody> <tr><td>Apr-20</td><td>1 230</td><td>0</td><td>0.00</td></tr> <tr><td>May-20</td><td>459</td><td>0</td><td>0.00</td></tr> <tr><td>Jun-20</td><td>72</td><td>0</td><td>0.00</td></tr> <tr><td>Jul-20</td><td>291</td><td>0</td><td>0.00</td></tr> <tr><td>Aug-20</td><td>472</td><td>0</td><td>0.00</td></tr> <tr><td>Sep-20</td><td>6 949</td><td>6 326</td><td>91.03</td></tr> <tr><td>Oct-20</td><td>8 438</td><td>5 908</td><td>70.02</td></tr> <tr><td>Nov-20</td><td>7 640</td><td>7 866</td><td>100.34</td></tr> <tr><td>Dec-20</td><td>8 334</td><td>7 731</td><td>92.76</td></tr> <tr><td>Jan-21</td><td>7 982</td><td>5 169</td><td>64.76</td></tr> <tr><td>Feb-21</td><td>2 278</td><td>3 128</td><td>137.31</td></tr> <tr><td>Mar-21</td><td>7 764</td><td>7 073</td><td>91.10</td></tr> </tbody> </table>	Month	Mandates processed	Mandates validated	% Implemented	Apr-20	1 230	0	0.00	May-20	459	0	0.00	Jun-20	72	0	0.00	Jul-20	291	0	0.00	Aug-20	472	0	0.00	Sep-20	6 949	6 326	91.03	Oct-20	8 438	5 908	70.02	Nov-20	7 640	7 866	100.34	Dec-20	8 334	7 731	92.76	Jan-21	7 982	5 169	64.76	Feb-21	2 278	3 128	137.31	Mar-21	7 764	7 073	91.10	100% of new Regulation 26A mandates implemented electronically.	<p>Achieved. 100% (121 289 of 121 289) of Regulation 26A mandates implemented electronically.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Mandates processed</th> <th>Mandates validated</th> <th>% Implemented</th> </tr> </thead> <tbody> <tr><td>Apr-21</td><td>10 507</td><td>10 507</td><td>100</td></tr> <tr><td>May-21</td><td>12 014</td><td>12 014</td><td>100</td></tr> <tr><td>Jun-21</td><td>10 598</td><td>10 598</td><td>100</td></tr> <tr><td>Jul-21</td><td>11 035</td><td>11 035</td><td>100</td></tr> <tr><td>Aug-21</td><td>13 788</td><td>13 788</td><td>100</td></tr> <tr><td>Sep-21</td><td>9 342</td><td>9 342</td><td>100</td></tr> <tr><td>Oct-21</td><td>9 636</td><td>9 636</td><td>100</td></tr> <tr><td>Nov-21</td><td>12 266</td><td>12 266</td><td>100</td></tr> <tr><td>Dec-21</td><td>7 478</td><td>7 478</td><td>100</td></tr> <tr><td>Jan-22</td><td>6 276</td><td>6 276</td><td>100</td></tr> <tr><td>Feb-22</td><td>8 919</td><td>8 919</td><td>100</td></tr> <tr><td>Mar-22</td><td>9 430</td><td>9 430</td><td>100</td></tr> <tr><td>Total</td><td>121 289</td><td>121 289</td><td>100</td></tr> </tbody> </table>	Month	Mandates processed	Mandates validated	% Implemented	Apr-21	10 507	10 507	100	May-21	12 014	12 014	100	Jun-21	10 598	10 598	100	Jul-21	11 035	11 035	100	Aug-21	13 788	13 788	100	Sep-21	9 342	9 342	100	Oct-21	9 636	9 636	100	Nov-21	12 266	12 266	100	Dec-21	7 478	7 478	100	Jan-22	6 276	6 276	100	Feb-22	8 919	8 919	100	Mar-22	9 430	9 430	100	Total	121 289	121 289	100	None	None
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30.	Improved organisational efficiencies.	Automated and digitised business processes.	Interfaces with Department of Labour (UJF), GPAA (GEFF), NSFAS and Correctional Services established to verify income means.	*	<p>Achieved. Interfaces with Department of Labour (UJF), GPAA (GEFF), NSFAS and the Department of Correctional Services were established to verify income means. The focus of the activities during this reporting period has been on signing the Memorandum of Understanding (MOU's) with the identified institutions and sharing of information that was used to validate Covid-19 SRD grant applications.</p>	Interfaces with Department of Labour (UJF), GPAA (GEFF), NSFAS and Correctional Services established to verify income means.	<p>Achieved. Interfaces with the Department of Labour (UJF), GPAA (GEFF), NSFAS and the Department of Correctional Services were established to verify income means. The focus of the activities during this reporting period has been on signing the Memorandum of Understanding (MOU's) with the identified institutions and sharing of information that was used to validate Covid-19 SRD grant applications.</p>	None	None																																																																																																												

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31.	Improved organisational efficiencies	Reduced turnaround times in social grants application process.	Percentage of new grant applications processed within stipulated timeframes.	<p>Achieved. 99% (1 713 151 of 1 725 761) of new grant applications were processed within 10 days.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>New applications</th> <th>% of new grant applications processed within 10 days</th> </tr> </thead> <tbody> <tr><td>EC</td><td>223 303</td><td>98.9</td></tr> <tr><td>FS</td><td>99 716</td><td>99.2</td></tr> <tr><td>GP</td><td>286 898</td><td>98.4</td></tr> <tr><td>KZN</td><td>370 953</td><td>99.8</td></tr> <tr><td>LP</td><td>212 410</td><td>99.8</td></tr> <tr><td>MP</td><td>136 007</td><td>99.5</td></tr> <tr><td>NC</td><td>58 900</td><td>99.4</td></tr> <tr><td>NW</td><td>127 098</td><td>99.3</td></tr> <tr><td>WC</td><td>197 866</td><td>99</td></tr> <tr><td>Total</td><td>1 713 151</td><td>99</td></tr> </tbody> </table> <p>86.30% (1 489 346 of 1 725 761) new grant applications were processed in 1 day. Achievement of this target contributes to positive customer experience, which is a key driver of SASSA's services.</p>	Location	New applications	% of new grant applications processed within 10 days	EC	223 303	98.9	FS	99 716	99.2	GP	286 898	98.4	KZN	370 953	99.8	LP	212 410	99.8	MP	136 007	99.5	NC	58 900	99.4	NW	127 098	99.3	WC	197 866	99	Total	1 713 151	99	<p>Achieved. 99.26% (1 482 442 of 1 493 488) of new grant applications processed within 10 days.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>New applications</th> <th>Processed</th> <th>% of new grant applications processed within 10 days</th> </tr> </thead> <tbody> <tr><td>EC</td><td>192 072</td><td>190 309</td><td>99.08</td></tr> <tr><td>FS</td><td>88 641</td><td>88 355</td><td>99.68</td></tr> <tr><td>GP</td><td>248 163</td><td>244 889</td><td>98.68</td></tr> <tr><td>KZN</td><td>309 887</td><td>309 146</td><td>99.76</td></tr> <tr><td>LP</td><td>213 140</td><td>212 307</td><td>99.61</td></tr> <tr><td>MP</td><td>126 711</td><td>125 229</td><td>98.83</td></tr> <tr><td>NC</td><td>59 798</td><td>59 005</td><td>98.67</td></tr> <tr><td>NW</td><td>112 782</td><td>112 176</td><td>99.46</td></tr> <tr><td>WC</td><td>142 294</td><td>141 026</td><td>99.11</td></tr> <tr><td>Total</td><td>1 483 488</td><td>1 482 442</td><td>99.26</td></tr> </tbody> </table>	Location	New applications	Processed	% of new grant applications processed within 10 days	EC	192 072	190 309	99.08	FS	88 641	88 355	99.68	GP	248 163	244 889	98.68	KZN	309 887	309 146	99.76	LP	213 140	212 307	99.61	MP	126 711	125 229	98.83	NC	59 798	59 005	98.67	NW	112 782	112 176	99.46	WC	142 294	141 026	99.11	Total	1 483 488	1 482 442	99.26	<p>95% of new grant applications processed within 10 days.</p>	<p>Achieved. 98.00% (1 706 158 of 1 740 896) of new grant applications processed within 10 days. This is a collective achievement from the nine regions as detailed below.</p> <p>Contribution by Regions</p> <table border="1"> <thead> <tr> <th>Location</th> <th>New applications</th> <th>Processed</th> <th>% of new grant applications processed within 10 days</th> </tr> </thead> <tbody> <tr><td>EC</td><td>221 706</td><td>218 231</td><td>98.43</td></tr> <tr><td>FS</td><td>106 993</td><td>105 732</td><td>98.82</td></tr> <tr><td>GP</td><td>278 130</td><td>272 150</td><td>97.85</td></tr> <tr><td>KZN</td><td>371 324</td><td>368 674</td><td>99.29</td></tr> <tr><td>LP</td><td>228 094</td><td>223 503</td><td>97.99</td></tr> <tr><td>MP</td><td>153 141</td><td>147 220</td><td>96.13</td></tr> <tr><td>NC</td><td>75 305</td><td>74 001</td><td>98.27</td></tr> <tr><td>NW</td><td>123 913</td><td>121 808</td><td>98.30</td></tr> <tr><td>WC</td><td>182 290</td><td>174 839</td><td>95.91</td></tr> <tr><td>Total</td><td>1 740 896</td><td>1 706 158</td><td>98.00</td></tr> </tbody> </table>	Location	New applications	Processed	% of new grant applications processed within 10 days	EC	221 706	218 231	98.43	FS	106 993	105 732	98.82	GP	278 130	272 150	97.85	KZN	371 324	368 674	99.29	LP	228 094	223 503	97.99	MP	153 141	147 220	96.13	NC	75 305	74 001	98.27	NW	123 913	121 808	98.30	WC	182 290	174 839	95.91	Total	1 740 896	1 706 158	98.00	<p>DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2021/22</p> <p>3.00%</p>	<p>REASONS FOR DEVIATIONS</p> <p>Improved business processes contributed to the overachievement.</p>
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32.	Improved organisational efficiencies.	Disability Management Model reviewed.	Disability Management Model reviewed.	*	*	Disability Management Model reviewed to improve customer experience.	<p>Achieved. Disability Management Model was reviewed to improve customer experience. The primary activities associated with the review included:</p> <ul style="list-style-type: none"> • Developing a project plan • Developing a draft reviewed Disability Management Model, • Consultation with the Health Practitioners, and • Adoption of the final Disability Management Model by EXCO. 	None	None																																																																																																
33.	Improve customer experience	Improve the turnaround time for resolving customer enquiries.	Percentage of enquiries resolved within stipulated timeframe.	*	<p>Achieved. 93.86% (300 511 of 320 177) enquiries were resolved within 21 days.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>No. of enquiries received</th> <th>No. of enquiries resolved</th> <th>% Enquiries resolved</th> </tr> </thead> <tbody> <tr><td>EC</td><td>45 348</td><td>44 835</td><td>99.09</td></tr> <tr><td>FS</td><td>12 287</td><td>12 086</td><td>98.36</td></tr> <tr><td>GP</td><td>26 921</td><td>25 204</td><td>93.62</td></tr> <tr><td>KZN</td><td>15 775</td><td>15 555</td><td>98.61</td></tr> <tr><td>LM</td><td>22 796</td><td>21 838</td><td>95.80</td></tr> <tr><td>MP</td><td>5 127</td><td>4 972</td><td>96.98</td></tr> <tr><td>NW</td><td>24 943</td><td>24 223</td><td>97.11</td></tr> <tr><td>NC</td><td>17 751</td><td>17 193</td><td>96.86</td></tr> <tr><td>WC</td><td>30 347</td><td>29 376</td><td>96.80</td></tr> <tr><td>HO</td><td>118 882</td><td>105 129</td><td>88.43</td></tr> <tr><td>Total</td><td>320 177</td><td>300 511</td><td>93.86</td></tr> </tbody> </table>	Location	No. of enquiries received	No. of enquiries resolved	% Enquiries resolved	EC	45 348	44 835	99.09	FS	12 287	12 086	98.36	GP	26 921	25 204	93.62	KZN	15 775	15 555	98.61	LM	22 796	21 838	95.80	MP	5 127	4 972	96.98	NW	24 943	24 223	97.11	NC	17 751	17 193	96.86	WC	30 347	29 376	96.80	HO	118 882	105 129	88.43	Total	320 177	300 511	93.86	90% of enquiries resolved within 10 days.	<p>Achieved. 98.06% (551 430 of 562 366) enquiries were resolved within 10 days. This is a collective achievement from the nine regions as detailed below.</p> <p>Contribution by Regions</p> <table border="1"> <thead> <tr> <th>Location</th> <th>No. of enquiries received</th> <th>No. of enquiries resolved</th> <th>% Enquiries resolved</th> </tr> </thead> <tbody> <tr><td>EC</td><td>70 908</td><td>69 417</td><td>97.90</td></tr> <tr><td>FS</td><td>14 303</td><td>14 081</td><td>98.45</td></tr> <tr><td>GP</td><td>57 895</td><td>55 843</td><td>96.46</td></tr> <tr><td>KZN</td><td>22 957</td><td>22 790</td><td>99.27</td></tr> <tr><td>LM</td><td>37 457</td><td>36 820</td><td>98.30</td></tr> <tr><td>MP</td><td>18 661</td><td>18 281</td><td>97.96</td></tr> <tr><td>NC</td><td>11 593</td><td>11 474</td><td>98.97</td></tr> <tr><td>NW</td><td>36 989</td><td>36 524</td><td>98.74</td></tr> <tr><td>WC</td><td>45 693</td><td>44 938</td><td>98.35</td></tr> <tr><td>HO</td><td>245 910</td><td>241 262</td><td>98.11</td></tr> <tr><td>Total</td><td>562 366</td><td>551 430</td><td>98.06</td></tr> </tbody> </table> <p>The dominating enquiries were related to:</p> <ul style="list-style-type: none"> • Applications outcome, • COVID-19 special relief grant, • Qualifying criteria, • Grant not captured (online grant application finalisation), • Unemployment grant. 	Location	No. of enquiries received	No. of enquiries resolved	% Enquiries resolved	EC	70 908	69 417	97.90	FS	14 303	14 081	98.45	GP	57 895	55 843	96.46	KZN	22 957	22 790	99.27	LM	37 457	36 820	98.30	MP	18 661	18 281	97.96	NC	11 593	11 474	98.97	NW	36 989	36 524	98.74	WC	45 693	44 938	98.35	HO	245 910	241 262	98.11	Total	562 366	551 430	98.06	8.06%	Improved business processes contributed to the overachievement.
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SUB-PROGRAMME 2.1: BENEFITS ADMINISTRATION

NO.	OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2021/22	REASONS FOR DEVIATIONS																																																																																															
34.	Improve customer experience	Improve the turnaround time for resolving customer disputes.	Percentage of disputes resolved within stipulated time-frames.	*	<p>Achieved. 80.82% (59 of 73) of disputes resolved within 21 days.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Location</th> <th>No. of disputes received</th> <th>No. of disputes resolved</th> <th>% Disputes resolved</th> </tr> </thead> <tbody> <tr><td>EC</td><td>2</td><td>2</td><td>100</td></tr> <tr><td>FS</td><td>3</td><td>3</td><td>100</td></tr> <tr><td>GP</td><td>16</td><td>10</td><td>62.50</td></tr> <tr><td>KZN</td><td>11</td><td>7</td><td>63.64</td></tr> <tr><td>LM</td><td>3</td><td>1</td><td>33.33</td></tr> <tr><td>MP</td><td>-</td><td>-</td><td>-</td></tr> <tr><td>NW</td><td>4</td><td>3</td><td>75</td></tr> <tr><td>NC</td><td>1</td><td>1</td><td>100</td></tr> <tr><td>WC</td><td>3</td><td>3</td><td>100</td></tr> <tr><td>HO</td><td>30</td><td>29</td><td>96.67</td></tr> <tr><td>Total</td><td>73</td><td>59</td><td>80.82</td></tr> </tbody> </table>	Location	No. of disputes received	No. of disputes resolved	% Disputes resolved	EC	2	2	100	FS	3	3	100	GP	16	10	62.50	KZN	11	7	63.64	LM	3	1	33.33	MP	-	-	-	NW	4	3	75	NC	1	1	100	WC	3	3	100	HO	30	29	96.67	Total	73	59	80.82	<p>Achieved. 94.39% (21 378 of 22 649) of disputes resolved within 14 days. This is a collective achievement from the nine regions as detailed below.</p> <p>Contribution by Regions</p> <table border="1"> <thead> <tr> <th>Location</th> <th>No. of disputes received</th> <th>No. of disputes resolved</th> <th>% Disputes resolved</th> </tr> </thead> <tbody> <tr><td>EC</td><td>652</td><td>493</td><td>75.61%</td></tr> <tr><td>FS</td><td>123</td><td>117</td><td>95.12%</td></tr> <tr><td>GP</td><td>1 342</td><td>872</td><td>64.98%</td></tr> <tr><td>KZN</td><td>1 181</td><td>1 155</td><td>97.80%</td></tr> <tr><td>LM</td><td>1 858</td><td>1 834</td><td>98.71%</td></tr> <tr><td>MP</td><td>603</td><td>579</td><td>96.02%</td></tr> <tr><td>NC</td><td>6</td><td>6</td><td>100.00%</td></tr> <tr><td>NW</td><td>8 271</td><td>8 099</td><td>97.92%</td></tr> <tr><td>WC</td><td>134</td><td>129</td><td>96.27%</td></tr> <tr><td>HO</td><td>8 479</td><td>8 094</td><td>95.46%</td></tr> <tr><td>Total</td><td>22 649</td><td>21 378</td><td>94.39%</td></tr> </tbody> </table>	Location	No. of disputes received	No. of disputes resolved	% Disputes resolved	EC	652	493	75.61%	FS	123	117	95.12%	GP	1 342	872	64.98%	KZN	1 181	1 155	97.80%	LM	1 858	1 834	98.71%	MP	603	579	96.02%	NC	6	6	100.00%	NW	8 271	8 099	97.92%	WC	134	129	96.27%	HO	8 479	8 094	95.46%	Total	22 649	21 378	94.39%	34.39%	Improved business processes contributed to the overachievement.
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<p>The most frequent disputes for 2021/22 financial year include:</p> <ul style="list-style-type: none"> Declined COVID-19 special relief Grant, Dispute withdrawals from SASSA/ SAPO account, Funeral Policy premium disputes, and Card Cancellation and re-issue. 																																																																																																								

