

Strategic Plan (2025-2030); Annual Performance Plan (2025/26); and Budget

**Presentation to the Portfolio Committee on Social Development
23 April 2025**

PRESENTATION OUTLINE

- Purpose;
- Contextual background;
- Process followed in the development of the SASSA SP & APP;
- SASSA Strategic Plan, 2025 – 2030;
- SASSA Annual Performance Plan, 2025/26;
- Financial Plan – SASSA’s 2025/26 MTEF budget;
- Recommendations.

PURPOSE

- The purpose of the presentation is to brief the Portfolio Committee on Social Development on:
 - SASSA’s Strategic Plan (2025-2030);
 - SASSA’s Annual Performance Plan (2025/26); and
 - SASSA’s MTEF budget (2025 - 2026)

CONTEXTUAL BACKGROUND

SASSA is a Schedule 3A Public Entity established in April 2006 in terms of the SASSA Act, 2004.

The Social Assistance Act of 2004 provide the legal framework for the provision of social assistance

Each month, SASSA embarks on a monthly process of determining the grant funds due to each beneficiary; deposit funds into bank accounts (including post bank accounts) of grant recipients through its social grants holding account (PMG) held with the SARB

1 Administers more than 19 million grants for older persons, people with disabilities, war veterans, children.

- 2**
- **67% of these numbers** are consumed by 4 regions:
 - ✓ KZN – 4,3M; Gauteng – 3 M, EC and Limpopo – 2.9 and 2.7 M respectively
 - In addition, there are approximately 9 million (*approved applications as at 31 December 2024*) beneficiaries who depend on the monthly Covid-19 SRD Grant.

3 Approx. 45% of the population (28m) benefitting from Social Assistance transfers.

Region	No. of Grants	Grant type	No. of Grants
EC	2 880 274	OAG	4 132 917
FS	1 055 850	WVG	7
GP	3 058 859	GIA	502 695
KZN	4 264 622	DG	1 066 452
LP	2 734 831	FCG	198 424
MP	1 648 112	CDG	172 415
NW	1 346 697	CSG	13 163 060
NC	547 033	CSG TP, Inc on CSG	60 073
WC	1 699 692	Total	19 235 970
Total	19 235 970	Covid-19 SRD	Approx. 9 m

Contextual Background Cont...

- The 2025/26 financial year is the first year of implementation towards realization of the 2025 – 2030 SASSA Strategic plan aligned to the Medium-Term Development Plan (MTDP), 2024-2029.
- SASSA's work continue to be influenced by the **high levels of poverty, unemployment, disasters** that affects people living in South Africa.
- The nature of the Covid-19 SRD grant that remains temporary, and depends on annual approval by National Treasury.
- Alleged fraud and corruption on social grants including cases of identity theft compromising our cyber security systems.
- Beneficiaries' migration from the SASSA gold card to the Postbank black card.
- Both SASSA Strategic and Annual Performance plans were developed under the leadership of the Department of Social Development, the Minister and the Deputy Minister providing the necessary guidance.

Contextual Background continue..

- **SASSA's focus in the medium term will include:**
 - ✓ Increase coverage of social assistance to older persons, people with disabilities and children who are **unable to support themselves**.
 - ✓ Provide temporary reprieve to individuals and families experiencing temporary distress in order to meet their basics needs whilst they are addressing their temporary challenges.
 - ✓ Educate beneficiaries on SASSA services through community outreach programmes and improved communication;
 - ✓ Invest in systems that will enable the migration from manual business process to automated systems.
 - ✓ Leveraging on technology to improve service delivery and managing fraud;
 - ✓ Exploring and implementing alternative service delivery models both on payment and applications.
 - ✓ Modernisation of the SASSA call Centre.

Process Followed In The Development Of The SASSA Strategic & Annual Performance Plans

- SASSA convened several strategic sessions and activities for identification of priorities for both the SP and APP.
- These sessions/activities were undertaken as follows:
- **First drafts SP & APP:**
 - ✓ *Joint Strategic and Review workshop (Review of the 2020-2025 SP, Performance review of 2024/25 APP, Conversation with StatsSA, SARS, Reserve Bank and DSD – Minister in attendance) 01-03 October 2024*
 - ✓ *Internal Engagements with Branches – 18-24 October 2024*
 - ✓ *Consideration of the draft APP by EXCO— 28 October 2024*
 - ✓ *Sign off by the CEO and submission to DSD - 30 October 2024*

Process Followed In The Development Of The SASSA Strategic & APP (cont...)

