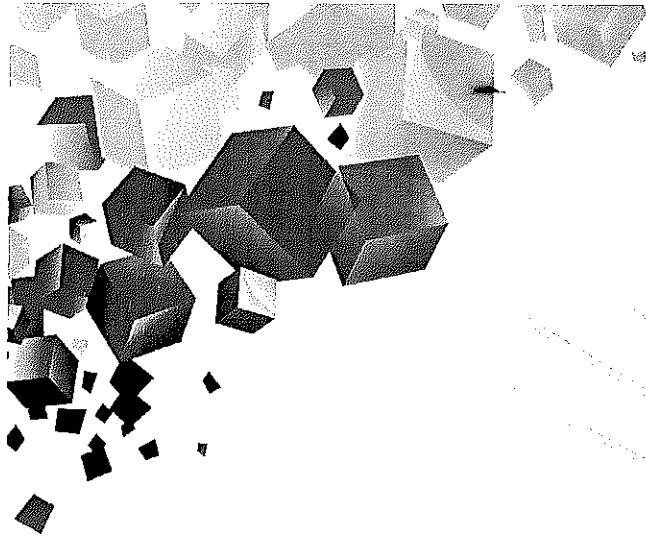


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SOUTH AFRICAN SOCIAL SECURITY AGENCY

SASSA Change Programme (update report)

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at the right time and place. NJALOI*



social development

Department:
Social Development
REPUBLIC OF SOUTH AFRICA



NDA
National
Development
Agency

AGENDA

- **Introduction**
- **Strategic Goals & Objectives**
- **Key Con court highlights and commitments**
- **Workstream Overview**
- **Milestones and timelines (SASSA readiness)**
- **Conclusion**



INTRODUCTION

- SASSA established in terms of SASSA Act; Act 9 of 2004, has the responsibility to administer, pay and manage social assistance.
- As part of the Social Reform Plan, the Minister through SASSA caused for the investigations and fact finding on the possible options for future payment model for SASSA.
- Currently the Agency's payment is outsourced to a third party, which contract / tender was declared unlawful and would be coming to an end the 31st March 2017.

STRATEGIC GOALS & OBJECTIVES

- Critical objectives for the social reform plan are informed the NDP's trajectory & vision critical challenges of eradicating poverty and reducing inequality. being:
 - **Revitalisation of rural and semi-rural economic activity** ensure social assistance granted to beneficiaries is spent in the areas in which they reside
 - **Empowerment of SMMEs** – the programme focuses on the creation of sustainability of small and medium enterprise (SMMES)
 - **Responsible and focused spending of Social Assistance** - ensuring that the grant recipients manage their Social Assistance in the most accountable and responsible manner

HIGHLIGHTS OF CONSTITUTIONAL COURT COMMITMENTS

- Centralisation and improvement of integrity of data which include collection of biometric data from CPS
- Taking over of on-going enrolment process
- Developing SASSA in-house capability to manage payment and reconciliation
- Consultation with key stakeholders
- 7 deliverables

CON-COURT COMMITMENTS

Key Deliverables

- **Integration of systems through Web-based Application – dateline set March – June 2016 (Pilot) & Full implementation in Aug '16)**
 - **Planned Activities & Revised Delivery – the first phase of the new i is expected that the first phase of the new improved web enable platform will be delivered in quarter “2” 2017/18 (August 17) and full implementation (version 1) by December 2017/18**

- **Verification and Authentication (Biometric), System Users – May 2016 & Beneficiary October 2016**
 - **RFP advertised on the 9th December 2016 closing the 7 February 2017 new timelines can be given as follows: 1st Quarter 2017/18 June 2017 the first part of this deliverables will be implemented with the remaining aspects of this deliverables being delivered in October 2017**

- **Payment processing – Control Account – January 2017**
 - **RFI advertised on the 9th December and closing on the 10th February 2017 control account to be opened November 2017**

CON-COURT COMMITMENTS (continued)

Key Deliverables

- **Payment Reconciliation – real time reconciliation – January 2017 (Tender Awarded in September 2016) – RFI process underway**
 - **RFI advertised on the 9th December and closing on the 10th February 2017 payment reconciliation capability will be in place when the new service provider is appointed. August 2017**