SUB-PROGRAMME 2: PAYMENT ADMINISTRATION

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

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35.	Reduced levels of poverty.	Direct transfers (payments) into correct beneficiaries' accounts.	Percentage of successful payment transfers paid into correct beneficiary accounts.	*	<p>Achieved. 99.99% (11 380 042 of 11 380 805) social grant payments were successfully processed as at 31 March 2021.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Apr</th> <th>May</th> <th>Jun</th> </tr> </thead> <tbody> <tr> <td>Payment File</td> <td>11 329 051</td> <td>11 339 502</td> <td>11 349 457</td> </tr> <tr> <td>Successful Payments</td> <td>11 328 984</td> <td>11 326 188</td> <td>11 349 235</td> </tr> <tr> <td>% Successful</td> <td>99.999</td> <td>99.883</td> <td>99.998</td> </tr> <tr> <td>Rejections</td> <td>67</td> <td>1 314</td> <td>222</td> </tr> <tr> <td>% Rejected</td> <td>0.001</td> <td>0.117</td> <td>0.002</td> </tr> </tbody> </table> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Jul</th> <th>Aug</th> <th>Sep</th> </tr> </thead> <tbody> <tr> <td>Payment File</td> <td>11 405 850</td> <td>11 410 316</td> <td>11 441 462</td> </tr> <tr> <td>Successful Payments</td> <td>11 405 513</td> <td>11 410 061</td> <td>11 441 182</td> </tr> <tr> <td>% Successful</td> <td>99.997</td> <td>99.998</td> <td>99.998</td> </tr> <tr> <td>Rejections</td> <td>337</td> <td>255</td> <td>280</td> </tr> <tr> <td>% Rejected</td> <td>0.003</td> <td>0.002</td> <td>0.002</td> </tr> </tbody> </table>	Month	Apr	May	Jun	Payment File	11 329 051	11 339 502	11 349 457	Successful Payments	11 328 984	11 326 188	11 349 235	% Successful	99.999	99.883	99.998	Rejections	67	1 314	222	% Rejected	0.001	0.117	0.002	Month	Jul	Aug	Sep	Payment File	11 405 850	11 410 316	11 441 462	Successful Payments	11 405 513	11 410 061	11 441 182	% Successful	99.997	99.998	99.998	Rejections	337	255	280	% Rejected	0.003	0.002	0.002	<p>Achieved. For the period April 2021 to March 2022, 99.99% of social grant payments were successfully processed.</p> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Apr-21</th> <th>May-21</th> <th>Jun-21</th> </tr> </thead> <tbody> <tr> <td>Payment File</td> <td>11 443 543</td> <td>11 468 413</td> <td>11 500 274</td> </tr> <tr> <td>Successful Payments</td> <td>11 442 952</td> <td>11 459 183</td> <td>11 489 385</td> </tr> <tr> <td>% Successful</td> <td>99.99</td> <td>99.92</td> <td>99.99</td> </tr> <tr> <td>Rejections</td> <td>591</td> <td>9 220</td> <td>889</td> </tr> <tr> <td>% Rejected</td> <td>0.01</td> <td>0.08</td> <td>0.01</td> </tr> </tbody> </table> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Month</th> <th>July-21</th> <th>Aug-21</th> <th>Sep-21</th> </tr> </thead> <tbody> <tr> <td>Payment File</td> <td>11 525 799</td> <td>11 514 040</td> <td>11 513 747</td> </tr> <tr> <td>Successful Payments</td> <td>11 524 885</td> <td>11 513 245</td> <td>11 513 022</td> </tr> <tr> <td>% Successful</td> <td>99.99</td> <td>99.99</td> <td>99.99</td> </tr> <tr> <td>Rejections</td> <td>914</td> <td>795</td> <td>725</td> </tr> <tr> <td>% Rejected</td> <td>0.01</td> <td>0.01</td> <td>0.01</td> </tr> </tbody> </table> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Oct-21</th> <th>Nov-21</th> <th>Dec-21</th> </tr> </thead> <tbody> <tr> <td>Payment File</td> <td>11 416 739</td> <td>11 517 016</td> <td>11 550 605</td> </tr> <tr> <td>Successful Payments</td> <td>11 415 977</td> <td>11 516 136</td> <td>11 549 509</td> </tr> <tr> <td>% Successful</td> <td>99.99</td> <td>99.99</td> <td>99.99</td> </tr> <tr> <td>Rejections</td> <td>762</td> <td>880</td> <td>1 096</td> </tr> <tr> <td>% Rejected</td> <td>0.01%</td> <td>0.01%</td> <td>0.01%</td> </tr> </tbody> </table> <p>Performance breakdown</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Jan-22</th> <th>Feb-22</th> <th>Mar-22</th> </tr> </thead> <tbody> <tr> <td>Payment File</td> <td>11 551 432</td> <td>11 535 925</td> <td>11 569 121</td> </tr> <tr> <td>Successful Payments</td> <td>11 550 532</td> <td>11 535 040</td> <td>11 568 163</td> </tr> <tr> <td>% Successful</td> <td>99.99</td> <td>99.99</td> <td>99.99</td> </tr> <tr> <td>Rejections</td> <td>900</td> <td>885</td> <td>958</td> </tr> <tr> <td>% Rejected</td> <td>0.01</td> <td>0.01</td> <td>0.01</td> </tr> </tbody> </table>	Month	Apr-21	May-21	Jun-21	Payment File	11 443 543	11 468 413	11 500 274	Successful Payments	11 442 952	11 459 183	11 489 385	% Successful	99.99	99.92	99.99	Rejections	591	9 220	889	% Rejected	0.01	0.08	0.01	Month	July-21	Aug-21	Sep-21	Payment File	11 525 799	11 514 040	11 513 747	Successful Payments	11 524 885	11 513 245	11 513 022	% Successful	99.99	99.99	99.99	Rejections	914	795	725	% Rejected	0.01	0.01	0.01	Month	Oct-21	Nov-21	Dec-21	Payment File	11 416 739	11 517 016	11 550 605	Successful Payments	11 415 977	11 516 136	11 549 509	% Successful	99.99	99.99	99.99	Rejections	762	880	1 096	% Rejected	0.01%	0.01%	0.01%	Month	Jan-22	Feb-22	Mar-22	Payment File	11 551 432	11 535 925	11 569 121	Successful Payments	11 550 532	11 535 040	11 568 163	% Successful	99.99	99.99	99.99	Rejections	900	885	958	% Rejected	0.01	0.01	0.01	1.99%	<p>The achievement is attributed to:</p> <ul style="list-style-type: none"> Implementation of a bank verification process prior to extraction of the social assistance payment file, and Improved business systems.
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SUB-PROGRAMME 2.1: BENEFITS ADMINISTRATION

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36.	Reduced levels of poverty.	Payment partnerships managed (e.g. SASSA, Banks, BankServ, SARB).	Social grant payments monitored on a monthly basis across all payment platforms.	<p>Achieved.</p> <p>The service provider for social grant payments (SAPO) was managed through monitoring of the signed SLA. Monitoring reports were compiled.</p> <p>By March 2020, a total of 8 066 895 (71%) beneficiaries were accessing their social grants through the SASSA card, issued in terms of the contract with SAPO. The remaining 3 231 484 (29%) were receiving their grants directly into their personal bank accounts.</p> <p>Through the monitoring undertaken, issues related to non-compliance and challenges affecting the implementation of the SLA were dealt with at different levels by joint stakeholders.</p> <p>Some of the challenges experienced include:</p> <ul style="list-style-type: none"> Instability of the system (IGPS). Slow and/or absent connectivity at remote payment sites. Fraud; Late arrival of cash to pay-points leading to late start of payments. Reconciliations. 	<p>Achieved.</p> <p>Compliance to SASSA SAPO SLA for social grant payments was monitored and managed. In the process the following non-compliance issues were identified:</p> <p>Reduction in payment transaction rejections:</p> <p>Payment transactions from SASSA into beneficiaries' accounts holding Post Bank accounts were overall successful, averaging 99%.</p> <p>The rejection was less than a percentage.</p> <p>Performance breakdown</p> <p>Number of sites with instability of the IGPS and number of beneficiaries rescheduled</p> <table border="1"> <thead> <tr> <th>Region</th> <th>Quarter 1</th> <th>Quarter 2</th> <th>Quarter 3</th> <th>Quarter 4</th> </tr> </thead> <tbody> <tr> <td>EC</td> <td>No. of sites rescheduled</td> <td>-</td> <td>4</td> <td>15</td> <td>1</td> </tr> <tr> <td>FS</td> <td>No. of sites rescheduled</td> <td>-</td> <td>4</td> <td>2</td> <td>2</td> </tr> <tr> <td>GP</td> <td>No. of sites rescheduled</td> <td>7</td> <td>2</td> <td>-</td> <td>5</td> </tr> <tr> <td>KZN</td> <td>No. of sites rescheduled</td> <td>-</td> <td>5</td> <td>5</td> <td>2</td> </tr> <tr> <td>LP</td> <td>No. of sites rescheduled</td> <td>5</td> <td>-</td> <td>3</td> <td>-</td> </tr> <tr> <td>MP</td> <td>No. of sites rescheduled</td> <td>990</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>NC</td> <td>No. of sites rescheduled</td> <td>-</td> <td>1</td> <td>2</td> <td>-</td> </tr> <tr> <td>NW</td> <td>No. of sites rescheduled</td> <td>-</td> <td>1</td> <td>6</td> <td>1</td> </tr> <tr> <td>WC</td> <td>No. of sites rescheduled</td> <td>-</td> <td>8</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Region	Quarter 1	Quarter 2	Quarter 3	Quarter 4	EC	No. of sites rescheduled	-	4	15	1	FS	No. of sites rescheduled	-	4	2	2	GP	No. of sites rescheduled	7	2	-	5	KZN	No. of sites rescheduled	-	5	5	2	LP	No. of sites rescheduled	5	-	3	-	MP	No. of sites rescheduled	990	-	-	-	NC	No. of sites rescheduled	-	1	2	-	NW	No. of sites rescheduled	-	1	6	1	WC	No. of sites rescheduled	-	8	-	-	<p>Achieved.</p> <p>Social grant payments were monitored on a monthly basis across all payment platforms.</p> <p>The table below indicates usage of access channels:</p> <table border="1"> <thead> <tr> <th>Month</th> <th>IGPS (SASSA SAPO card)</th> <th>Mzansi (Postbank card)</th> <th>Banks</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td colspan="5">QUARTER 1</td> </tr> <tr> <td>Apr-21</td> <td>7 720 277</td> <td>91 392</td> <td>3 631 874</td> <td>11 443 543</td> </tr> <tr> <td>May-21</td> <td>7 668 134</td> <td>91 540</td> <td>3 708 739</td> <td>11 468 413</td> </tr> <tr> <td>Jun-21</td> <td>7 612 640</td> <td>91 131</td> <td>3 796 503</td> <td>11 500 274</td> </tr> <tr> <td colspan="5">* The number of beneficiaries paid through IGPS (SASSA SAPO Card) and Mzansi (Postbank) increased by 107 637 and 261 respectively, from April 2021 to June 2021, and the overall total number of beneficiaries also increased by 56 121 over the same reporting period.</td> </tr> <tr> <td colspan="5">QUARTER 2</td> </tr> <tr> <td>Jul-21</td> <td>7 550 915</td> <td>90 716</td> <td>3 884 168</td> <td>11 525 799</td> </tr> <tr> <td>Aug-21</td> <td>7 596 363</td> <td>90 040</td> <td>3 927 638</td> <td>11 514 040</td> </tr> <tr> <td>Sep-21</td> <td>7 435 832</td> <td>89 683</td> <td>3 988 232</td> <td>11 513 747</td> </tr> <tr> <td colspan="5">* The number of beneficiaries paid through IGPS (SASSA SAPO Card) and Mzansi (Postbank) declined by 115 083 and 1 033 from July 2021 to September 2021.</td> </tr> <tr> <td colspan="5">* The number of beneficiaries paid through their own bank accounts increased by 104 064 from July 2021 to September 2021. 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SUB-PROGRAMME 2.1: BENEFITS ADMINISTRATION

NO.	OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2019/2020	AUDITED ACTUAL PERFORMANCE 2020/2021	PLANNED ANNUAL TARGET 2021/2022	ACTUAL ACHIEVEMENT 2021/2022	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2021/22	REASONS FOR DEVIATIONS																										
36.					<ul style="list-style-type: none"> Reconciliations received from SAPO by the 15th of the month following the payment month being reported on: <table border="1"> <thead> <tr> <th>Month</th> <th>Period received</th> </tr> </thead> <tbody> <tr> <td>April 2020</td> <td>28 May 2020</td> </tr> <tr> <td>May 2020</td> <td>6 July 2020</td> </tr> <tr> <td>June 2020</td> <td>22 July 2020</td> </tr> <tr> <td>July 2020</td> <td>2 September 2020</td> </tr> <tr> <td>August 2020</td> <td>26 February 2021</td> </tr> <tr> <td>September 2020</td> <td>8 March 2021</td> </tr> <tr> <td>October 2020</td> <td>8 March 2021</td> </tr> <tr> <td>November 2020</td> <td>8 March 2021</td> </tr> <tr> <td>December 2020</td> <td>8 March 2021</td> </tr> <tr> <td>January 2021</td> <td>8 March 2021</td> </tr> <tr> <td>February 2021</td> <td>8 March 2021</td> </tr> <tr> <td>March 2021</td> <td>22 April 2021</td> </tr> </tbody> </table> <p>Performance breakdown</p> <p>Delays were caused by challenges experienced by SAPO on updating SOCPEN changes on IGFS.</p>	Month	Period received	April 2020	28 May 2020	May 2020	6 July 2020	June 2020	22 July 2020	July 2020	2 September 2020	August 2020	26 February 2021	September 2020	8 March 2021	October 2020	8 March 2021	November 2020	8 March 2021	December 2020	8 March 2021	January 2021	8 March 2021	February 2021	8 March 2021	March 2021	22 April 2021				
Month	Period received																																		
April 2020	28 May 2020																																		
May 2020	6 July 2020																																		
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November 2020	8 March 2021																																		
December 2020	8 March 2021																																		
January 2021	8 March 2021																																		
February 2021	8 March 2021																																		
March 2021	22 April 2021																																		

Table 9: Strategy to overcome areas of under-performance: Programme 2: Benefits Administration and Support

TARGET	STRATEGY
580 000 children below the age of 1 in receipt of children's grants.	This target remains a priority for SASSA, however, the targeting in the new financial year will focus on the eligible children and not the entire population group.
390 880 SRD applications awarded at cost of R390 880 million.	In the new financial year 2022/23 normal SRD will focus on disasters and persons awaiting payment of approved grants. SASSA will measure its response time in the case of a disaster/s.
30% (R117 264 000 million) of total SRD rand value awarded through Cooperatives and SMMEs.	In the new financial year 2022/23, SASSA will be reporting on the entire goods and services budget on services/goods rendered through Cooperatives and SMMEs.
100% of COVID-19 Special Relief grant applications processed.	Eligible beneficiaries will be paid once the validation process is finalised.

3.3 PROGRESS ON INSTITUTIONAL RESPONSE TO THE COVID-19 PANDEMIC

Over the financial year 2021/22, the COVID-19 pandemic continued to affect the entire nation, disrupting the lives of many South Africans, considerably affecting healthcare systems, the economy, and our social fabric. In an attempt to support the most economically vulnerable households, the government's response to this crisis was unprecedented, as was SASSA's provision of essential services/interventions.

A temporary cash transfer programme, COVID-19 Special Relief (R350) grant, that was introduced (among other interventions/measures) by government during the previous financial year 2020/21 ended in the month of April 2021. Concerned by the fact that many vulnerable and affected individuals or households were still falling through the cracks of the social assistance system, the government extended the COVID-19 Special Relief grant from August 2021 to March 2022.

The COVID-19 grant has brought millions of previously excluded people into the social security system. On a monthly basis, i.e., April 2021 and August 2021 to March 2022, an average of approximately 14 million COVID-19 Special Relief grant applications were received and then processed through a verification system with other government databases. Out of the processed applications, an average of 9.5 million were approved and an average of 3.8 million were not considered for various reasons, such as UIF registration, alternative income source, NSFAS registration, failed identity verification, on government payroll, existing SASSA grant, age outside range, invalid ID. An average of 5.5 million in April 2021 to about 10.2 million South Africans (including asylum Seekers and Special Permit Holders) were supported with R350 payments per month. In this period, the care givers who received child grants for the children in their care also



benefitted from the COVID-19 special relief grant. As at 31 March 2021, SASSA had paid over R32 billion to these beneficiaries.

Over the year, SASSA has also continued to pay approximately 18.7 million social grants to approximately 12.5 million beneficiaries monthly to ensure the poor and vulnerable were able to sustain their livelihood during these trying times.

Lessons learned from this response to COVID-19 pandemic are always used as catalysts for change in how the Agency serves our citizens and coordinates across government. Our response to COVID-19 has emphasized the importance of enhancing our whole-of-government capabilities, building dynamic and integrated data management capabilities, and continuing to invest in developing systems/technology for processing and payment of the COVID-19 Special Relief grant.