▪ Final drafts SP & APP:

- ✓ *Further consultation with SASSA internal Branches – 14 Nov – 4 Dec 2024*
 - ✓ *Strategic planning workshop (9 months performance review, further consultation on the draft SP & APP) Minister, Deputy Minister and ADG in attendance – 20-21 January 2025.*
 - ✓ *Consideration of the draft APP by EXCO – 27 January 2025*
 - ✓ *Sign off by CEO and submission to DSD – 31 January 2025*
 - ✓ *Presentation to the Audit Committee – 04 February. 2025*
 - ✓ *Written Feedback from DSD – 21 Feb 2025,*
 - ✓ *Written feedback from AGSA on the review of SP & APP – 02 April 2025,*
 - ✓ *Tabling of the APP and Strategic Plan by the Minister – 04 April 2025*
- The entire SASSA Senior Management was involved in the process, using both physical and virtual platforms.

STRATEGIC PLAN 2025-2030

Policy and Legislative Framework

- SASSA's mandate is rooted in South Africa's Constitution and guided by the Social Assistance Act No.13 of 2004 ("Social Assistance Act") and the South African Social Security Agency Act No. 9 of 2004 ("SASSA Act"), which **mandate the agency to provide social assistance to eligible citizens.**
- SASSA's strategy aligns with national priorities, particularly the Medium-Term Development Plan (MTDP: 2024-2029) and the National Development Plan ("NDP") 2030, aimed at poverty reduction and social inclusion.
- **Key Policy and Legislative frameworks that drives the work of SASSA are**
 - The Constitution of the Republic of South Africa, 1996 (Act No.108 of 1996): Increase the access to social security to everyone who is eligible s27(1)(2)
 - **South African Social Security Agency Act, 2004 (Act No 9 of 2004):** Gives effect to the formation of SASSA and prescribes efficient and effective administration, management of payment of social assistance and provision for prospective payment of social security.
 - **Social Assistance Act, 2004 (Act No.13 of 2004) as amended:** Enables SASSA to render social assistance to everyone who is eligible

INTERNAL

STRENGTHS

- Strong integration with government and private institutions
- Efficient data processing for handling large file volumes.
- Steady improvement in customer experience.
- Alignment with government departments for better service delivery.
- Effective partnerships driving innovation.

WEAKNESSES

- Long queues and slow service due to operational challenges.
- Limited budgets affecting quality and speed.
- Fraud and corruption reducing trust.
- Slow decision-making due to bureaucracy.
- System instability and frequent outages.
- Dependence on outdated systems and external ICT contractors.
- Inefficient procurement and poor financial management.
- Audit issues and irregular expenditure.
- Aging workforce with no succession planning.
- Poor client communication.

SWO
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Analysis

EXTERNAL

OPPORTUNITIES

- Digital transformation to streamline operations.
- Partnerships with government and private sectors.
- Replacing legacy systems with modern alternatives.
- Change management to improve staff and stakeholder engagement.
- Cloud infrastructure for faster, scalable services.
- Better integration of data systems with partners.
- Workforce development through skills programs.
- Gender parity initiatives.
- A stronger customer support model to enhance satisfaction

THREATS

- Economic instability increasing demand for social services and straining resources.
- Political changes that could impact funding and strategic direction.
- Negative public perception due to operational issues or scandals affecting credibility.
- Risks of cybercrime and security breaches
- Climate change impacts on operational capacity
- Poor connectivity infrastructure, especially in remote areas
- Differing ideologies from civil society organisations that could affect policy and operations

Swot Analysis

	STRENGTHS	WEAKNESSES
INTERNAL	<ul style="list-style-type: none"> ▪ Strong integration with government and private institutions ▪ Efficient data processing for handling large file volumes. ▪ Steady improvement in customer experience. ▪ Alignment with government departments for better service delivery. ▪ Effective partnerships driving innovation. 	<ul style="list-style-type: none"> ▪ Interested in the Long queues and slow service due to operational challenges. ▪ Limited budgets affecting quality and speed. ▪ Fraud and corruption reducing trust. ▪ Slow decision-making due to bureaucracy. ▪ System instability and frequent outages. ▪ Dependence on outdated systems and external ICT contractors. ▪ Inefficient procurement and poor financial management. ▪ Audit issues and irregular expenditure. ▪ Aging workforce with no succession planning. ▪ Poor client communication.
	OPPORTUNITIES	THREATS
EXTERNAL	<ul style="list-style-type: none"> ▪ Digital transformation to streamline operations. ▪ Partnerships with government and private sectors. ▪ Replacing legacy systems with modern alternatives. ▪ Change management to improve staff and stakeholder engagement. ▪ Cloud infrastructure for faster, scalable services. ▪ Better integration of data systems with partners. ▪ Workforce development through skills programs. <ul style="list-style-type: none"> ▪ Gender parity initiatives. ▪ A stronger customer support model to enhance satisfaction 	<ul style="list-style-type: none"> ▪ Economic instability increasing demand for social services and straining resources. ▪ Political changes that could impact funding and strategic direction. ▪ Negative public perception due to operational issues or scandals affecting credibility. ▪ Risks of cybercrime and security breaches ▪ Climate change impacts on operational capacity ▪ Poor connectivity infrastructure, especially in remote areas ▪ Differing ideologies from civil society organisations that could affect policy and operations