- **Payment infrastructure- October 2016**
 - **The new infrastructure implementation (v1) implementation will be in place with the first new card issued in October 2017**

- **Cash distribution and security thereof - October 2016 Jan-March 2017**
 - **With firm operating plans and technical architecture in place it is planned that the outsource will be moved to June 2018 with full contracts for Merchants in place by December 2018**

- **Card Issuance and Special bank accounts- October 2016-March 2017**
 - **The first new card and account model will be delivered in October 2017**

SUMMARY WORKSTREAM(S) OBJECTIVES

- **Review Existing SASSA Environment:**
 - Grant Administration
 - Beneficiary Management
 - Payment Service
- **Enhance Organizational efficiency**
 - Service delivery improvement
 - Better Risk Management, Security & Fraud (Biometric utilisation)
 - Improved Customer Experience
 - Broader Payment Options Available to SASSA & Beneficiaries
 - Full SASSA DATA Ownership

SUMMARY WORKSTREAM(S) OBJECTIVES (continuation)

- **Position SASSA as a payment provider**
 - Accessible (multiple access points; one stop shops; Customer self service points)
 - Secure and efficient services
 - Corporate account(s)- special beneficiary account
 - New cash distribution and Pay-point management
 - New card Bureau (card body production and distribution
 - New acquiring infrastructure



Key Milestones Planned



Change Programme

Transition & Integration Roadmap

- **SASSA Pre-requisite Readiness / Change:**
 - 1. New Payment Infrastructure Programme < Critical
 - 2. Data Service Integration Programme
 - 3. Identity & Access Management Programme
 - 4. Fraud, Risk & Cyber Assurance Programme
 - 5. Web Enabled Platform Programme
 - 6. Biometric Enrolment Programme
 - 7. Integrated Customer Care & Support Programme
 - 8. New Improved Process Programme
 - 9. Alternative PayPoint Programme
 - 10. Supply Chain Management Readiness Programme

Options Review

- 6 Options Were Reviewed
- Only 1 Option Was Viable / Possible
- Key Issues:
 - Business Continuity Risk Mitigation (Late Payment of Beneficiaries)
 - Unacceptable Significant Trade-offs
 - Risk management
 - Compliance
 - Performance (Service Delivery & Beneficiary Experience)

As-Is Phase Out

- **Phase 1 : CPS As-Is Phase Out**
 - **CPS Value-Chain Phase Out Broken Into Multiple Parts**
 - Card
 - Account Management
 - Acquiring Services (ATM/POS Merchants)
 - Cash Disbursement & PayPoint Management
 - **Key Milestone for New Card Roll-out (CPS Phase Out) include new SLA to Manage Effective Phase-Out**
- **Phase 2 : Transitional Banking & Payments Programme**
 - New PSP Card Rollout
 - New Banking Partner
 - Explore utilizing services of SAPO
- **Phase 3 : Future State Banking & Payments Programme**
 - New Future State Solution
 - Biometric Proof of Life