Table 10: Below provides a summary of measures implemented by SASSA in response to the COVID-19 pandemic.

PROGRAMMES/ SUB-PROGRAMME	INTERVENTION	GEOGRAPHIC LOCATION	NO. OF BENEFICIARIES	TOTAL BUDGET ALLOCATION PER INTERVENTION	BUDGET SPENT PER INTERVENTION	CONTRIBUTION TO THE OUTPUTS IN THE APP	IMMEDIATE OUTCOMES
Programme 2: Benefits Administration and Support	Payment of COVID-19 Special Relief grant (R350) to eligible citizens who are between the ages 18-59, unemployed and have no income.	National	126 685 470 cumulative applications were received and 124 204 429 were processed, inclusive of Asylum seekers and Special permit holders. This represents 98.04% of applications processed. The 126 685 470 cumulative applications received, consist of 10 000 663 for April 2021 and an additional 116 684 807 for August 2021 to March 2022. All COVID-19 Special Relief grant (R350) applications received by SASSA on a monthly basis including existing ones were considered as new and subjected to a verification process. This resulted in 126 685 470 cumulative applications received and 124 204 429 of those were processed.	SASSA was authorised to spend approximately R28.3 billion on the COVID-19 Special Relief grant (R350) (This excludes Section 16 allocation).	R32.3 billion	Provision of COVID-19 Special Relief grant (R350) was Government's contribution to assist those unemployed and without income to support themselves and/ or their dependents in the midst of the pandemic.	Towards an ultimate outcome of reducing levels of poverty, COVID-19 Special Relief grant (R350) assisted beneficiaries with financial relief to meet basic needs.

Table 11: Linking performance with budgets: Programme 2: Benefits Administration and Support

PROGRAMME/ ACTIVITY/ OBJECTIVE	2020/21			2021/22		
	FINAL APPROPRIATION R'000	ACTUAL EXPENDITURE R'000	(OVER)/UNDER EXPENDITURE R'000	FINAL APPROPRIATION R'000	ACTUAL EXPENDITURE R'000	(OVER)/UNDER EXPENDITURE R'000
Benefits Administration (Cash)	4 641 329	4 549 802	91 527	4 973 235	4 453 822	519 413
Add: Non-cash items	-	30 920	(30 920)	-	5 931	(5 931)
Total	4 641 329	4 580 722	60 607	4 973 235	4 459 753	513 482

The table reconciles to both the statement of financial performance and the statement of comparison of budget and actual amounts. The figure of R4 453 822 reports on cash only while the total figure of R4 459 753 includes non-cash items.

4. REVENUE COLLECTION

Table 12: Revenue Collection

SOURCES OF REVENUE	2020/21			2021/22		
	ESTIMATE R'000	ACTUAL AMOUNT COLLECTED R'000	(OVER)/UNDER COLLECTION R'000	ESTIMATE R'000	ACTUAL AMOUNT COLLECTED R'000	(OVER)/UNDER COLLECTION R'000
Revenue from exchange transactions	6 385	24 205	(17 820)	4 956	40 845	(35 889)
Finance income	678	31 401	(30 723)	715	712	3
Government grants	7 488 782	7 488 781	1	7 963 901	7 963 901	-
Interest applied on concessionary loan repayment	-	14 405	(14 405)	-	4 789	(4 789)
Total	7 495 845	7 558 792	(62 947)	7 969 572	8 010 247	(40 675)

The bulk of SASSA's revenue comes mainly from the transfers from the Department of Social Development's Vote. Another portion of revenue, although insignificant, comes from other sources such as the sale of wastepaper, recovery of debts, skills development refund, interest and disposal of assets and parking rental income. Transfers received for the period under review amounted to R7 763 901 000.

- a) The actual collection revenue exceeded the estimation, mainly due to R29 million as a result of implementing a contractual penalty against one of our main service providers. This was not expected and it is not an anticipated performance in the future during the ordinary course of business of the Entity.
- b) The interest on the concessionary loan which was granted to South African Post Office on terms that are not market-related, and GRAP standards require that the entity should analyse a concessionary loan into its component and accounts for each component separately. Therefore, this represents deemed interest as a result of the application of the standards and it not anticipated performance in the future during the ordinary course of business of the Entity.



5. CAPITAL INVESTMENT

5.1 CAPITAL INVESTMENT MAINTENANCE

There were no planned capital projects for the financial year 2021/22

5.2 ASSET MANAGEMENT PLAN

SASSA's Assets Management Policy and Demand Plan, amongst others, are the basis for assets planning. The demand plan (assets procurement) is a yearly plan that is effective from the first day of April of each financial year. The progress is monitored through monthly reports. Such reports are consolidated quarterly for reporting to National Treasury, whereas SASSA Assets Management Policy covers the life span of the assets, depreciation and disposal, amongst others. Below is progress against such for the financial year 2021/22.

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

Table 13: Asset Depreciation

ASSETS CATEGORY	USEFUL LIFE
Land	Indefinite
Buildings	20 to 50 Years
Furniture & Fixtures	5 to 17 Years
Motor Vehicles	4 to 10 Years
Office Equipment	5 to 17 Years
IT Equipment	3 to 10 Years
Finance Leases	Lesser of the useful life or the lease agreement term
Machinery & Equipment	2 to 17 Years
Communication Equipment	2 to 17 Years
Leasehold improvements	Lesser of the useful life or the lease agreement term
Intangible Assets	3 to 20 Years

The breakdown in numbers for additions, disposals and depreciation as at 2021/2022 financial year is as follows:

Table 14: Assets Additions, Disposals and Depreciation

CATEGORY	NUMBER OF ASSETS AT BEGINNING OF FINANCIAL YEAR	NUMBER OF ADDITIONS	NUMBER OF ASSETS DISPOSED	NUMBER OF ASSETS AT END OF FINANCIAL YEAR
Land	1	0	0	1
Buildings	501	10	5	506
Furniture & Fixtures	64 583	1 067	1 870	63 780
Motor Vehicles	1 905	77	103	1 879
Office Equipment	664	8	32	640
IT Equipment	46 190	3 989	3 791	46 388
Finance Leases	661	0	21	640
Machinery & Equipment	9 970	483	452	10 001
Communication Equipment	13 633	30	1 823	11 840
Leasehold improvements	9	21	2	28
Intangible Assets	41	3	1	43
Total	138 158	5 688	8 100	135 746

Table 15: Asset holdings' change over the period under review, including information on disposals, scrapping and loss due to theft.

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT-2022					
CATEGORY	OPENING BALANCE (R)	ADDITIONS (R)	DISPOSALS (R)	DEPRECIATION (R)	CLOSING BALANCE (R)
Land	519 500	0	0	0	519 500
Buildings	200 176 802	2 863 824	(686 250)	(9 685 189)	192 669 187
Furniture & Fixtures	84 065 552	3 890 732	(1 509 257)	(8 621 299)	77 825 728
Motor Vehicles	190 124 895	15 958 435	(4 397 908)	(30 100 663)	171 584 759
Office Equipment	2 570 718	8 068	(17 635)	(359 323)	2 201 828
IT Equipment	178 863 200	73 248 584	(1 832 705)	(37 921 446)	212 357 517
Finance Leases	940 534	0.00	(8 419)	(618 924)	313 191
Machinery & Equipment	46 690 825	5 372 925	(1 134 318)	(6 194 993)	44 748 844
Communication Equipment	14 941 967	81 000	(419 540)	(1 030 572)	13 558 566
Leasehold improvements	117 611	445 017	0.00	(242 823)	319 805
Intangible Assets	74 695 873	1 791 489	(3 640)	(7 075 369)	69 408 353
TOTAL	793 707 477	103 660 074	(10 009 672)	(101 850 601)	785 507 278

- The Agency's opening balance of Property, Plant and Equipment (PPE), and Intangible Assets as at 01 April 2021 was **R793 707 477**
- Assets Additions on period under review **R103 660 074**
- Disposals of assets due to redundancy, obsolete and unserviceable (**R10 009 672**)
- Assets Depreciation (**R101 850 601**)
- Closing balance as at 31 March 2022 **R785 507 278**
- Agency Assets Register decreased with the value of **R8 200 199**



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 on a monthly basis.

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

The assets are physically verified half-yearly and their condition 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 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 documents for the updating of the assets register.

The assets lose value each month through depreciation 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 through the disposal process as approved by the delegated authority. Assets 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 16: Current State of Capital Assets

CONDITION	NUMBER OF ASSETS	PERCENTAGE
Excellent	21 437	15.79%
Good	59 148	43.58%
Fair	49 634	36.57%
Poor	47 21	3.48%
Broken	806	0.58%



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 with regard to 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. Parliament, the Executive and the Accounting Authority as well as the management of the public entity are responsible for corporate governance. Below is a list of governance structures and dates to which SASSA reported during 2021/22.

2. PORTFOLIO COMMITTEES TO WHICH SASSA REPORTED: 2021/22

Table 17: Portfolio Committees

COMMITTEE	SUBJECT	DATE
Portfolio Committee on Social Development	Foster Care court order progress; SASSA & NDA 2020/21 Quarter 3 performance; with Minister & Deputy.	16 Apr 2021
Portfolio Committee on Social Development	SASSA & NDA 2021/22 Annual Performance Plans; with Minister and Deputy Minister.	05 May 2021
Select Committee on Health and Social Services	DSD, SASSA & NDA 2021/22 Annual Performance Plan, with Minister & Deputy Minister.	01 Jun 2021
Select Committee on Health and Social Services	DSD report on the AG's findings on the outcome of the Covid-19 stimulus relief fund package	31 August 2021
Portfolio Committee on Social Development	DSD, SASSA & NDA 2020/21 Quarter 4 performance; update on implementation of Covid-19 grant.	01 Sep 2021
Portfolio Committee on Social Development	Social Development Portfolio Audit Outcomes; DSD, SASSA & NDA 2020/21 Annual Report; with Minister.	10 Nov 2021
Portfolio Committee on Social Development	DSD, SASSA & NDA 2020/21 Annual Report.	12 Nov 2021
Portfolio Committee on Social Development	Committee Report Quarter 3 & 4 Performance of Department and entities.	24 Nov 2021
Portfolio Committee on Social Development	Social Development Portfolio Audit Outcomes; DSD, SASSA & NDA 2020/21 Annual Report; with Minister.	10 Nov 2021
Portfolio Committee on Social Development	DSD, SASSA & NDA 2020/21 Annual Report.	12 Nov 2021
Portfolio Committee on Social Development	Committee Report Quarter 3 & 4 Performance of Department and entities.	24 Nov 2021
Select Committee on Health and Social Development	Briefing to the Select Committee on Health and Social Services by NDA and SASSA on the Annual Report 2020-21.	8 March 2022
Select Committee on Health and Social Development	DSD & SASSA: Progress reports on implementation of social relief programmes & interventions to address effects of GP & KZN "unrest" on social development facilities.	15 March 2022

3. EXECUTIVE AUTHORITY

Table 18: Reports submitted to the Executive Authority

REPORT	DATE
SASSA 2020/21: 4th Quarter, Annual Unaudited Performance report and Unaudited AFS.	24 June 2021
SASSA 2021/22: 1st Quarterly report.	18 August 2021
Annual Report 2020/21	29 September 2021
SASSA 2021/22: 2nd Quarterly report	21 November 2021
SASSA 2021/22: 3rd Quarterly report	31 January 2022

4. RISK MANAGEMENT

SASSA maintains an active approach towards managing both new and emerging risks through its effective and approved Risk Management Policy and Strategy. The risk management approach is adopted from the best practice Risk Management Guidelines ISO 31000, Committee of Sponsoring Organisations (COSO) Risk Management Framework, and the King IV Report.

The Executive Management team conducted an organisational strategy session which included the alignment of the APP to the strategic risks identified. The strategic risks emphasised critical areas of focus and enforce the accountability of the Executive Management team. These guide the enterprise-wide risk management approach, adopting a top-down, bottom-up risk management process to shape the Agency's performance, guided by its strategic objectives in support of risk-informed decisions at executive management level. The strategic risks identified are mitigated through various programmes streaming across the value chain of the Agency and are continuously monitored and assessed for residual risk exposures. The objective of the risk assessment process is to:

- Ensure that all significant unacceptable and emerging risks with the potential to negatively impact the Agency's strategy are identified, assessed and recorded.
- To provide assurance that adequate and effective risk mitigation strategies are implemented across the Agency.

The Agency has a Risk Management Committee that advises the Minister on the overall system of risk management, especially the mitigation of unacceptable levels of risk. The committee is governed by a formal Terms of Reference and it meets quarterly in line with its work plan.

Information pertaining to the Agency-wide risk management is reported to the Audit Committee on a quarterly basis to enable it to provide independent advice on the effectiveness of the systems of risk management. For the period under review, there has been a progressive improvement in the management of Strategic and Operational Risks which promotes the improvement of the Agency's performance in achieving its set outcomes and priorities.

5. INTERNAL CONTROL UNIT

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

a) Secretariat of the Loss Control Committee (LCC)

- In compliance with sections 83 to 86 of the PFMA (1999, as amended), SASSA identifies and records all incidences of financial misconduct and investigates and takes appropriate action against responsible officials.
- The unit performed investigations of financial misconduct cases relating to irregular expenditure; fruitless and wasteful expenditure; and damages and losses. The outcome reports were considered and approved by the delegated authority for implementation.
- The unit also facilitated and convened Loss Control Committee meetings, and scribed and prepared the committee's submissions for consideration by the delegated authority in line with delegation of authority for approval of investigation reports related to financial misconduct cases.
- The unit facilitated submission of requests to National Treasury for condonement of irregular expenditure and co-ordinate resolutions of identified exceptions.

b) Co-ordination of the Audit

- The Internal Control Unit was responsible for coordinating the audit conducted by AGSA. 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 in regard to the audit.
- 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 records review report which deals with high risk areas identified and communicated by AGSA through these reports. Management

is required to provide commitments and interventions to ensure that such risks are addressed during the audit and beyond.

- The unit provided secretariat services to SASSA's Audit Steering Committee, including record keeping of information deliberated at the committee's meetings.

c) Monitoring, Analysis and Follow-up on Compliance with Policies and Relevant Legislation such as the PFMA, Treasury Regulations and National Treasury's Instruction or Practice Notes.

- The Agency continued to implement the Financial Misconduct Management Policy which is aligned to National Treasury Framework on Irregular Expenditure, as well as the Framework on Fruitless and Wasteful Expenditure.
- In ensuring that SASSA has an effective and efficient financial misconduct management system, the electronic system on Oracle module was developed and implemented and system enhancements are being made timeously. The Oracle module ensures that the Agency has complete and accurate financial misconduct information and for better management of cases and reporting.
- Upon the conclusion of the audit by the Auditor-General of South Africa (AGSA), continuous assessments and monitoring of the effectiveness of internal controls is made through analysing progress made by various branches and units of the control measures committed in the Audit Action Plan which is developed from the management report issued by AGSA.

6. INTERNAL AUDIT AND AUDIT COMMITTEES

Independently reporting to the Accounting Authority administratively and to the Audit Committee functionally enhanced Internal Audit independence, which is imperative for the success of any internal audit activity.

Key Activities and Objectives of the Internal Audit and Summary of Work Done

- Internal Audit Department provided independent and consulting services on governance, risk management and control processes of the Agency to assist in achieving its goals and objectives. The Internal Audit

Department, though located at Head Office, provides value adding internal audit services to the Agency's Regional Offices including Head Office.

- Internal audit assisted the Accounting Authority to maintain effective controls by evaluating those controls to determine their adequacy, effectiveness and efficiency; identifying the root causes of control deficiencies; and recommending control enhancements or improvements. Internal Audit also reviewed the reliability and integrity of financial and operating information as well as reviewing performance information to ascertain whether results are consistent with established targets.
- For the year under review, Internal Audit conducted a wide range of operational, financial, compliance and information technology audit assignments. In addition to planned audits, the Department also responded to several ad-hoc management requests and assignments. Internal Audit's reviews focused on high-risk areas relating to the following:
 - Annual Financial Statements 2020/21;
 - Annual Performance Review 2020/21;
 - Missing Documents SCM;
 - Eastern Cape Cleaning Tender;
 - SCM Procurement of PPE's;
 - Subsistence & Transport Claims;
 - Recruitment Process;
 - Identity Access Management;
 - Document Management Compliance Audit;
 - Document Management ICT Audit;
 - Supply Chain Management;
 - Interim Financial Statements;
 - Contract Management (DG);
 - Risk Management;
 - COVID-19 Special Relief grant procurement;
 - Ethics Audit;
 - Asset Management; and
 - Online application.

Key Activities and Objectives of the Audit Committee

- During the reporting period, the Audit Committee continued to provide independent advice to management and oversaw the functioning of the Internal Audit Department. One member of the Committee passed on during January 2021 due to COVID-19 related conditions when his contract was

due to expire on 31 January 2021. Two additional members were appointed on 31 May 2021. An orientation session was held for the new members and formal Terms of Reference were adopted as the Audit Committee Charter to guide the functioning of the Audit Committee was reviewed.

- The Committee reviewed internal audit plans, activity reports as well as management action plans and processes to address areas of weaknesses identified by both Internal Audit and Auditor-General of South Africa (AGSA).
- The Committee took note of the activities of the Financial Misconduct Board, which is a governance structure established to deal with matters of financial misconduct as provided for in section 83 of the PFMA (1999 as amended) to ensure that all unauthorised, irregular, fruitless and wasteful expenditure is dealt with appropriately.

The Audit Committee effectively executed its function which included the following:

- Reviewed the Audit Committee Charter.
- Developed the Audit Committee Work Plan for 2021/2022.
- Approved the Annual Internal Audit Plan for 2021/22.
- Considered the Audit Plan of the AGSA for 2021/2022 to avoid unnecessary duplications of audit efforts between AGSA and Internal Audit.
- Reviewed quarterly performance/financial reports and provided advice on actions to be taken to ensure achievement of targets.
- Reviewed the Annual Financial Statements for 2020/2021.
- Reviewed the Annual Performance Report for 2020/2021.