STAKEHOLDER MATRIX

High Power / High Interest	High Power / Low Interest
<ul style="list-style-type: none"> ▪ Department of Social Development: Holds significant influence over SASSA's policy alignment and funding. The DSD is highly interested in SASSA's compliance and performance in delivering social assistance programs. 	<ul style="list-style-type: none"> ▪ SASSA Commercial Partners: Interested in the strategic and financial aspects of their partnerships with SASSA, but their operational involvement and interest in daily management may be limited. ▪ Partner Government Institutions: Other government departments and state agencies that have overlapping objectives with SASSA but are not directly involved in everyday operations
Low Power / High Interest	Low Power / Low Interest
<ul style="list-style-type: none"> ▪ Beneficiaries: The primary recipients of SASSA's services with high interest in the reliability and efficiency of grant distribution but limited power to influence policy or strategic decisions. ▪ Media: Plays a critical role in public perception and accountability through reporting on SASSA's activities. Highly interested in SASSA's operations but has no direct power over its strategic decisions. 	<ul style="list-style-type: none"> ▪ SASSA Suppliers: Provide goods and services crucial for operational success but typically do not have significant influence over SASSA's strategic direction. ▪ Broader South African Public: Although directly affected by national welfare policies and SASSA's performance, the general public holds minimal direct influence over its operations or strategies.

PART B: STRATEGIC FOCUS



social development

Department
Social Development
REPUBLIC OF SOUTH AFRICA



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sassa
SOUTH AFRICAN SOCIAL SECURITY AGENCY

Vision, Mission and Values

VISION STATEMENT

A Leader in Innovative Social Security Services

MISSION STATEMENT

To provide inclusive and accessible social security services that protect and empower eligible vulnerable people living in South Africa, using modern, customer-centric, and innovative approaches

SASSA VALUES

INTEGRITY

COMPASSION

FAIRNESS

RESPECT

OUTCOMES

Reduced levels of poverty

Improved customer experience

Improved organisational efficiencies

PART C: MEASURING PERFORMANCE

STRATEGIC FOCUS AREAS 2025 - 2030

IMPACT	OUTCOMES	OUTPUTS
<ul style="list-style-type: none"> SASSA is committed to excellence, using advanced technology and expert staff to deliver reliable social security services that improve lives and empower communities. Our focused efforts on enhancing service efficiency and customer experience aim to alleviate poverty and foster sustainable livelihoods. We ensure every interaction adds value, empowering our clients and stakeholders to thrive in a more equitable and prosperous society. 	<p>Outcome 1: Reduced levels of poverty</p>	<ul style="list-style-type: none"> Provision of social assistance to persons unable to support themselves and /or their dependents. Implementation of measures to reduce exclusions and inclusion errors. Provision of temporary relief to individuals and households affected by disasters, undue hardships and loss of breadwinner.
	<p>Outcome 2: Improved customer experience</p>	<ul style="list-style-type: none"> Improve turnaround time for processing social grant applications. Implement alternative service delivery models for improved accessibility. Implement measures to reduce long queues at SASSA local offices. Intensify community outreach efforts towards beneficiary education and awareness through effective communication and engagements.
	<p>Outcome 3: Improved organisational efficiencies</p>	<ul style="list-style-type: none"> Implementation of the SASSA Modernisation Plan. Implement measures to reduce cost of administering social grants. Effective financial management. Capacitation of SASSA for optimum performance. Improved management of physical infrastructure.

OUTCOME 1: REDUCED LEVELS OF POVERTY

This outcome is the core for the existence of SASSA.

SASSA will provide income support to people who are unable to support themselves and/ or their dependents.

SASSA will also continue to provide temporary relief to persons in crisis such as Disasters, undue hardship etc.