Transitional Banking & Payments Programme

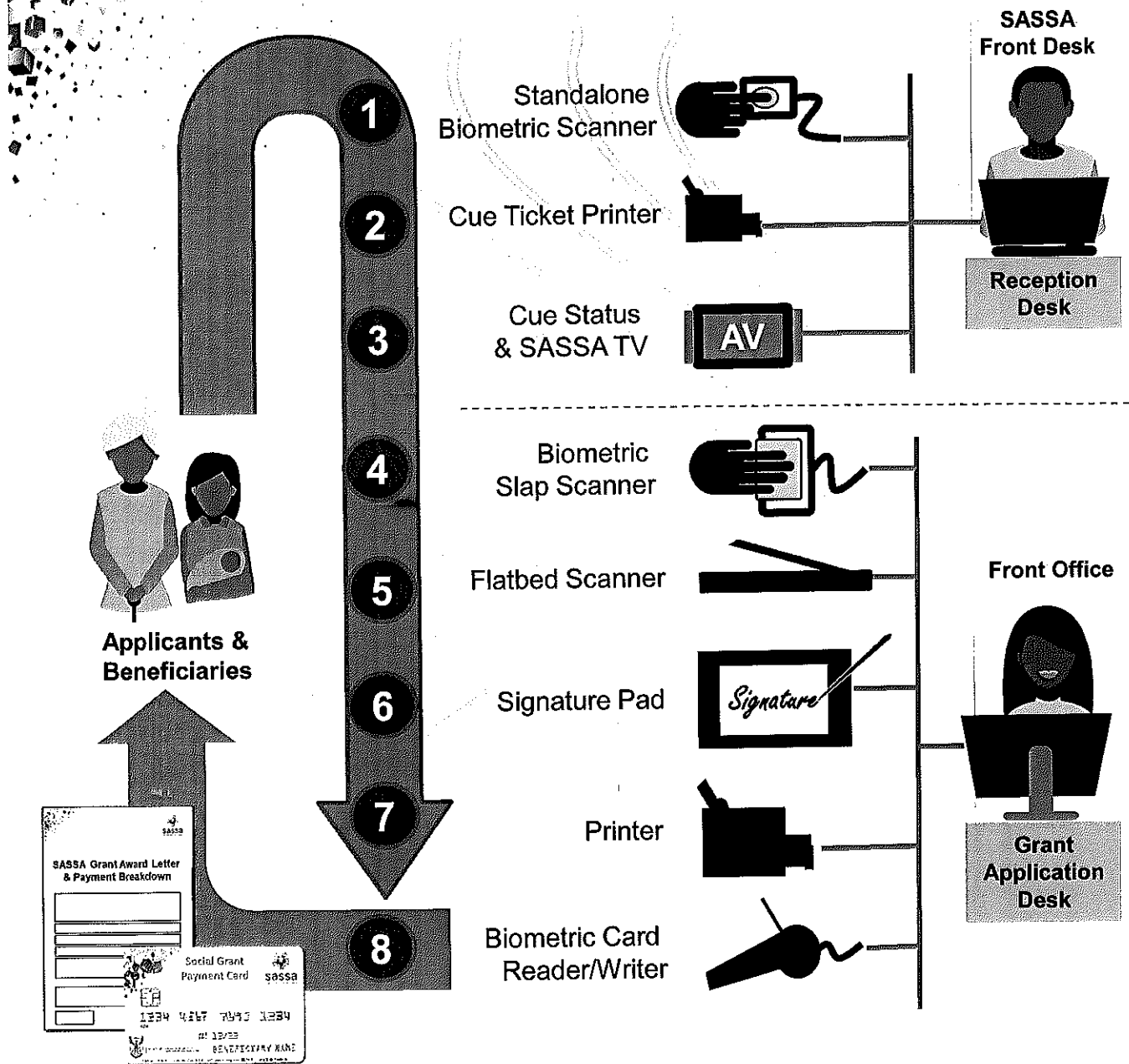
- **New Payment Service Provider**
 - New Banking Accounts (Special SASSA product)
- **New Banking Partner**
 - New Banking Accounts
 - Special SASSA product (Social Grant Dispensation Account)
 - No Unauthorised deductions or Loans
 - Special Viewing & Transaction Rights Reserved by SASSA
 - Banking Account Migration from existing account holder
 - Reconciliation
- **New Cash Distribution and Pay-point Management**
- **New Card Bureau (Card Body Production and Distribution)**
 - SASSA to have the relationship with a Card Bureau to ensure:
 - Optimal Pricing
 - Card Stock Management and Control
- **New Acquiring Infrastructure**
- **New Biometric Proof of Life System**
- **New SASSA Card Lab for Testing and Certification Services**

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Future State Banking & Payments Programme

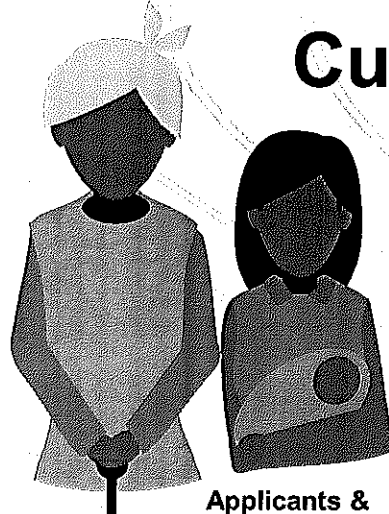
- New/Changed Payment Service Provider
- New Banking Partner Financial Account Setup and Management
- Extended Cash Distribution and Pay-point Management
- New Card Bureau (Card Body Production and Distribution)
- Enhanced SASSA Acquiring Infrastructure
- Continuation of the Biometric Proof of Life System
- Advanced SASSA Card Lab for Testing and Certification Services