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

Table 19: 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
Mr T Magare	<ul style="list-style-type: none"> • CA (SA) • Certificate in the Theory of Accounting • Postgraduate Certificate in Financial Accounting 	External	Not applicable	30 May 2019	Not applicable	7 of 7
Mr Z. Fihlani	<ul style="list-style-type: none"> • CA (SA) • M. Com (Tax) • Higher Diploma in Tax Law • B. Compt. Honours • B. Com in Accounting 	External	Not applicable	30 May 2019	Not applicable	6 of 7
Ms S Mzizi	<ul style="list-style-type: none"> • CSSA • Postgraduate Diploma in Corporate Law • Postgraduate Certificate in Corporate Governance • CIMA • B. Com Honours • Certificate in Accountancy • BTech Cost and Management Accounting • Higher Diploma in Education (Economic Sciences) 	External	Not applicable	30 May 2019	Not applicable	7 of 7

NAME	QUALIFICATIONS	INTERNAL OR EXTERNAL	IF INTERNAL, POSITION IN THE PUBLIC ENTITY	DATE APPOINTED	DATE RESIGNED	NO. OF MEETINGS ATTENDED
Adv. LL Peter	<ul style="list-style-type: none"> Masters of Science in Medicine(Wits) LLM- University of WC LLB- University of WC Postgraduate Diploma in Compliance Management- UJ Advanced certificate in construction Contracts- UP Certified- ISO 19600 Compliance. 	External	Not applicable	30 May 2021	Not applicable	7 of 7
Mr W Hero	<ul style="list-style-type: none"> Masters in Technology Innovation - Da Vincl Institute Chartered Information Technology professional CIO Council 2019 Bachelor of Science, Research and Statistics- Wits 	External	Not applicable	30 May 2021	Not applicable Not applicable	7 of 7

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 Management.

8. FRAUD AND CORRUPTION

SASSA has adopted Zero Tolerance stance on fraud and corruption. Its anti-fraud and corruption strategic approach focuses on fraud and corruption governance, prevention; detection; investigations and corrective actions/ resolutions. These are explained in detail as follows:

8.1 FRAUD AND CORRUPTION GOVERNANCE

Fraud Management and Compliance Department, which is a segment responsible for fraud and corruption prevention, detection and investigation, reports to SASSA governance structures on a quarterly basis. The governance structures consist of, amongst others, the following: Department of Social Development Oversight Forum, Risk Management and Audit Committees.

8.2 FRAUD AND CORRUPTION PREVENTION

SASSA has a Fraud Prevention Strategy that was approved in March 2020. The reviewed Fraud Prevention Strategy and Plan addresses, amongst others, new fraud trends associated with electronic grant applications and electronic payments. As part of preventing corrupt and fraudulent activities, SASSA conducted 42 awareness sessions. These sessions were aimed at educating SASSA officials on identification and reporting fraudulent activities. The Agency is also taking part in the National School of Government's mandatory Ethics course. Annual fraud risk assessments are also conducted to identify areas of high fraud risk exposure, thereby mitigating such fraud.

8.3 FRAUD AND CORRUPTION DETECTION

The fraud detection measures of the Agency resulted in the following:

- Suspicious illegal SASSA office at Bruma at 96 Ecksteen Street Johannesburg**

During the month of November, SASSA received information from a whistle-blower alleging that a suspect was assisting people who are not deserving or qualifying to receive Old Age Grant. The suspect was charging applicants R 4300 for the services. The suspect was colluding with two SASSA officials. The

suspect has been arrested for fraud and a criminal case was registered at Yeoville CAS 90/11/2021. The two officials are currently suspended from work pending the finalisation of the investigations. The matter was referred to both SAPS and SASSA FMCD for further investigations. The total monetary value incurred by SASSA is not yet determined.

- **Fraudulent Disability Grants in Limpopo**

Sixty-five disability grants were detected to be possible fraudulent cases whereby fraudulent referral documents were used. While the above resulted in 44 grants being recommended for suspension and were under internal and criminal investigation processes at the end of the reporting period, 21 grants were cleared.

- **Public Service Commission and Fraud Hotline**

A total of around 558 cases were received through the fraud hotline for the period 01 April 2021 to 31 March 2022, consisting mainly of the following:

- Old Age Grant: beneficiaries are employed/own income generating businesses/ receive pension from other companies;
- Disability Grant: beneficiaries are not disabled or the beneficiaries are employed;
- Child Support Grant: beneficiaries are not living with the children and misuse of grant funds; and
- SRD COVID-19: beneficiaries are earning or having other financial means.

8.4 FRAUD AND CORRUPTION INVESTIGATIONS

SASSA has an internal investigation unit which is well capacitated and also working closely with the law enforcement agencies. By the end of March 2022, 95% (244 of 256) reported fraud and corruption cases were investigated internally and finalised.

8.5 FRAUD AND CORRUPTION RESOLUTION

During the period 01 April 2021 to 31 March 2022, thirty-seven (37) cases were referred to the Law Enforcement Agency for criminal prosecutions. The allegations are for social grant fraudulent activities which include the following: collecting grant funds for deceased persons; applying for disability grant with fraudulent medical information and collecting Child Support Grant fraudulently.

Furthermore, there are cases which were investigated externally by the Special Investigation Unit (SIU). The SIU, through the R37 and R23 Presidential Proclamations, referred 50 matters for disciplinary hearing against SASSA officials with 30 referred for criminal prosecution. As part of these proclamations, a total of R28 million was referred for civil recovery.

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 with all Directors of Companies whose bids are being evaluated for access by all role players to verify against the names and declare their interest. There is also a register to record declarations that have been made, if any.

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 quotation. Additionally, the CSD reports are drawn from the Central Supplier Database to verify whether the service provider is not a government employee and to confirm the Directors against the SBD form.

10. CODE OF CONDUCT

Sub-section 195(1) of the Constitution (Constitution of South Africa, 1996) provides for public administration to be governed by the democratic values and principles enshrined in the Constitution and lists nine (9) principles in this regard. To give effect to this requirement of the Constitution, Sub-section 7(3) of the South African Social Security Agency (SASSA/Agency) Act, 2004 (Act No. 9 of 2004) enjoins the Minister of Social Development (the Minister) in consultation with the Chief Executive Officer (CEO) of SASSA to determine a Code of conduct applicable to all members of staff of the Agency and justiciable for purposes of disciplinary proceedings. This ensures, among others, the promotion and maintenance of a high standard of professional ethics and the prevention of conflicts of interest other than those contemplated in section 8 (of the SASSA Act).

Description of the SASSA Code of Conduct and Ethics – The Code was approved in March 2008 by the then Minister of Social Development. The primary purpose of the Code is to foster a culture of supreme integrity and organisational identity in both conduct and business ethics. It has nine (9) parts. The main body of the Code is constituted by three parts, i.e. Part B: SASSA ETHICAL VALUES, Part C: STANDARDS OF CONDUCT, and Part D: COMPLIANCE and SANCTIONS.

The effect the Code has on the Agency, amongst others, includes the Code being a reference document for policies and other internal prescripts that prescribe standards of conduct to be complied with. The expected behaviour of employees towards these prescripts is thus aligned with the behaviour enjoined on the employees by the Code of Conduct and Ethics. This ensured a shared culture and uniform system of values across all aspects and functions of the Agency.

Regarding the process followed for the breach of Code of conduct, SASSA has policies, procedures and Code of Disciplinary Action which prescribe what constitutes acceptable and unacceptable conduct. Unacceptable behaviour includes, amongst others, the violation of and/

or non-compliance with the provisions of codes of practice and conduct (including policies and Code of Conduct and Ethics) and consequence management, including sanctions, in this regard. Part D of the Code of Conduct and Ethics deals with “Compliance and Sanctions” in relation to the Code. In linking the Code with other internal control instruments, Part D provides that:

D.1 A code without discipline lacks substance. Management will take disciplinary action (as envisaged in the Code of Disciplinary Action, policies and procedures) for violation on the Code, and sanctions and/or penalties will be applied;

D.2 Transgressions on the Code should be reported to immediate supervisors or any other structure or official delegated with the responsibility in this regard;

D.3 Lessons learned from violations will be communicated to employees and reinforced through training; and

D.4 The decisions and sanctions that are imposed are binding on the employee.

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) and Strategy that guides the management of health and safety matters within the organisation. The strategy provides for the establishment of National and Regional OHS Committees to ensure compliance with the Occupational Health and Safety Act 1993 (Act 85 of 1993). Based on this provision, 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 COVID-19 protocols aimed at protecting them against the virus.

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.

12. AUDIT COMMITTEE REPORT

The Audit Committee continues to play its oversight role in relation to the financial, compliance and risk management activities of the agency. The full extent of the impact of the Coronavirus (COVID-19) pandemic continues to manifest, which has seen an increase in the levels of poverty. Additionally, it has resulted in several extensions of the special COVID-19 SRD grant of R350 in an attempt by the government to alleviate the full effects of the pandemic.

We are pleased to present our report for the financial year ended 31 March 2022.

AUDIT COMMITTEE RESPONSIBILITY

The Audit Committee reports that it has complied with its responsibilities arising from Section 77 of the Public Finance Management Act and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein, except that we have not reviewed changes in accounting policies and practices.

KEY OBJECTIVES AND ACTIVITIES OF THE AUDIT COMMITTEE

The Audit Committee is a specially appointed statutory committee to assist management in fulfilling its oversight responsibilities for the financial reporting process, as well as the system of internal control including risk management and audit process for monitoring compliance with laws and regulations, and the code of conduct. The Committee performs an advisory role to both the Executive and Accounting Authority. The Committee is accountable to the Executive Authority to properly consider and evaluate any matter that it has to deal with or to which it is referred.

The Committee meets separately with auditors to discuss matters that it or the auditors believe should be discussed privately. Additionally, the committee reviews proposed audit approaches, the audit plan, staffing and organisation of the function. The committee also meets with internal auditors and management from both SASSA and the Department of Social Development on a periodic basis to discuss any matters of concern that may arise.

INTERNAL CONTROL ENVIRONMENT

The Audit Committee concludes that the internal control environment was partially effective for the year under review. Some findings indicate control weaknesses including financial loss, fraud, corruption or error that have been reported to the Audit and Risk Committee during the year ended 31 March 2022 through internal audit, fraud management and compliance functions. The matters were raised with management and the Committee is satisfied with the controls and activities that were in place to address the identified weaknesses.

The following internal audit work was completed during the year under review:

- Annual Financial Statements 2020/21;
- Annual Performance Review 2020/21;
- Missing Documents SCM;
- Eastern Cape Cleaning Tender;
- SCM Procurement of PPE's;
- Subsistence & Transport Claims;
- Recruitment Process;
- Identity Access Management;
- Document Management Compliance Audit;
- Document Management ICT Audit;
- Supply Chain Management;
- Interim Financial Statements;
- Contract Management (DG);
- Risk Management;
- Special COVID-19 SRD Grant Procurement;
- Ethics Audit;
- Asset Management; and
- Online application.

In addition, the following documents were revised by internal audit and approved by the Committee during the 2020/21 financial year:

- Audit Committee Charter; and
- Internal Audit Charter and Methodology.

KEY AREAS OF CONCERN

The committee is concerned with regard to the outcomes/ findings of investigations relating to irregular expenditure and fruitless and wasteful expenditure, and in particular the speed with which corrective action is taken. We are

“The Audit Committee concludes that the internal control environment was partially effective for the year under review.”

encouraged by management’s efforts in setting up a special project team to focus on the implementation of the recommendations from investigations. It is important for the management team to develop a comprehensive approach to deal with outcomes/findings of investigations in general.

Performance information reporting remains a concern and management has committed to developing action plans that will result in an improvement in the quality of reporting in order to minimise the number of errors/findings raised by the Auditor General. In addition, internal audit has been tasked to review the performance information on a quarterly basis in order to identify areas of internal control weakness throughout the financial period.

IN-YEAR MANAGEMENT AND MONTHLY/ QUARTERLY REPORT

The public entity has submitted monthly and quarterly reports to the Executive Authority.

AUDITOR-GENERAL’S REPORT AND IMPLEMENTATION OF PRIOR YEAR AUDIT FINDINGS

We have reviewed the public entity’s implementation plan for audit issues raised in the prior year and we are satisfied that the matters are receiving appropriate attention. However, we are concerned by the number of

repeat findings and have tasked the management team with enhancing the monitoring and action plan aimed at dealing with resolving findings raised during the audit cycle.

In May 2022, the Committee evaluated the Annual Financial Statements (AFS) and the Annual Performance Information for the year ended 31 March 2022 and duly recommended them for the Accounting Authority’s approval prior to being submitted to the AGSA for audit.

Subsequently, the material misstatements corrected were reviewed when management report of the AGSA was discussed with the Audit Committee. The Audit Committee has discussed the external audit outcomes on the reporting on pre-determined objectives to be included in the annual report with the AGSA and the Accounting Authority. The Committee is pleased that the Agency has achieved an unqualified audit report, however, the number of findings reported by the AGSA are a concern and management has been requested to increase efforts to deal with the matters that resulted in the findings.



Mr T Magare
Chairperson of the Audit Committee
South African Social Security Agency
Date: 31 July 2022

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 20: B-BBEE Compliance Performance Information

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?	No	SASSA's SCM policy is fully aligned with Treasury Regulations and National Treasury Instructions. The Agency does not develop its own policies but implements the Preferential Procurement Policy Framework Act and its Regulations as per the Preferential Procurement Regulations User Guide, 2017.
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

To ensure that there is capacity to meet service delivery requirements, 77% of funded permanent posts were filled (7 623), including 98 internal promotions. Furthermore, the Agency has contributed towards the reduction of unemployment by appointing 42 interns and also strengthened the capacity by appointing 77 contract workers to perform critical functions, thus bringing the total number of permanent and contract employees to 7 742.

These appointments yielded positive results in addressing capacity challenges which had a direct impact in the attainment of SASSA's strategic objectives.

The contract employees were appointed in the following categories:

- Forty-Two (42) Interns
- Fifty-One (51) EPWP Learners
- Twenty (20) Clerks
- Two (2) Document Administrators
- One (1) Executive Manager Grants
- Two (2) General Managers (HCM and CEO)
- One (1) Senior Manager (CEO)

In order to keep up with the skills development requirements, SASSA has identified training interventions for the 2021/22 financial year. However, due to the COVID-19 pandemic and the lockdown regulations, it was difficult to roll out training interventions and only 1 217 employees received training in various fields during this period.

Above 77% (192 of 247) of critical funded posts were filled in order to ensure that there is capacity to meet service delivery requirements and 2.4% of funded posts were filled by Persons with Disabilities. Therefore, SASSA contributed towards promoting equal opportunities and fair treatment for people with disabilities.

The Agency will embark on a process of securing service providers for a period of three (3) years to assist in attracting Persons with Disabilities, skilled and capable workforce. This will also assist in fast-tracking the recruitment process. I-Recruitment will be implemented with the aim of attracting a wider scope of a potentially skilled and capable workforce.

During the financial year under review, SASSA successfully implemented the Performance Management Framework of the Agency through performance contracting and assessments of employees to contribute to the improvement of a performance management culture. Performance

Incentives in the form of 1.5% salary adjustments were also implemented for eligible employees.

This year was the final year of the implementation of the three-year Employment Equity (EE) Plan, effective from 01 April 2019 - 31 March 2022. The National EE Manager successfully monitored the implementation of the EE Plan through the established EE Consultative Forum and the CEO successfully submitted the annual reports to the Department of Labour as mandated by the Employment Equity Act.

Employees and their immediate families were continuously provided with 24-hour Psychosocial Support services by qualified staff through the comprehensive Employee Wellness Program (Face-to-Face and telephonic counselling services) ensuring that the Agency delivers on its mandate. Both the Employee Wellness and Handling of Harassment Policies were presented and endorsed by EXCO for the CEO's approval. Multiple awareness sessions on harassment were conducted through various platforms to address the prevention, elimination and management of all forms of harassment in the workplace. Other policies that were developed was the Working Remotely Policy which was approved in October 2021, for SASSA employees.

The Agency is committed to creating and maintaining a conducive working environment through sound employee relations. During the period under review (2021/2022), the Agency has managed to finalise 60 grievances lodged by the officials within the Agency and has finalised 165 cases involving officials for various categories of misconduct.

In respect of collective bargaining, the Agency has managed to engage Organised Labour on issues pertinent to the employees' conditions of employment and other planned projects through SASSA National Bargaining Forum. In year 2021/2022, the Agency reached consensus with Organised Labour on the implementation of the Working from home/ Remote Policy. The Agency established an Integrated Task team with Organised Labour to meaningfully engage on all projects which the Agency plans to implement in the near future. The Agency maintained the functioning of the Regional Consultative Forums wherein local issues are discussed by the Agency and local Organised Labour. The Agency dealt with SASSA's plan to deal with COVID-19 wherein it shared ideas and further received inputs from Organised Labour on how to improve the plan going forward to ensure employees' safety within the workplace. The Agency consulted Organised Labour on the implementation of the Business Re-engineering Process and is giving continuous updates.