Outcome 1:	Reduced levels of poverty	
Outcome Indicators	Baseline	Five Year Targets
Improved coverage of social assistance provided to persons who are unable to support themselves and or their dependents.	<ul style="list-style-type: none"> Grants in payment including grant-in-aid increased from 17 811 745 at the end of March 2019 to 19 235 970 at the end of December 2024. 	<ul style="list-style-type: none"> Payments of social grants increased from 19.2 million to 21 million in 2029/30.
% of eligible persons experiencing crisis situations accessing the temporary assistance intervention	<ul style="list-style-type: none"> Approximately R400 million annually for the normal social relief of distress (SRD). <ul style="list-style-type: none"> ✓ SRD awards are provided for disasters, food insecurity, and unplanned life events. Currently administering about 17 million clients for the Covid-19 SRD Grant monthly. 	<ul style="list-style-type: none"> 90% of eligible beneficiaries accessing assistance annually.
Reduced exclusion of eligible children under 2	<ul style="list-style-type: none"> Number of children under 2 in receipt of children's grants increased from 691 816 in 2019 to 733 666 in December 2024 (the total excludes lapsed children's grants within the age group). 	<ul style="list-style-type: none"> 1 089 717 children under 2 receiving children's grants. Conduct surveys to accurately determine the eligibility of children under 2 years within the target group.
Reduced inclusion of ineligible persons	<ul style="list-style-type: none"> Current reviews are done manually for the following categories: <ul style="list-style-type: none"> - Life Certification (SASSA conducts monthly payment file extraction verification with DHA to confirm that the beneficiaries are alive); - Medical Reviews; - Administrative Reviews. 	<ul style="list-style-type: none"> Automated social grants reviews. Automated means test verification for social grants. 100% implementation of beneficiary biometrics.
Accurate and timely payments to beneficiaries	<ul style="list-style-type: none"> In the past five years, SASSA's payment processing accuracy averaged 99.98%. Social grant payments are distributed 	<ul style="list-style-type: none"> Ensure 100% of approved social grant beneficiaries receive the correct payments on

OUTCOME 2: IMPROVED CUSTOMER EXPERIENCE

SASSA will focus primarily on improving the quality of services provided and ensuring customers are not inconvenienced

Outcome 2	Improved Customer Experience	
Outcome Indicators	Baseline	Five Year Targets
Improved turnaround times for processing grant applications	SASSA's turnaround time for processing social grant applications reduced from 10 days in 2019 to 7 days by December 2024.	<ul style="list-style-type: none"> Reduce the grant administration process turnaround time from 7 days to 1 day by 2029/30 through process optimisation and technology integration. Implement alternative service delivery models by 2029/30, ensuring 80% accessibility for beneficiaries in rural areas.
Time spent by beneficiaries/applicants at SASSA offices reduced	New indicator	<ul style="list-style-type: none"> Reduce average time spent by 50% by 2029/30. Invest in training frontline officials to handle peak times effectively.
Community outreach and awareness programmes implemented.	New indicator	<ul style="list-style-type: none"> Increase community outreach efforts by 50%, utilising targeted engagements and effective communication mechanisms.
Improved access to SASSA services	SASSA services are provided through face to face, automated application system and kiosks / self-help desks.	<ul style="list-style-type: none"> Increased access channels implemented.

OUTCOME 3: IMPROVED ORGANISATIONAL EFFICIENCY

To ensure that it effectively delivers on its mandate and achieves its vision, SASSA will focus on optimising processes and resources to achieve better organisational performance.

Outcome 3:		Improved organisational efficiency	
Outcome Indicators	Baseline	Five Year Targets	
ICT modernisation and digital transformation	<ul style="list-style-type: none"> Since 2019 to December 2024, over 14 million beneficiary records were scanned to digitise processes and reduce paperwork. 	<ul style="list-style-type: none"> Finalise digitisation of beneficiary records. 	
	<ul style="list-style-type: none"> Online application portal was developed for all grant types except for war veterans. Since 2020, 131 051 applications were processed through this platform. 	<ul style="list-style-type: none"> Fully automated grants system. 	
	<ul style="list-style-type: none"> COVID-19 SRD grant fully administered online. 		
	<ul style="list-style-type: none"> New indicator. 	<ul style="list-style-type: none"> 95% system uptime (availability). 	
Improved Cyber Security	<ul style="list-style-type: none"> Biometric authentication infrastructure for both staff and beneficiaries in place. Biometric authentication for staff completed. 	<ul style="list-style-type: none"> 100% biometric authentication for beneficiaries. Implement advanced systems to detect and mitigate cyberattacks within acceptable time frame. 	
Database Optimisation and Management	<ul style="list-style-type: none"> SASSA hosts South Africa's largest database of poor and vulnerable individuals, supporting planning, policy, and service delivery across sectors. Currently, data is accessed by several government entities for service delivery. 	<ul style="list-style-type: none"> Achieve 100% reliability, accessibility, and interoperability of the SASSA database Regularly update and validate database records, ensuring 100% accuracy by 2030. 	
Average cost to serve beneficiaries maintained.	<ul style="list-style-type: none"> Cost per beneficiary was R22 (including COVID-19 beneficiaries) for the last audited 2023/24.financial year. 	<ul style="list-style-type: none"> Maintain a cost of R37 for administering social assistance per beneficiary (with or without the COVID-19 SRD and other future temporary grants). 	

OUTCOME 3: CONT..

To ensure that it effectively delivers on its mandate and achieves its vision, SASSA will focus on optimising processes and resources to achieve better organisational performance.