SASSA One Stop Service Vision

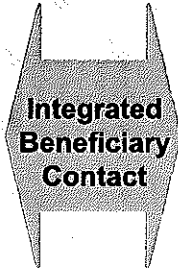


SASSA Strategic Objectives

Customer Relationship Ownership & Integrated Customer Care



Applicants & Beneficiaries

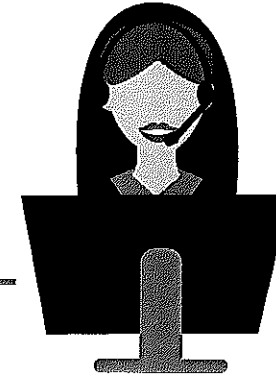


Voice & IVR

SMS/USSD

E-Mail

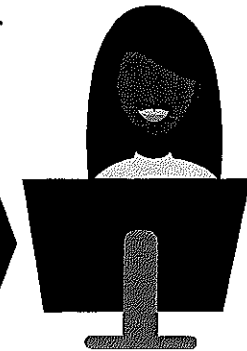
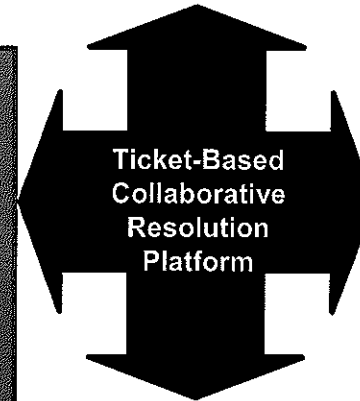
Fax/Mail



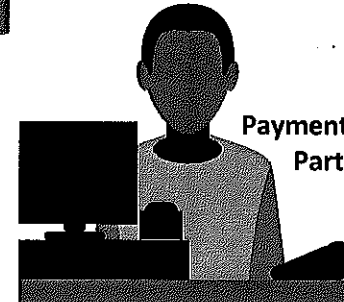
SASSA Omni-channel Contact Centre Operator

Integrated Customer Care & CRM Platform

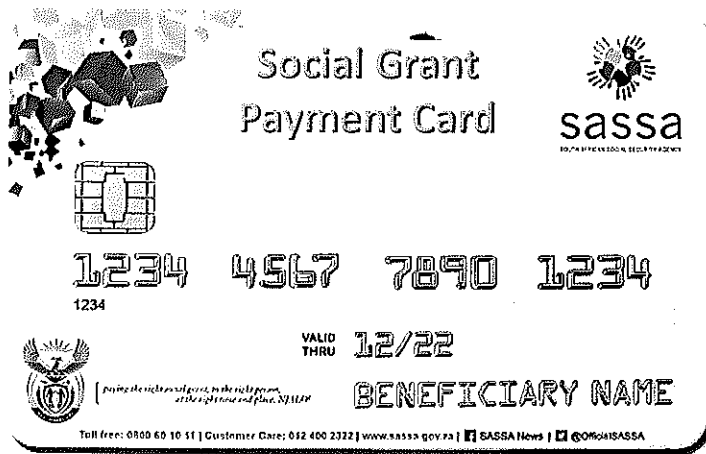
Resolution Case Tacking
(Ticket Based)



Front Office Grant Administrator



Payment Service Partners



One SASSA Telephone Number, One SASSA e-Mail and One SASSA Web Site
= One Stop Resolution of Grant Administration & Payment Queries

2. Data Service Integration Programme

- First and critical foundation increased data and customer ownership for SASSA
- Key Milestones
 - Data Service Platform (version 1 Live) (Q3 17/18)
 - Integration with DHA Data for Identity Verification (version 2 Live) (Q1 18/19)
 - Integration with CPS/PSP for Biometrics, Beneficiary and Transaction Data – (version 2 Live) (Q4 18/19)
 - Integration with other data sources (UIF, SARS, etc.) for Means Test Data Service (version 1 Live) (Q1 19/20)
 - Full Service Data Platform (version 2 Live) (Q1 19/20)