2. HUMAN RESOURCE OVERSIGHT STATISTICS

Table 21: Personnel Cost by Programme

PROGRAMME	TOTAL EXPENDITURE FOR THE ENTITY (R)	PERSONNEL EXPENDITURE (R)	PERSONNEL EXPENDITURE AS A % OF TOTAL EXPENDITURE (%)	NO. OF EMPLOYEES	AVERAGE PERSONNEL COST PER EMPLOYEE (R)
1. ADMINISTRATION	2 773 335 172	948 862 734	34.21%	1 979	479 466
Executive Management	125 185 235	83 514 021	66.71%	131	637 512
Internal Audit & Risk Management	66 133 845	44 030 064	66.58%	94	468 405
Corporate Services	1 372 541 951	297 232 934	21.66%	608	488 870
Finance	512 645 039	426 080 493	83.11%	1 012	421 028
Information & Communications Technology	671 600 188	73 874 063	11.00%	107	690 412
Strategy & Business Development	25 228 914	24 131 158	95.65%	27	893 747
2. GRANTS ADMINISTRATION	4 459 753 047	2 232 815 259	50.07%	6 297	354 584
TOTAL	**7 233 088 220	3 181 677 993	43.99%	*8 276	384 446

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

**Includes loss on disposal of assets.

Table 22: Personnel Cost by Location

LOCATION	TOTAL EXPENDITURE FOR THE ENTITY (R)	PERSONNEL EXPENDITURE (R)	PERSONNEL EXPENDITURE AS A % OF TOTAL EXPENDITURE (%)	NO. OF EMPLOYEES	AVERAGE PERSONNEL COST PER EMPLOYEE (R)
Head Office	2 991 288 572	256 957 066	8.59%	441	582 669
Eastern Cape	692 682 102	486 967 745	70.30%	1 338	363 952
Free State	320 774 232	220 905 712	68.87%	584	378 263
Gauteng	498 844 590	336 379 719	67.43%	910	369 648
KwaZulu-Natal	796 796 358	565 827 160	71.01%	1 557	363 409
Limpopo	469 726 008	337 509 431	71.85%	869	388 388
Mpumalanga	340 074 590	228 742 475	67.26%	578	395 748
Northern Cape	313 045 932	206 940 425	66.11%	539	383 934
North West	398 099 607	256 381 210	64.40%	659	389 046
Western Cape	411 756 230	285 067 048	69.23%	801	355 889
TOTAL	**7 233 088 220	3 181 677 993	43.99%	*8 276	384 446

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

**Includes loss on disposal of assets.

Table 23: Personnel Cost by Salary Band

LEVEL	PERSONNEL EXPENDITURE (R)	% OF PERSONNEL EXPENDITURE TO TOTAL PERSONNEL COST (%)	NO. OF EMPLOYEES	AVERAGE PERSONNEL COST PER EMPLOYEE (R)
Top Management	14 735 248	0.46%	8	1 841 906
Senior Management	207 603 269	6.52%	195	1 064 632
Professional Qualified	413 648 727	13.00%	485	852 884
Skilled	1 167 443 555	36.69%	2 535	460 530
Semi-skilled	1 372 582 177	43.14%	4 941	277 794
Unskilled	5 665 017	0.18%	112	50 581
Total	3 181 677 993	100.00%	*8 276	384 446

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

**Includes loss on disposal of assets.

Table 24: Performance Rewards by Salary Band

SALARY BAND	NUMBER OF EMPLOYEES	PERFORMANCE REWARDS IN RAND	PERSONNEL EXPENDITURE (R'000)	% PERCENTAGE OF PERFORMANCE REWARDS TO TOTAL PERSONNEL COST (R'000)
Top Management	-	-	14 735 248	-
Senior Management	7	418 397	207 603 269	-
Professional Qualified	64	1 890 448	413 648 727	0.46%
Skilled	420	6 637 402	1 167 443 555	0.57%
Semi-skilled	684	5 843 779	1 372 582 177	0.43%
Unskilled	2	29 195	5 665 017	0.52%
Total	1 177	14 819 221	3 181 677 993	0.47%



Table 25: Training Costs by Branch/Region

PROGRAMME/ACTIVITY/ OBJECTIVE	PERSONNEL EXPENDITURE (R)	TRAINING EXPENDITURE (R)	TRAINING EXPENDITURE AS A % OF PERSONNEL COST (%)	NO. OF EMPLOYEES TRAINED	AVG. TRAINING COST PER EMPLOYEE
Executive Management	22 532 164	-	0,00%	-	0
Internal Audit and Risk Management	17 313 026	-	0,00%	1	0
Corporate Services	63 582 854	59 683	0,09%	12	4 974
Finance	57 745 443	-	0,00%	2	0
Information and Communications Technology	34 305 256	130 250	0,38%	14	9 304
Grants Administration	37 347 166	-	0,00%	4	0
Strategy and Business Development	24 131 158	-	0,00%	-	0
Eastern Cape	486 967 745	398 510	0,08%	66	6 038
Free State	220 905 712	157 259	0,07%	100	1 573
Gauteng	336 379 719	1 555 598	0,46%	201	7 739
KwaZulu-Natal	565 827 160	2 585 977	0,46%	250	10 344
Limpopo	337 509 431	1 718 035	0,51%	70	24 543
Mpumalanga	228 742 475	849 910	0,37%	160	5 312
Northern Cape	206 940 425	653 313	0,32%	62	10 537
North West	256 381 210	837 075	0,33%	237	3 532
Western Cape	285 067 048	488 938	0,17%	38	12 867
TOTAL	3 181 677 993	9 434 547	0,30%	1 217	7 752

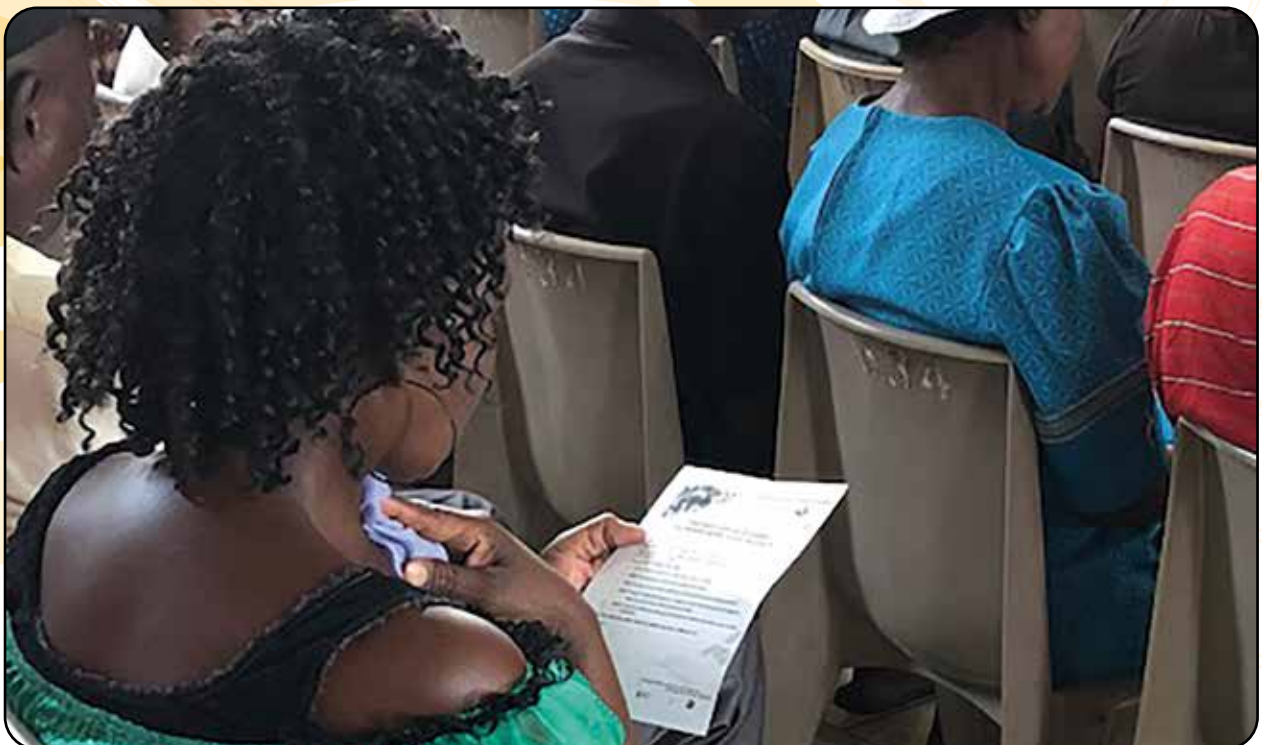


Table 26: Employment and Vacancies per Head Office Branch and Region

HEAD OFFICE BRANCHES AND REGIONS	2020/2021 NO. OF EMPLOYEES	2021/2022 APPROVED POSTS	2021/22 NO. OF EMPLOYEES	2021/2022 VACANCIES	% OF VACANCIES
The South African Social Security Agency#	2	2	2	0	0.0%
Fraud & Compliance	11	40	9	31	77.5%
Chief Operations Management	20	75	20	55	73.3%
Internal Audit & Risk Management	31	58	24	34	58.6%
Corporate Services	103	225	98	127	56.4%
Finance	93	183	88	95	51.9%
Information & Communications Technology (ICT)	41	110	39	71	64.5%
Grants Operations	80	82	61	21	25.6%
Policy Implementation Support	7	19	8	11	57.9%
Strategy & Business Development	25	118	27	91	77.1%
Eastern Cape	1 290	3 312	1 260	2 052	62.0%
Free State	588	1 801	529	1 272	70.6%
Gauteng	890	2 014	857	1 157	57.4%
KwaZulu-Natal	1 497	3 233	1 463	1 770	54.7%
Limpopo	847	1 789	830	959	53.6%
Mpumalanga	541	1 433	561	872	60.9%
Northern Cape	512	1 300	510	790	60.8%
North West	661	1 586	634	952	60.0%
Western Cape	774	1 345	722	623	46.3%
Total	8 013	18 725	*** 7 742	10 983	58.7%

*** Represents all employees (permanent and contract) in service as at 31 March 2022

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

SASSA's Vacancy Rate is 58.7% in 2021/2022, which is based on the total posts on the establishment, and include both funded and unfunded posts. During the 2021/2022 Financial Year, the Agency had 7 742 filled and funded posts and 10 983 vacant posts on the establishment. The total number of 7 742 employees reflected on the table above, accounts for both permanent (7 623) and all contract (119) employees in the Agency.

The Agency received funding from National Treasury to fill 247 of the vacant posts at the beginning of the financial year of 2021/2022.

With employees leaving the Agency, the number of vacant posts that had funding increased with 164 replacement posts to a total of 411. This implies that vacant posts without funding cannot be filled. The Agency will require additional funding to reduce the Vacancy Rate.

Table 27: Employment and Vacancies per Occupational Group

PROGRAMME/ACTIVITY/ OBJECTIVE (OCCUPATIONAL GROUP)	2020/2021 NO. OF EMPLOYEES	2021/2022 APPROVED POSTS	2021/2022 NO. OF EMPLOYEES	2021/2022 VACANCIES	% OF VACANCIES
Top Management	8	18	8	10	55.6%
Senior Management	168	305	175	130	42.6%
Professional Qualified	458	896	453	443	49.4%
Skilled	2 443	6 789	2 404	4 385	64.6%
Semi-skilled	4 838	10 591	4 630	5 961	56.3%
Unskilled	98	126	72	54	25%
Total	8 013	18 725	*** 7 742	10 983	58.7%

*** Represents all employees (permanent and contract) in service as at 31 March 2021

Table 28: Employment changes

SALARY BAND	EMPLOYMENT AT BEGINNING OF PERIOD	APPOINTMENTS	TERMINATIONS	EMPLOYMENT AT END OF THE PERIOD
Top Management	8	1	1	8
Senior Management	177	11	13	175
Professional Qualified	456	16	19	453
Skilled	2 468	12	76	2 404
Semi-skilled	4 785	99	254	4 630
Unskilled	59	39	26	72
Total	7 953	178	389	***7 742

*** Represents all employees (permanent and contract) in service as at 31 March 2021

Table 29: Reason for Staff Leaving

REASON	NUMBER	% OF TOTAL NO. OF STAFF LEAVING
Death	52	0.7%
Resignation	112	1.4%
Dismissal	13	0.2%
Retirement	72	0.9%
Ill health	5	0.1%
Expiry of contract	123	1.6%
Other - Transfer	12	0.2%
Total	389	-

The percentage provided for staff leaving is based on the total number of employees (389) who terminated service. Resignation and Retirement account for the highest number of employees who exited the Agency. The Agency has a positive Voluntary Attrition Rate of 1.6% which is less than the acceptable norm of 5%.

Exit Interviews were conducted with employees who exited SASSA and participation in this process is voluntary. Employees indicated that the reasons for leaving, amongst others, are dissatisfaction regarding performance management, job enrichment, management style, and employee value. It is strongly believed that more emphasis should be placed on retention management and creating an environment for employees where they feel valued and recognised.

Table 30: Labour Relations - Misconduct and disciplinary actions

NATURE OF DISCIPLINARY ACTION	NUMBER
Verbal Warning	20
Written Warning	86
Final Written warning	19
Dismissal	14
Suspension Without Pay	2
Corrective Counselling	5
Total	146

The variance on dismissals (in Table 29: Reasons for staff leaving) and (Table 30: Labour Relations misconduct and disciplinary action) is caused by dismissals already captured on the Labour Relations database. The 14 cases in Table 30, are currently on appeal but are yet to be effected on the system as terminations after the appeals outcome. The dismissals in Table 29 are as a result of terminations implemented after the finalisation of appeals in the 2020/2021 financial year

Table 31: Equity Target and Employment Equity Status

LEVELS	MALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
Top Management	4	7	0	1	0	0	0	1
Senior Management	77	91	7	12	4	4	5	9
Professional Qualified	215	234	26	21	8	9	10	19
Skilled	8 61	1 054	82	112	28	42	16	103
Semi-skilled	1 518	1 871	168	201	14	40	10	81
Unskilled	32	56	0	4	0	1	0	5
Total	2 707	3 313	283	351	54	96	41	218

LEVELS	FEMALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
Top Management	3	6	0	1	0	0	1	1
Senior Management	73	89	2	10	3	4	4	9
Professional Qualified	168	198	11	19	6	7	9	19
Skilled	1 231	1 248	115	122	25	26	46	75
Semi-skilled	2 614	2 759	239	233	22	30	45	91
Unskilled	37	82	3	3	0	1	0	3
Total	4 126	4 382	370	388	56	68	105	198

LEVELS	DISABLED STAFF			
	AFRICAN		COLOURED	
	CURRENT	TARGET	CURRENT	TARGET
Top Management	0	1	0	0
Senior Management	3	4	2	3
Professional Qualified	5	7	4	9
Skilled	19	45	23	38
Semi-skilled	66	87	66	72
Unskilled	0	3	0	2
Total	93	147	95	124

The Overall EE targets were not achieved due to reprioritisation of vacant funded positions and organisational reengineering. Disability targets were set at 3% of the total funded positions across occupational levels, the total current workforce is 7 742 inclusive of 188 employees with disabilities, which means 2.4% of the disability target was achieved during this reporting period.

PART E ANNUAL FINANCIAL STATEMENTS



REPORT OF THE AUDITOR-GENERAL

REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE 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 set out on pages 100 to 139, which comprise the statement of financial position as at 31 March 2022, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget 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 the South African Social Security Agency as at 31 March 2022, and its financial performance and cash flows for the year then ended in accordance with the 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 Auditor-General's responsibilities 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 R782 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 Standards of 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.

AUDITOR-GENERAL'S RESPONSIBILITIES 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.

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

INTRODUCTION AND SCOPE

13. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
14. My procedures address the usefulness and reliability of the reported performance information, which must be based on the entity's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the entity enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
15. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined

in the general notice, for the following selected programme presented in the entity's annual performance report for the year ended 31 March 2022:

Programmes	Pages in the annual performance report
Programme 2 – Benefits Administration and Support	52 - 69

16. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
17. The material finding on the usefulness and reliability of the performance information of the selected programme is as follows:

Programme 2: Benefits Administration and Support – Percentage of new grant applications processed within stipulated timeframes
18. The achievement of 98% was reported against the target of 95% in the annual performance report for the new grant applications processed within 10 days. However, the supporting evidence provided did not agree to the reported achievement and materially differed from the reported achievement.

OTHER MATTER

19. I draw attention to the matter below.

ACHIEVEMENT OF PLANNED TARGETS

20. Refer to the annual performance report on pages 53 to 67 for information on the achievement of planned targets for the year and management's explanations provided for the under/overachievement of targets. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraph 18 of this report.

REPORT ON THE AUDIT OF COMPLIANCE WITH LEGISLATION

INTRODUCTION AND SCOPE

21. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the entity's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
22. The material finding on compliance with specific matters in key legislation is as follows:

EXPENDITURE MANAGEMENT

23. Effective and appropriate steps were not taken to prevent irregular expenditure of R54,6 million, as disclosed in note 31 to the annual financial statements, in contravention of section 51(1)(b)(ii) of the PFMA. The majority of the irregular expenditure resulted from expired lease contracts still in use.

OTHER INFORMATION

24. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report, which includes the audit committee's 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 in this auditor's report.
25. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
26. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
27. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information and 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 this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

INTERNAL CONTROL DEFICIENCIES

28. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the finding on the performance report and the findings on compliance with legislation included in this report.
29. Leadership did not exercise adequate oversight of compliance with applicable legislation and performance reporting. This resulted in instances of irregular expenditure not being prevented and the finding on performance information.
30. Management did not properly review and monitor compliance to prevent non-compliance with procurement legislation.
31. Management did not maintain a system of adequate record keeping to ensure complete and accurate source documentation to support performance reporting.

MATERIAL IRREGULARITIES

32. In accordance with the PAA and the Material Irregularity Regulations, I have a responsibility to report on material irregularities identified during the audit.
33. The material irregularities identified are as follows:
R350 grant payments made to ineligible applicants
34. Between May 2020 and August 2021, the entity made payments to ineligible individuals who were not entitled to the social relief for distress (SRD) COVID-19 R350 grant. This was because internal controls were inadequate to perform validations and prevent payments to ineligible persons. This resulted in non-compliance with section 51(1)(a)(i) of the PFMA, as the entity did not maintain effective, efficient and transparent systems of financial and risk

management and related internal controls. The non-compliance is likely to result in a material financial loss for Department of Social Development (department) on whose behalf the entity administers the grant.