Outcome 3:		Improved organisational efficiency	
Outcome Indicators	Baseline	Five Year Targets	
SASSA capacitated for optimal service delivery	Skills audit for all SASSA personnel conducted - 92.65% of employees completed the audit.	<ul style="list-style-type: none"> Address 90% of identified skills gaps through targeted training and recruitment. Review organisational structure to support implementation of the Strategic plan. 	
Regulatory Compliance and Governance	Unqualified audit with findings on AFS in the past five years.	<ul style="list-style-type: none"> Unqualified audit opinion without findings. 100% compliance with legal, audit, and risk management requirements by 2029/30. 	
Improve conditions in which beneficiaries are served	Approved 10-year infrastructure plan.	<ul style="list-style-type: none"> 50% of the infrastructure plan implemented. 	

STRATEGIC RISK REGISTER

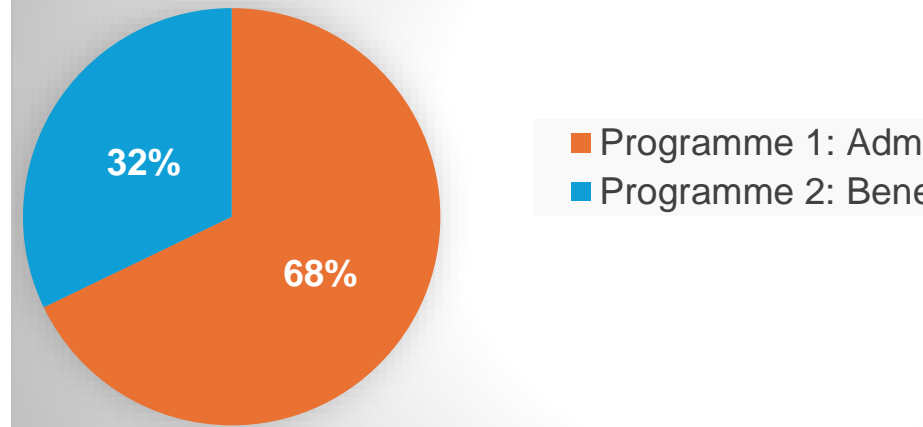
Outcome	Risk REF	Strategic Risks	Risk Mitigation Measures
Reduced Level of Poverty	SR1	Inability to meet the demand of social assistance	Annual budget projections, Forecasting models, Credible database systems, Grants Administration Policies, Approved organogram, Business Process Reengineering, and Robust Marketing Strategy, and Online grants application systems
	SR2	Third party risk	Service provider due diligence, Robust contract management, Service provider cybersecurity protocols, Security assessments and audits, Data encryption and secure data transfer practices.
	SR3	Failure to ensure the right beneficiaries receive grants	Data verification, Communication of eligibility criteria, Fraud prevention plan, IT system upgrades, Ongoing reviews, Data analytics and Ongoing monitoring
Improved Customer Experience	SR4	Business Interruption of critical services	Disaster recovery plans, Manual processes, Proactive communication, Stakeholder engagements, Labour Relations, Online application system, Alternative power, and Business Continuity Management.
	SR5	Resistance to change	Change management culture survey, Training and development programs, change management agents, and Interventions on key projects and Project management.
Enhanced Organisational Efficiency	SR6	Cyber security threats	Cyber security strategy, Encryption, Vulnerability assessments, Penetration tests, Information management strategy, System replacements, and Physical security controls
	SR7	Fraud and corruption	Fraud prevention strategy, Ethics and Fraud awareness sessions, Integrity Management, Collaboration with law enforcement, Transaction verification, Beneficiary records management, Continuous fraud detection and fraud resolution. Fraud investigation.

2025/26 ANNUAL PERFORMANCE PLAN

APP 2025/26 OVERVIEW

Programme	No. of targets
Programme 1: Administration	19
Programme 2: Benefits Administration and Support	9
Total	28

No. of targets Per Programme



PROGRAMME 1: OVERVIEW

Programme Purpose

To Provide Leadership, Management And Support Services To SASSA.

Objectives and Coverage

This programme aims to ensure effective leadership and administrative support services within SASSA. The programme covers the following:

- 1) *Executive Management*, 2) *Internal Audit and Risk Management*, 3) *Corporate Services*

Services

The programmes provides the following services:

Financial Management, *Information and Communication Technology (ICT)*, *Strategy and Business Development*, *Communication and Marketing*.