35. I notified the accounting authority of the material irregularity on 4 October 2021 and invited a written submission on their actions to address the matter. The accounting authority's response to the notification, on 8 November 2021, disagreed on the non-compliance with section 51(1)(a)(i) of the PFMA, arguing that the entity had taken adequate actions to prevent payments to ineligible applicants, based on the best data available to them before payments were made.
36. On 16 May 2022, I received a further submission from the accounting authority detailing steps that were being taken to address the material irregularity. Based on an assessment of the accounting authority's submission, I concluded that appropriate action is not being taken to fully address the material irregularity.
37. I recommend that the accounting authority take the following actions to address the material irregularity, which should be implemented by 29 January 2023
 - a) Reasonable steps should be taken to implement internal controls to prevent and detect payments to ineligible beneficiaries. These should include verifying the applicants against the latest available databases, maintaining an audit trail of verifications that were performed and cancelling further payments to ineligible beneficiaries.
 - b) Appropriate action should be taken to recover payments made to ineligible beneficiaries that were working for the state at the time of applying for the grant. The recovery process should not be unduly delayed.
 - c) Appropriate action should be taken to obtain legal advice on the process to be followed to recover monies paid to ineligible beneficiaries who are not employed by the state. Based on the legal advice, the feasibility and cost effectiveness of recovering the money should be determined and, if it is determined that such recovery is feasible and cost effective, then such money should be recovered from the ineligible beneficiaries who are not employed by the state.
38. I will follow up on the implementation of the recommendations after the due date.

PAYMENT OF SOCIAL ASSISTANCE FEES FOR SERVICES NOT RENDERED

39. In April 2018, the entity made a payment of social assistance fees to a service provider in relation to grant payments to beneficiaries. The service provider was not entitled to the fees because the entity had made the relevant grant payments directly to the beneficiaries' bank accounts. The payment for services not rendered to the entity resulted in non-compliance with section 50(1)(a) of the PFMA, as the accounting authority did not act in the best interests of the entity. The non-compliance resulted in a material financial loss of R74 million for the entity, which forms part of the closing balance of fruitless and wasteful expenditure, as indicated in note 30 to the 2021-22 annual financial statements.
40. I notified the accounting authority of the material irregularity on 23 August 2021 and invited a written submission on their actions to address the matter. The accounting authority responded to the notification on 30 September 2021 and provided a comprehensive account of the circumstances that led to the material irregularity, steps taken to address the material irregularity, and recourse to recover the financial loss incurred.
41. On 7 December 2021, a private firm was appointed through the National Treasury to conduct a forensic investigation into the entity's undue payments to the service provider in 2018. The draft investigation report was submitted to the chief executive officer on 12 July 2022 for discussion and finalisation of the recommendations.
42. I will follow up on the investigation and implementation of the planned actions during my next audit.

OVERPAYMENT OF R316 MILLION TO A SERVICE PROVIDER

43. During June 2014, the entity made a payment of R316 million to a service provider that was appointed to administer grant payments at the time. The payment was made as part of a variation to the service level agreement with the service provider. However, this variation was concluded contrary to the entity's supply chain management policy as no prior approval had been sought or given from the bid adjudication committee. The courts later confirmed that the variation in question was not necessary as the additional services referred to were covered by the existing service level agreement with service provider. This meant that the service provider was

not entitled to the additional payment of R316 million. The payment for services not rendered resulted in non-compliance with section 51(1)(c) of the PFMA, and is likely to result in a financial loss of R316 million to the entity as the service provider is currently under liquidation.

44. I notified the accounting authority of the material irregularity on 4 October 2021 and invited a written submission on their actions to address the matter. The accounting authority responded to the notification on 8 November 2021 and provided a comprehensive account of the circumstances that led to the material irregularity, steps taken to address the material irregularity, and recourse to recover the financial loss incurred.

On 9 February 2022, a private firm was appointed through the National Treasury to conduct a forensic investigation into the payment of R316 million to the service provider in 2014-15. At the date of this report the investigation was still in progress.

45. I will follow up on the investigation and the implementation of the planned actions during my next audit.

OTHER REPORTS

46. In addition to the investigations relating to material irregularities, I draw attention to the following engagements conducted by various parties, which had, or could have, an impact on the matters reported in the entity's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

47. At the request of the department, an independent consultant investigated allegations of misappropriation of the department's social relief for distress grant payments, which covered the period 2017 to 2018. The investigation was concluded on 26 November 2021 and resulted in criminal proceedings as well as disciplinary hearings against officials. These proceedings were in progress at the date of this auditor's report and the entity is still in the process of implementing the recommendations and disciplinary hearings against the implicated officials.

48. The entity's fraud and compliance unit conducted various investigations related to fraud and corruption as well as non-compliance with procurement and contract management legislation. Thirty-seven (37) cases, all relating to grant fraud, were referred to the South African Police Service (SAPS) during the year for investigation. As at the date of this report, the SAPS has not provided the entity with detailed reports on any of these cases, as the investigations are still in progress.

49. The Special Investigation Unit investigated the procurement of, or contracting for goods, works or services during or in respect of the national state of disaster. These included construction, refurbishment, leasing, occupation and use of immovable property by or on behalf of state institutions. The investigation, conducted in terms of Proclamation No. R23 of 2020, covered the period 1 January 2020 to 23 July 2020, or transactions that took place prior to 1 January 2020 or after the date of publication of the Proclamation, but were relevant to or connected with the matters being investigated under authority of the Proclamation. For the entity, the investigation focused on allegations relating to the irregular procurement and distribution of SRD food parcels to various communities. The investigation was concluded on 10 December 2021 and resulted in disciplinary referrals against officials.

Auditor-General

Pretoria
31 July 2022



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

ANNEXURE

AUDITOR-GENERAL'S RESPONSIBILITY FOR THE AUDIT

1. 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 programmes and on the entity's compliance with respect to the selected subject matters.

FINANCIAL STATEMENTS

2. 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 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 by the accounting authority.
 - conclude on the appropriateness of the accounting authority's 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 South African Social Security Agency 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 an 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

3. 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.
4. 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.

STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2022

	NOTES	2022 R	2021 R
ASSETS			
CURRENT ASSETS			
Inventories	3	18,641,613	22,042,127
Receivables from exchange transactions	4	11,122,402	12,168,100
Prepayments	6	2,941,153	2,589,836
Short-term portion on concessionary loan granted	33	1,011,764	129,612,100
Cash and cash equivalents	7	2,146,714,540	2,043,592,924
		2,180,431,472	2,210,005,087
NON-CURRENT ASSETS			
Property, plant and equipment	8	716,098,925	719,011,604
Intangible assets	9	69,408,353	74,695,873
		785,507,278	793,707,477
Total Assets		2,965,938,750	3,003,712,564
LIABILITIES			
CURRENT LIABILITIES			
Finance lease obligation	10	370,903	641,269
Operating lease liability	11	16,276,658	24,450,460
Payables from exchange transactions	12	371,700,143	552,630,662
Provisions	13	239,360,701	374,561,349
		627,708,405	952,283,740
NON-CURRENT LIABILITIES			
Finance lease obligation	10	-	376,050
Total Liabilities		627,708,405	952,659,790
Net Assets		2,338,230,345	2,051,052,774
Accumulated surplus		2,338,230,360	2,051,052,774
Total Net Assets		2,338,230,360	2,051,052,774

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDED 31 MARCH 2022

	NOTES	2022 R	2021 R
REVENUE			
REVENUE FROM EXCHANGE TRANSACTIONS			
Miscellaneous other revenue	14	39,146,591	24,204,914
Interest on Concessionary loan	33	3,874,608	14,404,594
Finance income	17	1,543,565	31,401,468
Total revenue from exchange transactions		44,564,764	70,010,976
REVENUE FROM NON-EXCHANGE TRANSACTIONS			
TRANSFER REVENUE			
Government grants & subsidies	15	7,963,901,000	7,488,781,000
Service in kind		21,370,399	-
Total revenue from non-exchange transactions		7,985,271,399	7,488,781,000
Total revenue		8,029,836,163	7,558,791,976
EXPENDITURE			
Employee related costs	18	3,181,677,993	3,356,132,448
Depreciation and amortisation		101,850,602	102,745,214
Finance costs	19	49,701	59,133
Debt Impairment		5,931,155	31,420,842
Social assistance service fees	21	1,977,839,791	2,038,116,394
Repairs and maintenance		25,533,370	22,008,610
General Expenses	20	1,933,026,364	1,664,823,903
Total expenditure		7,225,908,976	7,215,306,544
Surplus for the year from continuing operations		803,927,187	343,485,432
Loss on disposal of assets and liabilities		(7,179,247)	(5,335,501)
Social benefit		24,240,721	-
Surplus for the year		820,988,661	338,149,931

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED 31 MARCH 2022

	Accumulated surplus/ (Deficit) R	Total net assets R
Opening balance as previously reported	2,774,462,843	2,774,462,843
Balance at April 1, 2020	2,774,462,843	2,774,462,843
<i>Changes in net assets</i>		
Surplus for the year	338,149,931	338,149,931
Surplus surrendered	1,061,560,000)	(1,061,560,000)
Total changes	(723,410,069)	(723,410,069)
Opening balance as previously reported	2,051,052,774	2,051,052,774
Balance at April 1, 2021	2,051,052,774	2,051,052,774
<i>Changes in net assets</i>		
Surplus for the year	820,988,661	820,988,661
Surplus surrendered	(533,811,075)	(533,811,075)
Total changes	287,177,586	287,177,586
Balance at March 31, 2022	2,338,230,360	2,338,230,360

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2022

	NOTES	2022 R	2021 R
CASH FLOWS FROM OPERATING ACTIVITIES			
RECEIPTS			
Cash receipts		8,019,532,533	7,510,326,078
PAYMENTS			
Cash paid to suppliers and employees		(7,282,617,628)	(7,184,656,622)
Net cash flows from operating activities	24	736,914,905	325,669,456
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	8	(101,868,585)	(146,506,044)
Purchase of other intangible assets	9	(1,791,489)	(26,902)
Proceeds from sale of sale of assets		2,830,423	1,694,148
Interest Income		1,543,565	481,927
Net cash flows from investing activities		(99,286,086)	(144,356,871)
CASH FLOWS FROM FINANCING ACTIVITIES			
Cash surplus surrendered to National Treasury		(533,811,075)	(1,061,560,000)
Finance lease payments		(646,426)	673,274
Finance costs		(49,701)	(59,133)
Net cash flows from financing activities		(534,507,202)	(1,060,945,859)
Net (decrease)/increase in cash and cash equivalents		103,121,617	(879,633,274)
Cash and cash equivalents at the beginning of the year		2,043,592,924	2,923,226,200
Cash and cash equivalents at the end of the year	7	2,146,714,541	2,043,592,926

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

FOR THE YEAR ENDED 31 MARCH 2022

	Approved budget R	Adjustments R	Final Budget R	Budget Actual amounts on comparable basis R	Difference between final budget and actual R	Reference
STATEMENT OF FINANCIAL PERFORMANCE						
REVENUE						
REVENUE FROM EXCHANGE TRANSACTIONS						
Miscellaneous other revenue	-	-	-	39,146,591	39,146,591	
Interest on concessionary loan	-	-	-	3,874,608	3,874,608	
Finance income	-	-	-	1,543,565	1,543,565	
Total revenue from exchange transactions	-	-	-	44,564,764	44,564,764	
REVENUE FROM NON-EXCHANGE TRANSACTIONS						
TRANSFER REVENUE						
Government grants & subsidies	7,463,901,000	500,000,000	7,963,901,000	7,963,901,000	-	
Service in kind	-	-	-	21,370,399	21,370,399	
Total revenue	7,463,901,000	500,000,000	7,963,901,000	8,029,836,163	65,935,163	
EXPENDITURE						
Personnel	(3,607,484,000)	(3,550,054)	(3,611,034,054)	(3,181,677,993)	429,356,061	34
Social assistance service fee	(1,588,750,000)	(257,546,005)	(1,846,296,005)	(1,977,839,790)	(131,543,785)	34
Repairs and maintenance	(24,651,129)	(5,109,219)	(29,760,348)	(25,533,370)	4,226,978	34
Finance costs	-	-	-	(49,701)	(49,701)	34
Capital expenses	(26,257,029)	(16,293,958)	(42,550,987)	-	42,550,987	34
Administrative expenses	(2,216,758,842)	(217,500,764)	(2,434,259,606)	(1,933,026,364)	501,233,242	34
Total expenditure	(7,463,901,000)	(500,000,000)	(7,963,901,000)	(7,118,127,218)	845,773,782	
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	-	-	-	911,708,945	911,708,945	

ACCOUNTING POLICIES

1. PRESENTATION OF ANNUAL FINANCIAL STATEMENTS

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 below.

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.

ACCOUNTING POLICIES (CONTINUED)

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:

TRADE RECEIVABLES LOANS AND OTHER RECEIVABLES

In determining whether an impairment loss should be recorded in surplus or deficit, the provincial 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 impairment loss is recognised in surplus and deficit when there is objective evidence that it is impaired. The impairment is measured as the difference between the debtors carrying amount and the present value of estimated future cash flows discounted 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 invoiced or formally agreed with the supplier, including amounts due to employees.

Accrued expenses are recognised when they are measurable in the accounting period in which those transactions, events, or conditions 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 AND RESIDUAL VALUES

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, plant 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.

ACCOUNTING POLICIES (CONTINUED)

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.

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.

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.

ACCOUNTING POLICIES (CONTINUED)

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.

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.

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:

ACCOUNTING POLICIES (CONTINUED)

- 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. Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

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.

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.

ACCOUNTING POLICIES (CONTINUED)

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. 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.

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:

ACCOUNTING POLICIES (CONTINUED)

- 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.

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 a financial liability in its statement of financial position when the entity becomes a party to the contractual provisions of the instrument.

INITIAL MEASUREMENT OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

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; or
- 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.

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.

ACCOUNTING POLICIES (CONTINUED)

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.

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.

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.

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.

ACCOUNTING POLICIES (CONTINUED)

1.11 EMPLOYEE BENEFITS

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.

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).

ACCOUNTING POLICIES (CONTINUED)

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.

ACCOUNTING POLICIES (CONTINUED)

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, whichever 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.

ACCOUNTING POLICIES (CONTINUED)

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.

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 No. 2 of 2019/20 issued in terms of section 76 of the PFMA, on Irregular Expenditure Framework.

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 34.

Comparative information is not required.

ACCOUNTING POLICIES (CONTINUED)

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.

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

2. NEW STANDARDS AND INTERPRETATIONS

2.1 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, 2022 or later periods:

GRAP 25 (AS REVISED): EMPLOYEE BENEFITS

BACKGROUND

The Board issued the Standard of GRAP on Employee Benefits (GRAP 25) in November 2009. GRAP 25 was based on the International Public Sector Accounting Standard on Employee Benefits (IPSAS 25) effective at that time. However, GRAP 25 was modified in some respects where the Board decided the requirements of the International Accounting Standard on Employee Benefits (IAS® 19) were more appropriate. Specifically, the Board:

- Eliminated the corridor method and required recognition of actuarial gains and losses in full in the year that they arise.
- Required the recognition of past service costs in the year that a plan is amended, rather than on the basis of whether they are vested or unvested.

Since 2009, the International Accounting Standards Board® has made several changes to IAS 19, including changes to the recognition of certain benefits, and where these changes are recognised. The IPSASB made similar changes to its standard and as a result of the extent of changes, issued IPSAS 39 on Employee Benefits to replace IPSAS 25 in 2016.

When the Board consulted locally on the proposed amendments to IPSAS 25 in 2016, stakeholders welcomed the amendments to align IPSAS 25 to IAS 19 and supported the changes that resulted in IPSAS 39.

In developing GRAP 25, the Board agreed to include the guidance from the IFRS Interpretation on IAS 19 – The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction (IFRIC 14®) partly in GRAP 25 and partly in the Interpretation of the Standards of GRAP on The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction (IGRAP 7).

KEY AMENDMENTS TO GRAP 25

The Board agreed to align GRAP 25 with IPSAS 39, but that local issues and the local environment need to be considered. As a result of this decision, there are areas where GRAP 25 departs from the requirements of IPSAS 39. The Board's decisions to depart are explained in the basis for conclusions.

The amendments to GRAP 25 are extensive and mostly affect the accounting for defined benefit plans. A new renumbered Standard of GRAP (e.g. GRAP 39) will not be issued, but rather a new version of the current GRAP 25.

The effective date of the standard is for years beginning on or after 1 April 2022.

The entity expects to adopt the revisions for the first time in the 2021/2022 annual financial statements. It is unlikely that the revisions will have a material impact on the entity's annual financial statements.

GRAP 104 (AS REVISED): FINANCIAL INSTRUMENTS

Following the global financial crisis, a number of concerns were raised about the accounting for financial instruments. This included that (a) information on credit losses and defaults on financial assets was received too late to enable proper decision-making, (b) using fair value in certain instances was inappropriate, and (c) some of the existing accounting requirements were seen as too rules based. As a result, the International Accounting Standards Board® amended its existing Standards to deal with these issues. The IASB issued IFRS® Standard on Financial Instruments (IFRS 9) in 2009 to address many of the concerns raised. Revisions were also made to IAS® on Financial Instruments: Presentation and the IFRS Standard® on Financial Instruments: Disclosures. The IPSASB issued revised International Public Sector Accounting Standards in June 2018 so as to align them with the equivalent IFRS Standards.

The revisions better align the Standards of GRAP with recent international developments. The amendments result in better information available to make decisions about financial assets and their recoverability, and more transparent information on financial liabilities.

The most significant changes to the Standard affect:

- Financial guarantee contracts issued
- Loan commitments issued
- Classification of financial assets
- Amortised cost of financial assets
- Impairment of financial assets
- Disclosures

The effective date of the standard is not yet set by the Minister of Finance.

It is unlikely that the standard will have a material impact on the entity's annual financial statements.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

3. INVENTORIES	2022 R	2021 R
Stationery and consumables	17,253,675	20,825,021
Postage/franking machine	1,387,938	1,217,106
	18,641,613	22,042,127

4. RECEIVABLES FROM EXCHANGE TRANSACTIONS

Staff debtors	5,657,050	8,349,217
Other debtors	232,582	175,908
Inter-departmental claims	5,232,770	3,642,975
	11,122,402	12,168,100

TRADE AND OTHER RECEIVABLES PLEDGED AS SECURITY

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

FAIR VALUE OF TRADE AND OTHER RECEIVABLES

Trade and other receivables	18,830,163	14,580,490
Provision for doubtful debts	(7,707,761)	(2,412,390)
	11,122,402	12,168,100

The fair value of receivables approximates the carrying value amount due to their short-term nature.

RECONCILIATION OF PROVISION FOR IMPAIRMENT OF TRADE AND OTHER RECEIVABLES

Opening balance	2,412,390	2,662,608
Provision for impairment	5,931,155	501,301
Amounts written off as uncollectible	(635,784)	(751,519)
	7,707,761	2,412,390

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
Provision for impairment	(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

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

5. RECEIVABLES RESULTING FROM COURT JUDGEMENT (CONTINUED)

2022
R

2021
R

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, 2022, other receivables resulting from court judgment of R 632,894,722 (2021: R 632,894,722) were impaired and provided for.

The amount of the provision as at March 31, 2022 is R 632,894,722

The ageing of these loans is as follows:

3 to 12 months	-	30,919,541
Over 12 months	632,894,722	601,975,181

6. PREPAYMENTS

Opening balance	2,588,991	1,822,017
Amount realised as an expense	(6,840,098)	(8,012,085)
Increased for the period	7,191,415	8,779,059
	2,940,308	2,588,991

7. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of:

Petty cash	105,000	105,000
Bank balances	2,146,609,540	2,043,487,924
	2,146,714,540	2,043,592,924

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 vast majority of the entity's funds are not held within a commercial bank, therefore the entity is not exposed to credit risk.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

8. PROPERTY, PLANT AND EQUIPMENT

	2022			2021		
	Cost / Valuation R	Accumulated depreciation and accumulated impairment R	Carrying value R	Cost / Valuation R	Accumulated depreciation and accumulated impairment R	Carrying value R
Land	519,500	-	519,500	519,500	-	519,500
Buildings	264,892,180	(72,222,993)	192,669,187	262,979,497	(62,802,695)	200,176,802
Leasehold property	859,816	(540,011)	319,805	606,799	(489,188)	117,611
Furniture and fixtures	185,660,808	(107,835,080)	77,825,728	185,833,953	(101,768,401)	84,065,552
Motor vehicles	392,133,363	(220,548,604)	171,584,759	394,375,154	(204,250,259)	190,124,895
Office equipment	6,910,880	(4,709,052)	2,201,828	7,062,936	(4,492,218)	2,570,718
IT equipment	545,498,150	(333,140,633)	212,357,517	497,250,566	(318,387,366)	178,863,200
Finance lease assets	1,874,539	(1,561,348)	313,191	1,933,261	(992,727)	940,534
Machinery and equipment	108,522,396	(63,773,552)	44,748,844	106,324,280	(59,633,455)	46,690,825
Communication equipment	22,788,950	(9,230,384)	13,558,566	25,982,501	(11,040,534)	14,941,967
Total	1,529,660,582	(813,561,657)	716,098,925	1,482,868,447	(763,856,843)	719,011,604

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2022

	Opening balance R	Additions R	Disposals R	Transfers R	Depreciation R	Total R
Land	519,500	-	-	-	-	519,500
Buildings	200,176,802	2,863,824	(686,250)	-	(9,685,189)	192,669,187
Leasehold property	117,611	445,017	-	-	(242,823)	319,805
Furniture and fixtures	84,065,552	3,890,732	(1,509,257)	-	(8,621,299)	77,825,728
Motor vehicles	190,124,895	15,958,435	(4,397,908)	-	(30,100,663)	171,584,759
Office equipment	2,570,718	8,068	(17,635)	-	(359,323)	2,201,828
IT equipment	178,863,200	73,248,584	(1,832,705)	(116)	(37,921,446)	212,357,517
Finance lease assets	940,534	-	(8,419)	-	(618,924)	313,191
Machinery and equipment	46,690,825	5,372,925	(1,134,318)	14,405	(6,194,993)	44,748,844
Communication equipment	14,941,967	81,000	(419,540)	(14,289)	(1,030,572)	13,558,566
	719,011,604	101,868,585	(10,006,032)	-	(94,775,232)	716,098,925

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2021

Land	519,500	-	-	-	-	519,500
Buildings	208,410,940	1,451,003	-	-	(9,685,141)	200,176,802
Leasehold property	133,365	82,225	-	-	(97,979)	117,611
Furniture and fixtures	88,786,785	5,675,985	(1,971,846)	109,160	(8,534,532)	84,065,552
Motor vehicles	140,938,462	80,746,189	(2,178,548)	-	(29,381,208)	190,124,895
Office equipment	3,237,595	887,510	(83,028)	(996,234)	(475,125)	2,570,718
IT equipment	180,380,545	40,162,233	(2,186,262)	863,992	(40,357,308)	178,863,200
Finance lease assets	326,862	1,032,698	(4,077)	-	(414,949)	940,534
Machinery and equipment	47,156,624	5,913,285	(433,961)	38,683	(5,983,806)	46,690,825
Communication equipment	5,217,916	10,554,916	(140,682)	(15,601)	(674,582)	14,941,967
	675,108,594	146,506,044	(6,998,404)	-	(95,604,630)	719,011,604

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

8. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ASSETS SUBJECT TO FINANCE LEASE (NET CARRYING AMOUNT)

	2022 R	2021 R
Leasehold property	319,805	117,611

DETAILS OF PROPERTIES

Land - Limpopo Region: Portion 4 of ERF 655 Warmbaths		
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TERMS AND CONDITIONS

- Purchase price: 13 May 2016	519,500	519 500
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RECONCILIATION OF WORK-IN-PROGRESS 2022

	Opening balance R	Movement R	Total R
Dithakong local office	3,358,589	246,935	3,605,524
Churchill local office	2,564,034	226,910	2,790,944
Batlharos local office	1,164,717	1,310,064	2,474,781
IT equipment	-	8,685,400	8,685,400
	7,087,340	10,469,309	17,556,649

RECONCILIATION OF WORK-IN-PROGRESS 2021

Dithakong local office	3,234,690	123,899	3,358,589
Churchill local office	2,383,033	181,000	2,564,033
Batlharos local office	902,064	262,652	1,164,716
	6,519,787	567,551	7,087,338

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	2022 R	2021 R
Contracted services	21,198,363	16,559,392
General expenses	5,088,639	5,457,818
	26,287,002	22,017,210

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

9. INTANGIBLE ASSETS

	2022			2021		
	Cost / Valuation R	Accumulated amortisation and accumulated impairment R	Carrying value R	Cost / Valuation R	Accumulated amortisation and accumulated impairment R	Carrying value R
Computer software, internally generated	143,120,646	(73,712,293)	69,408,353	141,334,756	(66,638,883)	74,695,873

RECONCILIATION OF INTANGIBLE ASSETS - 2022

	Opening balance R	Additions R	Disposals R	Amortisation R	Total R
Computer software	74,695,873	1,791,489	(3,640)	(7,075,369)	69,408,353

RECONCILIATION OF INTANGIBLE ASSETS - 2021

Computer software	81,840,799	26,902	(31,245)	(7,140,583)	74,695,873
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10. FINANCE LEASE OBLIGATION

MINIMUM LEASE PAYMENTS DUE

	2022 R	2021 R
- within one year	382,184	691,786
- in second to fifth year inclusive	-	387,450
	382,184	1,079,236
less: future finance charges	(11,282)	(61,916)
Present value of minimum lease payments	370,902	1,017,320

PRESENT VALUE OF MINIMUM LEASE PAYMENTS DUE

- within one year	370,902	641,270
- in second to fifth year inclusive	-	376,050
	370,902	1,017,320
Non-current liabilities	-	376,050
Current liabilities	370,903	641,269
	370,903	1,017,319

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 (CONTINUED)

11. OPERATING LEASE LIABILITY

	2022 R	2021 R
Contractual payments	(147,721,521)	(124,222,682)
Straight-line basis expense	163,889,095	148,673,142
	16,167,574	24,450,460
Within one year	107,912,859	141,828,133
In second to fifth year inclusive	176,416,077	181,322,998
Later than five years	2,457,043	4,346,273
	286,785,979	327,497,404

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 is R16 188 162 (2021: R24,450,459)

12. PAYABLES FROM EXCHANGE TRANSACTIONS

Trade payables	70,288,132	198,492,396
Inter-departmental claims	35,756	561,221
Payroll - Third-party	18,206	18,564
Accrued service bonus	95,079,767	95,510,680
Accrued expense	204,595,576	253,725,631
Operating lease payables - Office building	1,682,706	4,322,170
	371,700,143	552,630,662

FAIR VALUE OF TRADE AND OTHER PAYABLES

Trade payables	70,288,132	198,492,396
Inter-departmental claims	35,756	561,221
Payroll - Third-party	18,206	18,564
Accrued service bonus	95,079,767	95,510,680
Accrued expenses	204,595,576	253,725,631
Operating lease payables - Office buildings	1,682,706	4,322,170
	371,700,143	552,630,662

13. PROVISIONS

RECONCILIATION OF PROVISIONS - 2022

	Opening balance R	Additions R	Utilised during the year R	Total R
Provision for legal fees	4,575,516	1,610,075	(4,872,709)	1,312,882
Provision for shared services and other third-party	9,945,912	8,473,859	(6,291,307)	12,128,464
Provision for leave pay	344,167,050	141,938,376	(260,186,071)	225,919,355
Provision for performance bonus	15,872,871	-	(15,872,871)	-
	374,561,349	152,022,310	(287,222,958)	239,360,701

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

13. PROVISIONS (CONTINUED)

RECONCILIATION OF PROVISIONS - 2021	Opening balance R	Additions R	Utilised during the year R	Total R
Provision for legal fees	753,588	4,575,516	(753,588)	4,575,516
Provision for shared services and other third-party	13,442,132	5,674,297	(9,170,517)	9,945,912
Provision for contractors	48,200,238	-	(48,200,238)	-
Provision for leave pay	246,854,957	344,167,050	(246,854,957)	344,167,050
Provision for performance bonus	24,227,278	-	(8,354,407)	15,872,871
	333,478,193	354,416,863	(313,333,707)	374,561,349

The provision for performance bonus represents the estimated liability in respect of performance bonus to be paid out.

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	2022 R	2021 R
Sale of waste paper and others	30,110	20,483
Commission received	53,645	67,338
Rental income - parking	433,728	422,148
Recovery of debts and other revenue	5,907,929	3,367,228
Skills development refund	3,256,244	2,643,553
Contractual penalties	29,143,547	17,684,164
Other revenue	321,388	-
	39,146,591	24,204,914

15. REVENUE FROM NON-EXCHANGE TRANSACTIONS

OPERATING GRANTS

Government grant	7,963,901,000	7,488,781,000
Service in kind	21,370,399	-
	7,985,271,399	7,488,781,000

SERVICE IN KIND - GOVCHAT

SASSA received service in kind to the value of R13 125 744 provided by GovChat through the provision of a digital application and engagement platform to facilitate the flow of information and receipt of grants in relation to the Covid-19 grant initiative. In terms of the agreement entered into with GovChat the services are rendered free of charge.

SERVICE IN KIND - FINMARK TRUST

SASSA received service in kind to the value of R8 244 655 provided by Finmark Trust, where they provided research on investment options that will build and strengthen the capacity of the Agency to reduce cost and enhance implementation of alternative payment options that end users or beneficiaries would have through interoperable digital payment platforms.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

15. REVENUE FROM NON-EXCHANGE TRANSACTIONS (CONTINUED)

2022
R

2021
R

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

Lease rentals on operating lease		
• Straight-lining of operating leases	163,882,271	148,673,142
Loss on disposal of assets	(7,179,247)	(5,335,501)
Motor vehicle expenses	50,404,459	45,506,712
Security	312,984,430	295,029,709
Cellphone, telephone and fax expenses	16,184,438	24,815,003
Travel -local	53,969,583	42,256,445
Computer expenses	453,027,391	348,860,048
Consulting and professional fees	241,043,796	158,455,767
Amortisation on intangible assets	7,075,370	7,140,584
Depreciation on property, plant and equipment	94,775,232	95,604,630
Employee costs	3,181,677,993	3,356,132,448

17. INTEREST REVENUE

Bank interest received	38,641	15,138
Interest on other receivables	1,504,924	466,789
interest charged on court judgement debt-income	-	30,919,541
	1,543,565	31,401,468

The amount included in Investment revenue arising from exchange transactions amounted to R1 543 565.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

18. PERSONNEL COSTS	2022 R	2021 R
Basic	2,206,175,437	2,255,420,158
Bonus	174,905,983	193,659,707
Medical aid - company contributions	244,877,801	231,108,360
Bargain Council	233,306	244,572
Defined contribution plans	285,865,916	291,405,118
Overtime payments	10,278,175	21,221,617
Housing benefits and allowances	131,684,634	131,767,308
Serviced based remuneration	4,111,159	3,031,373
Circumstantial compensation	5,126,255	6,253,162
Non pensionable benefits	217,175,082	96,753,724
Leave	(98,755,755)	125,267,349
	3,181,677,993	3,356,132,448

The leave line item discloses an expenditure of -R98,755,755 (2021: R125,267,349). Employees accumulated many abnormal leave days during the 2019 and 2020 Covid-19 lockdown, and the DPSA extended the utilisation expiry date for vacation leave for all public servants from 30 June 2021 to 31 December 2021. Therefore, substantial provision was made in the financial year 2021. The employees took most of the leave days during the 2022 financial year, which resulted in a reversal of provision, hence the leave credit included in personnel cost.

19. FINANCE COSTS

Finance charge incurred on finance leases	49,701	59,133
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NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

20. ADMINISTRATIVE EXPENSES	2022 R	2021 R
Advertising	20,288,864	28,148,777
Auditors remuneration	28,764,051	19,720,015
Bank charges	11,991,298	6,068,208
Cleaning	115,402,776	115,588,219
Computer expenses	453,027,391	348,860,048
Consulting and professional fees	241,043,796	158,455,767
Consumables	2,514,552	2,090,285
Entertainment	1,685,028	947,534
Straight-lining on operating lease	163,882,271	148,673,142
Medical expenses	89,462,911	69,567,464
Motor vehicle expenses	50,404,459	45,506,712
Postage and courier	32,607,855	15,124,544
Printing and stationery	50,339,417	45,684,607
Security	312,984,430	295,029,709
Cellphone, telephone and fax expenses	16,184,438	24,815,003
Training	9,434,548	5,912,354
Travel - local	53,969,583	42,256,445
Travel - overseas	497,613	6,926
Staff bereavement	295,000	325,000
Other administrative expenses*	3,832,745	3,461,446
Assets expensed	4,623,323	9,762,205
Utilities - Municipal services	58,763,459	61,515,533
Uniforms	2,585,852	3,933,187
Communication licences	1,164,306	2,016,538
Resettlement cost	4,117,171	3,900,921
Skills development levy	25,760,044	17,468,833
Rentals	163,751,518	179,712,251
Venue expenses	5,456,711	3,585,988
Staff Bursaries	8,190,954	6,686,242
	1,933,026,364	1,664,823,903

21. SOCIAL ASSISTANCE SERVICE FEES

Social assistance service fee	1,347,894,954	1,508,756,862
Grant payment bank charges	251,611,486	237,189,665
Covid- 19 unemployment service fees and bank charges	378,333,350	-
	1,977,839,790	1,745,946,527

COVID-19 UNEMPLOYMENT GRANT SERVICE FEES & BANK CHARGES

• South African Post Office service fees	210,550,202	241,195,275
• Bank charges and service fees	167,783,148	50,974,593
	378,333,350	292,169,868

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

22. TAXATION

No provision has been made for 2022 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

	2022 R	2021 R
Audit fees	28,764,051	19,720,015

24. CASH GENERATED FROM OPERATIONS

Surplus	820,988,661	338,149,931
Adjustments for:		
Depreciation and amortisation	101,850,602	102,745,214
Loss on disposal of assets	7,179,247	5,335,501
Recovered from concessionary credit notes	156,715,666	179,804,397
Social benefit	(24,240,721)	-
Finance costs - Finance leases	49,701	59,133
Finance income	(1,543,565)	(481,927)
Interest applied on concessionary loan	(3,874,610)	(14,404,594)
Movements in operating lease assets and accruals	(8,173,802)	11,546,953
Movements in provisions	(135,200,648)	41,083,156
Changes in working capital:		
Inventories	3,400,514	(4,612,137)
Receivables from exchange transactions	1,045,698	(2,158,535)
Prepayments	(351,317)	(767,819)
Payables from exchange transactions	(180,930,521)	(330,629,817)
	736,914,905	325,669,456

25. COMMITMENTS

AUTHORISED OPERATIONAL EXPENDITURE

Already contracted for but not provided for		
• estimated within one year	1,160,035,320	694,358,145
• estimated in second to fifth year	1,377,326,574	983,753,982
	2,537,361,894	1,678,112,127

TOTAL OPERATIONAL COMMITMENTS

Already contracted for but not provided for	2,537,361,894	1,678,112,127
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TOTAL COMMITMENTS

TOTAL COMMITMENTS		
Authorised capital expenditure	22,018,836	69,148,019
Authorised operational expenditure	2,537,361,894	1,678,112,127
	2,559,380,730	1,747,260,146

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

26. CONTINGENCIES

	2022 R	2021 R
Various claims	23,285,570	25,531,046
Upgrade of salary levels	230,284,046	230,284,046
CPS outstanding invoices	358,196,928	358,196,928
Azande Consulting	170,000,000	170,000,000
	781,766,544	784,012,020

VARIOUS CLAIMS INCLUDES:

Labour related claims	15,800,518	14,420,098
Motor vehicle claims	1,229,964	914,262
Grant deduction claims	14,606	5,056
Contractual claims	4,040,482	5,711,717
SARS SDL 2012 audit claim	-	2,279,913
Wrongful arrest	2,200,000	2,200,000
	23,285,570	25,531,046

WRONGFUL ARREST

The plaintiff is an employee of SASSA, who is, in the alternative to his claim against Minister of Police, suing MEC for Health and Social Development (which he considers as SASSA) for the damages suffered as a result of the arrest effected by the police on charges of stolen vehicle.