PROGRAMME 1: MTEF TARGETS

Outcome	Output Indicators	Annual Targets		
		2025/26	2026/27	2027/28
Improved organisational Efficiency	Unqualified audit outcome received.	Unqualified audit outcome received.	Unqualified audit outcome received.	Unqualified audit outcome received.
	Average cost of administering social assistance.	Average cost of administering social assistance projected at below R37.	Average cost of administering social assistance projected at below R37.	Average cost of administering social assistance projected at below R37.
	Administration cost as a percentage of social assistance transfers budget.	Administration cost as a percentage of social assistance transfers budget projected at below 5%.	Administration cost as a percentage of social assistance transfers budget projected at below 5%.	Administration cost as a percentage of social assistance transfers budget projected at below 5%.
	Percentage social assistance debts recovered and/ or written off.	4% of social assistance debts recovered and / or written off.	4% of social assistance debts recovered and / or written off.	4% of social assistance debts recovered and / or written off.
	Percentage procurement spend through the designated enterprises with 51% or more ownership i.e. black women, black youth and black people with disabilities (in line with PPPFA).	5% procurement spent through the designated enterprises with 51% or more ownership i.e. black women, black youth and black people with disabilities (in line with PPPFA).	5% procurement spent through the designated enterprises with 51% or more ownership i.e. black women, black youth and black people with disabilities (in line with PPPFA).	5% procurement spent through the designated enterprises with 51% or more ownership i.e. black women, black youth and black people with disabilities (in line with PPPFA).

PROGRAMME 1: MTEF TARGETS

Outcome	Output Indicators	Annual Targets		
		2025/26	2026/27	2027/28
Improved organisational Efficiency	Roadmap for full automation of social grants processes developed.	Integration of new technology with legacy system: Front-end web-based system rolled out to 432 local offices.	Post implementation stabilisation and technical support contracted.	Post implementation stabilisation and technical support contracted.
	Implementation of biometric systems for fraud prevention.	Beneficiary Biometrics rolled out to 432 offices.	All new grant applicants biometrically enrolled	All new grant applicants biometrically enrolled
	Percentage availability of the Online Grants Application System (Online grants application system enhanced and stabilised)	80% availability of the Online Grants Application System.	90% availability of the Online Grants Application System.	95% availability of the Online Grants Application System.
	Replacement of SOCPEN legacy system	Roadmap for the replacement of SOCPEN legacy system approved.	Replacement of SOCPEN: <i>Implementation of the new grants administration and payment solution.</i>	Post- implementation stabilisation support and maintenance contracted.
	Customer Contact Centre Modernisation and Integration.	Contact Centre Business Requirements approved.	Implementation of the integrated customer contact centre.	Implementation of the integrated customer contact centre.
	Implementation of the Cyber Range Security Solution Operations Centre.	Cyber Range Security Operations Centre implemented: Phase 1	Cyber Range Security Operations Centre implemented: Phase 2.	Complete insourced Cyber Range Security Operations Centre.

PROGRAMME 1: MTEF TARGETS

Outcome	Output Indicators	Annual Targets		
		2025/26	2026/27	2027/28
Improved organisation and efficiency	SASSA ICT Enterprise Architecture Reviewed and Optimised.	AS-IS Enterprise Architecture review completed.	TO-BE Enterprise Architecture developed and approved.	Implementation of the TO-BE Enterprise Architecture.
	Human Capital Management Policy approved and implemented	HCM policy approved	Human Capital Management Policy Implemented	Human Capital Management Policy Implemented
	Human Resource Plan developed and implemented	Human Resource Plan developed.	Human Resource Plan implemented.	Human Resource Plan reviewed.
	Percentage of funded posts filled.	90% of funded posts filled	90% of funded posts filled	90% of funded posts filled
	Percentage of labour relations cases finalised – (Misconduct and grievance cases).	60% of labour relations cases finalised.	70% of labour relations cases finalised.	70% of labour relations cases finalised.
	Percentage of reported fraud and corruption cases investigated and finalised.	95% of reported fraud and corruption cases investigated and finalised.	95% of reported fraud and corruption cases investigated and finalised.	95% of reported fraud and corruption cases investigated and finalised.
	Improved customer experience	Integrated Communication and Marketing Programmes implemented	Integrated Communications and marketing strategy reviewed.	Implementation of the reviewed Communication and marketing strategy.
Integrated Communication and Marketing Programmes implemented.				

PROGRAMME 2: BENEFITS ADMINISTRATION OVERVIEW

Programme 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.

Objectives and Coverage

This programme provides income support to all people who are unable to support themselves and their dependents. The functions of this programme cuts across all levels within the Agency, including the efficiency through which the grants are delivered.

Services

This 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:

1) Application Management 2) Payment Management 3) Beneficiary Maintenance Management 4) Policy Implementation Support 5) Customer Care

PROGRAMME 2: MTEF TARGETS

Outcome	Output Indicators	Annual Targets		
		2025/26	2026/27	2027/28
Reduced levels of poverty.	Number of social grant applications processed.	1 600 000 social grant applications processed.	1 600 000 social grant applications processed.	1 600 000 social grant applications processed.
	Number of grants in payment	19 571 770 grants in payment at a cost of R248 billion.	20 057 191 grants in payment at a cost of R260 billion	20 413 049 grants in payment a cost of R260 billion
	Number of children below the age of 2 in receipt of the children's grants.	1 005 893 children below the age of 2 in receipt of the children's grants	1 056 187 children below the age of 2 in receipt of the children's grants	1 056 187 children below the age of 2 in receipt of the children's grants
	Percentage of COVID-19 SRD grant applications processed.	95% of COVID-19 SRD grant applications processed.	*	*
	Percentage of successful social grant transfers processed.	99% of social grant transfers successfully processed.	99% of social grant transfers successfully processed.	99% of social grant transfers successfully processed.
Improved customer experience.	Percentage of new grant applications processed within stipulated timeframes.	90% of new grant applications processed within 7 days.	90% of new grant applications processed within 5 days.	90% of new grant applications processed within 5 days.
	Number of calls answered daily.	4.8 million calls answered.	4.9 million of calls answered daily.	5 million of calls answered daily.
	Number of local offices implementing queue management system.	Queue Management System implemented in 269 local offices.	QMS evaluated in all local offices.	*
	Number of community outreach programmes conducted	36	54	72

SASSA 2025/26 MTEF BUDGET

Background

- SASSA is committed to ensuring that its budget is planned on a three-year rolling basis, with annual updates aligned to the Government's medium-term expenditure framework (MTEF).
- The budget preparation process is influenced by the National Treasury's guidance during the Medium-Term Expenditure Committee (MTEC) process, which includes the following:
 - No additional resources are available for the 2025 MTEF Budget. Therefore, departments must not request any baseline increases.
 - Additional allocations to any program must be funded through reductions in another program or reprioritization within the department's budget or across other departments' budgets.
 - Strategic reallocations must be informed by the outcomes of previous spending reviews and ongoing evaluations.
- To ensure the sustainability of the allocated budget, SASSA has taken a strategic approach to the apportionment process. Thus, the following principles underpin the budget apportionment process:
 - Living within our means: Ensuring that the budget is allocated within the approved limits.
 - Maximizing value: Prioritizing and reprioritizing to achieve more with fewer resources.
 - Affordability: Selecting projects that are financially feasible.
 - Sustainability: Ensuring that chosen projects are supportable throughout the MTEF period and not just for a single year.
 - Focusing on alignment of the budget with the Annual Performance Plan (APP) i.e., funding the targets in the APP.

SASSA's MTEF Budget Allocation

Description	2023/24	2024/25	2025/26	2026/27	2027/28
Original Allocation	7,970,261	7,910,237	7,772,816	8,121,952	8,479,232
General Reduction by NT	(400,000)	(461,800)	(2,000)	(5,000)	(5,000)
Additional for SRDR350 admin cost	-	300,000	300,000	-	-
New Allocation	7,570,261	7,748,437	8,070,816	8,116,952	8,484,232
%Reduction on the original allocation	-5%	-2%	0%	0%	0%
R Y/Y increase/decrease		178,176	322,379	46,136	367,280
% y/y increase/decrease		2%	4%	1%	5%
Projected CPI rate			4.61%	4.55%	4.52%

- As illustrated in above table, the year-on-year increase between 2024/25 and 2025/26 is R22,379 million when discounting the special additional funds for the administration cost of the SRD grant (R370). Given the projected Consumer Price Index (CPI) of 4.61% for the 2025/26 financial year, this increase does not adequately cover the rising costs of goods and services.
- Furthermore, the proposed increase by the National Treasury to the Value Added Tax (VAT), if implemented, will add pressure to the budget.
- The budget must also accommodate the salary increases (Cost of Living Adjustments) as stipulated by the Public Service Coordinating Bargaining Council (PSCBC). The PSCBC has agreed on a 5.5% wage increase for the 2025/26 financial year, with future increases tied to the CPI for 2026/27 and 2027/28.
- The reduction of R2 million in 2025/26 and R5 million respectively for 2026/27 and 2027/28 will fund the fraud investigations -Inspectorate at the DSD.

Summary Of The Allocations - Main Items : 2025/26

Expenditure Item R'000	Allocation	% Share
Compensation of employees	3,914,972	49%
Goods and Services	3,974,713	49%
Transfers	43,065	1%
Capex	138,066	2%
Total	8,070,815	

- Over the years, SASSA's compensation of employees' budget has had to accommodate the additional costs resulting from salary increases, without receiving any supplementary funding. For the 2025/26 MTEF, the compensation of employees' budget has been capped at R3,914,972,000. All positions must be managed within this allocation, although the budget will increase in subsequent years due to anticipated salary increments. The focus will be on managing headcount as part of overall budget management.
- A portion of the allocation under capital expenditures supports for modernization, digitization agenda and SASSA's commitment in addressing SRD R370 findings by Masegare & Associate and Internal Audit through the implementation of a comprehensive Cybersecurity Threat Intelligence and Takedown Service. Additionally, the allocation includes procuring self-serve kiosks for SASSA local offices to improve service delivery. These kiosks will enable beneficiaries to apply for benefits, such as grants and SRD R350, and print grant letters independently via SASSA's online services.