UPGRADE OF SALARY LEVELS

Based on Resolution 3 of 2009 and Resolution 1 of 2012, various directives were developed by the Department of Public Service and Administration (DPSA) that outlined the implementation of the said resolutions. The Agency followed a prescribed phased approach to upgrade posts centered on the said directives and communicate by the department. All incumbents (core and support) on salary level 9 and 11 that were appointed before 31 July 2012, were automatically upgraded to salary level 10 and 12 respectively. Incumbents performing the support functions that were appointed from 01 August 2012 had to be consulted and their respective salary levels were downgraded to 9 and 11. The incumbents performing core functions were upgraded with circumspect and based on the outcomes of a job evaluation process.

The implementation of the said directives resulted in numerous labour disputes regarding salary disparities within the entire public service sector. The matter was before the Labour Court, and SASSA implemented the outcome accordingly. Incumbents in core were upgraded from salary level 9 and 11 to salary level 10 and 12 respectively at the local office tier only, based on the outcome of the job evaluation process that was conducted during 2016.

A contingent liability was raised to address support and outstanding incumbents (as at 01 August 2012), that were not previously upgraded pending the outcome of the Labour Court matter for the review and set aside of the award and judgment issued by CCMA in arbitration proceedings instituted by Public Servants Association (PSA) and Others against SASSA.

26. CONTINGENCIES (CONTINUED)

AZANDE CONSULTING CC

Azande is claiming R170 000 000.00 (R 170 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 allocation by the court.

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 receive their grants in cash, is further suspended for a six months 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 months period to investigate and make a recommendation regarding the price to be paid for the services it is to render in terms of paragraph 4 of the order. CPS did approach National Treasury for a fee increase

National Treasury recommended to the Constitutional Court the transaction fees of R51 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 reimburse these services in line with these recommendations however SASSA agreed to accept these rates for the period July to September 2018. CPS instituted a claim against SASSA for the adjusted fees for the period April 2018 to September 2018 in the sum of R 358 196 928. SASSA is defending the claim on the basis that, inter alia, CPS did not provide National Treasury with material information requested for purposes of determining revised transaction fees. This position is in line with the recommendation made by the Auditor-General and Panel of Experts appointed by the Constitutional Court in their 10th report to the Court. CPS is currently under liquidation and all pending matters, including this claim, have been presented to the liquidators. The final liquidator has been appointed and she will provide guidance as to how she intends dealing with this matter.

27. RISK MANAGEMENT

FINANCIAL RISK MANAGEMENT

LIQUIDITY RISK

The entity's risk to liquidity is a result of the funds available to cover future commitments. The entity manages liquidity risk through an ongoing review of future commitments and credit facilities.

All the payable balances reflected at year end are payable within 30 days.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

27. RISK MANAGEMENT

CREDIT RISK

The entity does not sell any goods or charge money for its services. Debtors relate to employees that have loans 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	2022 R	2021 R
Receivables	11,122,402	12,168,100
Concessionary loan granted to SAPO Ltd	1,011,764	129,612,100

28. GOING CONCERN

We draw attention to the fact that at March 31, 2022, the entity had an accumulated surplus (deficit) of R2,338,230,360 and that the entity's total assets exceed its liabilities by R2,338,230,360.

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. DAMAGES AND LOSSES

Opening balance	3,069,215	3,991,678
Add: Damages and losses expenditure - current year	2,370,466	823,578
Add: Incurred in the previous year recorded in the current year	604,992	447,679
Less: Damages and losses - finalised in the prior year	(55,813)	(136,117)
Less: Damages and losses - absorbed and removed	(2,514,230)	(926,492)
Less: Damages and losses transferred to receivables	(1,306,441)	(1,117,618)
Less: Damages and losses - credit note received	(108,013)	(13,915)
Add: Adjustment relating to prior year cases	12,217	422
	2,072,393	3,069,215

DETAILS OF DAMAGES AND LOSSES EXPENDITURE - CURRENT YEAR

Damages on motor vehicles	726,831	550,598
Damages and losses of laptops	305,778	280,580
Damage and losses of assets due to unrest	1,059,272	-
Damages and losses due to Burglary	677,140	-
Other matters	206,437	440,079
	2,975,458	1,271,257

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

30. FRUITLESS AND WASTEFUL EXPENDITURE	2022 R	2021 R
Opening balance as previously reported	87,313,454	86,429,571
Add: Fruitless and wasteful expenditure recorded in the current year	97,108	594,384
Add: Fruitless and wasteful expenditure identified in the current year but incurred in the prior period	18,609	488,833
Add: Fruitless and wasteful expenditure relating to prior year cases	1,515,602	8,318
Less: Fruitless and wasteful expenditure cleared	(499,568)	(87,931)
Less: Fruitless and wasteful expenditure cleared transfe to receivable	(819,556)	(115,362)
Less: Fruitless and wasteful expenditure credit note received	(1,526)	(1,617)
Less: Correction of prior year error	-	(2,742)
Closing balance	87,624,123	87,313,454

EXPENDITURE IDENTIFIED IN THE CURRENT YEAR INCLUDE THOSE LISTED BELOW:

Interest and penalties	6,209	61,147
Hotel - no shows	20,915	8,908
Bid advertisement	82,466	-
Doctors assesments	5,954	-
Other	173	746,403
Payment for training	-	266,760
	115,717	1,083,218

POSSIBLE FRUITLESS AND WASTEFUL EXPENDITURE

Mpisholo training solutions - payment for training that never took place	-	266 760
Less: Transferred to fruitless and wasteful expenditure	-	(266 760)
	-	-

31. IRREGULAR EXPENDITURE

Opening balance	1,142,194,397	1,227,924,605
Opening balance as restated	1,142,194,397	1,227,924,605
Add: Irregular Expenditure - current	2,025,768	20,330,503
Add: Irregular Expenditure - recorded in the current year but incurred in the prior year	7,482,751	6,137,116
Add: Irregular Expenditure - lease contract expired in prior periods but still in use	44,938,739	43,143,127
Add: Irregular Expenditure - prior period*	177,133	3,491,329
Less: Irregular Expenditure - condoned	(202,049,225)	(144,986,772)
Less: Amounts found not to be irregular expenditure	(1,108,421)	(13,845,511)
Closing balance	993,661,142	1,142,194,397

POSSIBLE IRREGULAR

Opening balance	-	7,298,504
Less: possible irregular expenditure cleared	-	(1,743,341)
Less: Transferred to irregular expenditure	-	(5,555,163)
	-	-

*Bid splitting, local content, CIBD , capturing error, etc

	177,133	3,491,329
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NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

31. IRREGULAR EXPENDITURE (CONTINUED)

Incidents/cases identified in the current year include those listed below:

		2022 R	2021 R
	DISCIPLINARY STEPS TAKEN		
Extension of other contracts and lease payments	Internal investigation are still in process	8,146,415	5,614,535
Cleaning and sanitation	Internal investigation are still in process	728,067	13,509,947
CIDB non-compliance	Internal investigation are still in process	17,500	-
Local content non-compliance	Internal investigation are still in process	83,979	-
COVID 19 -procurement	Internal investigation are still in process	123,255	-
Procurement with less than three quotations	Internal investigation are still in process	-	3,050,763
Other matters	Internal investigation are still in process	409,303	4,292,373
		9,508,519	26,467,618

32. FINANCIAL INSTRUMENTS DISCLOSURE

CATEGORIES OF FINANCIAL INSTRUMENTS

2022

FINANCIAL ASSETS	At amortised cost R	Total R
Loans to economic entities	1,011,764	1,011,764
Receivables before impairment	16,051,306	16,051,306
Impaired receivables	(5,931,155)	(5,931,155)
Cash and cash equivalents	2,146,714,540	2,146,714,540
	2,157,846,455	2,157,846,455

FINANCIAL LIABILITIES

Trade and other payables from exchange transactions	371,700,143	371,700,143
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2021

FINANCIAL ASSETS

Loans to economic entities	129,612,100	129,612,100
Receivables before impairment	12,648,802	12,648,802
Impaired receivables	(501,301)	(501,301)
Cash and cash equivalents	2,043,592,924	2,043,592,924
	2,185,352,525	2,185,352,525

FINANCIAL LIABILITIES

Trade and other payables from exchange transactions	552,630,662	552,630,662
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NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

33. CONCESSIONARY LOAN GRANTED

	2022 R	2021 R
LONG-TERM PORTION ON CONCESSIONARY LOAN GRANTED		
Opening balance	-	154,778,039
Current year repayments	-	(169,182,633)
Interest applied on concessionary loan repayments	-	14,404,594
	-	-
SHORT-TERM PORTION ON CONCESSIONARY LOAN GRANTED		
Opening balance	129,612,100	140,233,864
Current year repayments	(156,715,666)	(179,804,397)
Short-term portion adjusted	28,115,330	169,182,633
	1,011,764	129,612,100

34. 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	820,988,661	338,149,931
Adjusted for:		
Depreciation and amortisation	101,850,601	102,745,214
Debt impairment	5,931,155	31,420,842
Loss on disposal of assets	7,179,247	5,335,501
Social benefit	(24,240,721)	-
Net surplus per approved budget	911,708,943	477,651,488

	Operating activities R	Investing activities R	Financing activities R	Total R
Actual amount on comparable basis	803,724,582	108,034,063	(49,701)	911,708,944
Basis difference	(66,809,673)	(207,320,150)	(534,457,501)	(808,587,324)
	736,914,909	(99,286,087)	(534,507,202)	103,121,620

The following are the highlights of the operating circumstances which had an impact on the agency's financial performance:

The Special COVID-19 SRD R350 Grant was reintroduced. Consequently, SASSA was allocated an additional R500 million during the Adjustment Process to fund the administration cost of implementing the grant. The impact of the COVID-19 pandemic on expenditure continued during the reporting period as certain activities could not be fully undertaken thus impacting on certain expenditure items whose activities were affected by the lockdown regulations. The digital workspace (remote work and online meetings) became the "new normal" and thus also impacting on expenditure.

PERSONEL COSTS

Overall expenditure for the period ended March 2022 reached 93%. The under spending is attributed to the item compensation of employees mainly due to the funded vacant positions that could not be filled or filled in the latter part of the financial year. Out of a total of 247 funded vacant posts which were planned to be filled in 2021/22 a total of 192 posts were filled meaning 77% was filled. The average monthly spending for the year on compensation of employees was R274, 673,990.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

34. RECONCILIATION BETWEEN BUDGET AND STATEMENT OF FINANCIAL PERFORMANCE (CONTINUED)

OTHER ADMINISTRATIVE EXPENSES

Expenditure on goods and services reached 91, which is 9% below the expected level of spending for the reporting period. The underspending on goods and services was on cash handling fees as the spending was not as was planned due to the majority of the beneficiaries having opted to receive their benefits through ATMs and the merchants' point of sale (POS) and thus reducing the cost of paying the grants. Secondly, there was an upward adjustment of the budget emanating from the additional R500 million received through the Adjusted Appropriation Bill process which could not be utilised fully.

There was spending of 72% on communication due to the expenditure on bulk messaging which forms part of the cost of implementing the Special COVID-19 SRD R350 grant for which an adjustment with additional funding was made and the budget not fully utilised. The expenditure on telephones decreased due the COVID-19 pandemic consequently the convergence of ICT infrastructure, whereby calls between SASSA offices were using data infrastructure and were zero-rated. However mobile data (3G/4G/5G) cost increased as digital workspace (remote work and online meetings) is the "new normal" due to remote work as well as online meetings.

The funds earmarked for fraud investigations which are performed internally was not fully utilised as the Agency is realised efficiency in utilising its internal capacity related to fraud prevention, detection, and investigation unlike previously when third parties were brought on board.

There was low spending on fleet, maintenance and repairs, travel, training and staff development, and venues and facilities which resulted from the impact of the Covid-19 pandemic on the activities associated with these items.

35. RELATED PARTIES

RELATIONSHIPS

Inter-governmental trading South African Post Office Limited

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 persons 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 South African Post Office.

SASSA gave notice; in the government gazette dated 11 May 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 South African Post Office, in line with the Implementation Protocol signed on 17 November 2017 and the Services Agreement signed on 08 December 2017.

RELATED PARTY BALANCES

LOAN ACCOUNTS - OWING BY RELATED PARTIES

	2022 R	2021 R
South African Post Office Limited	1,011,764	157,727,629

In terms of transitional agreement between SAPO and SASSA; SASSA made an advance payment to SAPO in the amount of R541 000 003 for SAPO infrastructure development. This amount (R541million) shall be repaid through 10% (ten percent) deduction from the service charges payable to SAPO under each monthly invoice issued to SASSA pursuant this agreement as from 01 October 2018, until such time that the advance payment is repaid in full.

The balance of the loan as at 31 March 2022 is R1 011 764 having recovered R156 715 666 through 10% deduction from invoices payable to SAPO during the period under review.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

35. RELATED PARTIES (CONTINUED)

2022
R

2021
R

AMOUNTS INCLUDED IN TRADE RECEIVABLE (TRADE PAYABLE) REGARDING RELATED PARTIES

South African Post Office Limited	(108,628,400)	(305,460,325)
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ADMINISTRATION FEES PAID TO (RECEIVED FROM RELATED PARTIES)

South African Post Office Limited	1,593,321,838	1,291,054,213
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REMUNERATION OF MANAGEMENT

EXECUTIVE MANAGEMENT 2022	Emoluments R	Service bonus R	Car allowances R	Other benefits R	Total R
Ms BJ Memela-Khambula (CEO)	1,855,000	154,583	72,000	856,666	2,938,249
Mr TJ Chauke (CFO)	1,043,870	86,989	24,000	723,283	1,878,142
Ms DE Dunkerly (EM-Policy Implementation)	1,199,333	99,824	50,000	1,076,978	2,426,135
Mr SW Jabavu (Acting REM KZN)	830,506	85,975	99,000	208,528	1,224,009
Mr AS Mahlangu (Acting REM WC)	1,267,270	105,606	108,000	405,735	1,886,611
Mr JC Makondo (Acting CIO)	615,653	-	76,500	294,341	986,494
Mr BB Maqetuka (REM-WC,NC & EC)	1,043,871	86,989	239,640	389,624	1,760,124
Mr MT Matlou (REM-MP,FS & KZN)	1,181,603	98,467	156,000	320,700	1,756,770
Mr Z Mpeta (Acting REM-EC)	845,316	70,443	60,000	498,969	1,474,728
Ms EZ Mvulane (REM-GP,LP & NW)	983,097	81,925	108,000	683,565	1,856,587
Ms R Ramokgopa (EM-Strategy)	1,217,849	101,487	80,000	446,401	1,845,737
Mr MB Tsosane (Acting REM-NC)	966,029	69,402	60,000	715,917	1,811,348
	13,049,397	1,041,690	1,133,140	6,620,707	21,844,934

EXECUTIVE MANAGEMENT 2021	Emoluments R	Service bonus R	Car allowances R	Other benefits R	Total R
Ms BJ Memela-Khambula (CEO)	1,855,000	154,583	72,000	838,123	2,919,706
Mr TJ Chauke (CFO)	1,028,444	85,704	24,000	576,977	1,715,125
Ms R Ramokgopa (EM-Strategy)	1,199,852	99,988	80,000	336,715	1,716,555
Mr JC Makondo (Acting CIO)	136,812	68,406	17,000	62,807	285,025
Ms TM Sibanyoni (EM-Internal Audit)	942,741	135,482	69,663	480,269	1,628,155
Ms DE Dunkerly (EM-Policy Implementation)	1,164,391	105,154	60,000	351,422	1,680,967
Ms EZ Mvulane (REM-GP,LP & NW)	940,549	78,379	108,000	580,883	1,707,811
Mr BB Maqetuka (REM-WC,NC & EC)	1,028,444	85,704	239,640	487,904	1,841,692
Mr MT Matlou (REM-MP,FS & KZN)	1,130,480	94,207	156,000	299,471	1,680,158
Mr HJ De Grass (Acting REM-WC)	146,297	-	8,000	80,672	234,969
Mr AS Mahlangu (Acting REM WC)	1,248,542	104,045	108,000	337,681	1,798,268
Mr MT Makhetha (Acting REM-NC)	79,112	-	8,500	72,620	160,232
Ms MM Mamabolo (Acting REM-LP)	81,195	-	10,000	38,743	129,938
Mr GSK Mathebula (Acting REM-MP)	83,188	-	13,333	45,491	142,012
Mr Z Mpeta (Acting REM-EC)	225,624	996	15,000	128,303	369,923
Mr MB Tsosane (Acting-REM)	198,214	-	15,000	123,205	336,419
	11,488,885	1,012,648	1,004,136	4,841,286	18,346,955

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

35. RELATED PARTIES (CONTINUED)

	2022 R	2021 R
Emoluments	13,049,397	11,488,885
Service bonus	1,041,690	1,012,648
Car allowance	1,133,140	1,004,136
Other benefits	6,620,707	4,841,286
	21,844,934	18,346,955

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.

The entity holds nine 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 accounts with a 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.

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