Composition Of Goods And Services: 2025/26

- Key points

- ✓ While supplementary funds amounting to R300 million were allocated by the National Treasury specifically for administering the SRD R370 grant, an additional R117.16 million was allocated from the baseline to ensure adequate funding for bank charges, service fees, system support, maintenance, and call center support.
- ✓ SASSA's outreach program (ICROP) aims to provide access to social assistance for eligible beneficiaries who, for various reasons, had limited access. This initiative involves cooperation with external and internal stakeholders to enhance service delivery, and a dedicated allocation has been made for this purpose.

Expenditure Item R'000	Allocation	% Share
Advertising	16,905	0%
Audit Cost	34,128	1%
Bank charges	287,526	7%
Bursaries	10,817	0%
Cash Handling Fees	600,000	15%
Communication	165,114	4%
Fraud Investigations	61,647	2%
Records Management Centre Fees	99,064	2%
Fleet Cost, incl tracking	90,163	2%
Leases	453,003	11%
Property Cost	691,209	17%
Maintenance & repairs	58,849	1%
Stationery	28,605	1%
Legal Fees	10,000	0%
Medical Assessment Fees	171,444	4%
ICT Services	596,326	15%
Training & Staff Development	41,174	1%
Travel	42,974	1%
Other Opex	60,936	2%
Preventative Hygiene supplies	7,824	0%
Special COVID-19 SRD Admin Cost	417,160	10%
ICROP	29,843	1%
Total	3,974,713	100%

Summary Of Allocation Per Contractual Obligation

- The Agency has engaged in multiple contracts with third parties for essential services integral to its operations. These services include the disbursement of grant funds to beneficiaries, information technology support, security, cleaning and sanitary services, office accommodation, medical assessments, beneficiary records management, and ERP support.

These contractual obligations, combined with compensation for employees, comprise approximately 90% of the total budget.

Consequently, only about 10% of the remaining budget is available to cover other critical operational needs such as communication, travel and subsistence, and capital assets.

Item	Amount (R'000)	%Share of the budget
Bank charges (for grants payments 97% & SASSA accounts 3%)	458,345	6%
Call centre	45,000	1%
Cash Handling Fees - Grants Payments service	743,498	9%
Compensation of employees	3,914,972	49%
Cleaning Services - Contracted service for all the 9 regions and HO	181,255	2%
ICT Services incl. SRD system maint.	647,659	8%
Leases - Office accommodation 82%, RMC warehouses 11%, office equipment 6%	453,003	6%
Municipal /Utilities	91,323	1%
Medical Assessment Fees	171,444	2%
Records Management Centre (RMC) Fees	99,064	1%
Tollfree Line	60,000	1%
Security Services -All 9 regions and HO	418,631	5%
Total	7,284,195	90%
Approved budget allocation	8,070,816	100%
Balance	786,621	10%

Conditions Attached to the SASSA Allocation

- The Budget Allocation letter from National Treasury had conditions for SASSA to implement
 - i. SASSA must introduce bank income checks on applicants and recipients of the child support (including top-up), old age, disability, and care dependency grants from March 2025, leading to reviews of recipients with income above the means test threshold.
 - ii. SASSA must continue big database crosschecks of all social grants with Home Affairs, Correctional Services, Persol, Persal, UIF, GEPF etc. on registration and at least biannually.
 - iii. SASSA must enter into an agreement with SARS to check income of recipients of the child support (including top-up), old age, disability, and care dependency grants by February 2025.
 - iv. SASSA must enter into an agreement with NSFAS to check income of recipients of the child support (including top-up), disability, and care dependency grants by February 2025.
 - v. SASSA must intensify biometric checks on all applications that SASSA deems suspicious with immediate effect.

Conditions Attached to the SASSA Allocation

- The Budget Allocation letter from National Treasury had conditions for SASSA to implement
 - vi. SASSA must submit quarterly progress reports to the National Treasury on the conditions 30 days after the end of each quarter, on or before the 30th of July and October 2025 (quarter 1 and 2), and before the 30th of January and April 2026 (quarter 3 and 4). The report should include:
 - Progress on each of the stipulated conditions.
 - The number of social grants for which reviews were conducted per grant type.
 - The number of social grants suspended and cancelled per grant type.
 - The Rand amount of savings per grant type from the social grant cancellations.
 - Any other issues/challenges threatening the implementation of the conditions
- SASSA, has developed a plan to ensure compliance

RECOMMENDATIONS

- It is recommended that the Portfolio Committee on Social Development considers and support SASSA's:
 - SASSA's Strategic (2025-2030);
 - Annual Performance (2025/26) Plans; and
 - MTEF budget allocations (2025/26 – 2027-28).

Thank you



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