3. Identity & Access Management Programme

- Improved system access and user provisioning as well as foundation 2 for SOCPEN Replacement
- Key Milestones
 - V1 System User Biometric Access for internal staff with Integration to ERP HR module to enforce account deactivation when on leave. (Q2 17/18)
 - V2 System User Biometric Access for external users (e.g. Doctors for DSG, etc.) with integration to ERP SCM module (Q3 17/18)
 - Integrated Access Control of All Core Systems (Q1 18/19)

4. Fraud, Risk & Cyber Assurance Programme

- Improved Fraud and Risk Management as well as foundation 3 for SOCPEN Replacement.
- Key Milestones
 - V1 Fraud & Risk Management System (Q3 17/18)
 - V1 Cyber Assurance & Risk Analytics Service (Q1 18/19)
 - V2 Risk Analytics & Response Service (Q3 18/19)

5. Web Enabled Platform Programme

- Foundation for improved user experience through a unified multi-channel systems access for internal users, external partners and beneficiaries.
- Foundation 4 for web services and graphical user interface
- Key Milestones
 - Version 1 Web Enablement Platform as foundation for end-to-end grants administration automation (Q3 17/18)
 - Version 1 of Deductions application to manage Regulation 26 deductions internally.
 - Version 2 Deductions application (Q1 18/19)

6. Biometric Enrolment Programme

- SASSA controlled biometric enrolment of beneficiaries including 1-to-Many matching.
- Key Milestones
 - Version 1 Beneficiary Enrolment using CPS infrastructure as an integral part of the SASSA grant administration processes. (Q3 17/18)
 - Version 2 Beneficiary Enrolment using SASSA owned biometric infrastructure(Q1 18/19)
 - Version 3 Biometric Processing & Analytics (Q2 18/19)

7. Integrated Customer Care & Support Programme

- Improved beneficiary experience and enablement of customer ownership by SASSA
- Key Milestones
 - Version 1 Integrated CRM & Customer Care integrating CPS and SASSA all Centres for end-to-end customer support (Q3 17/18)
 - Version 2 Integrated CRM & Customer Care (Q1 18/19)
 - Version 3 Integrated CRM & Customer Care (Q4 18/19)

8. New Improved Process Programme

- Application building blocks (grant application to payment) for key milestones in Data Services, Web Enablement and IAM Programmes
- Key Milestones:
 - Version 1 NIP Prototype through agile, iterative and feature based software development life cycle (Q6 17/18)
 - Version 2 NIP Pilot at selected strategic sites (Q2 18/19)
 - Version 1 NIP Rollout to tier 1 rollout sites (Q3 18/19)
 - Version 2 NIP Rollout to tier 2 rollout sites (Q1 19/20)
 - Version 3 NIP Rollout to tier 1 rollout sites (Q4 19/20)

9. Alternative PayPoint Programme

- **Key Milestones**

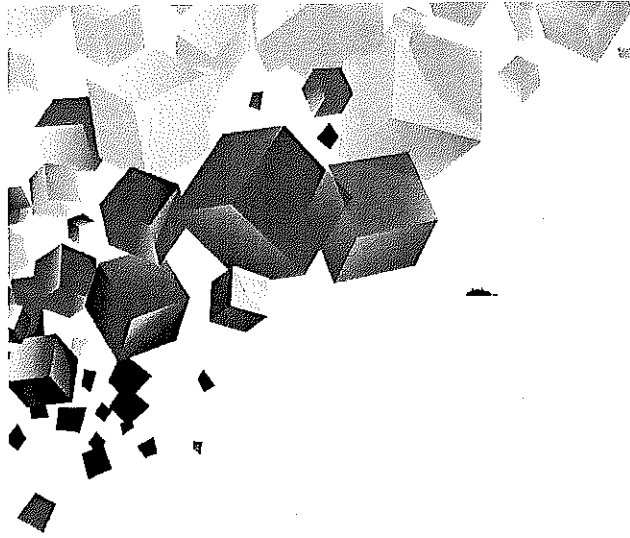
- Development & Staging Environment (Q1 17/18)
- Integration & Testing V1 (Q1 18/19)
- V1 PayPoint Roll Out (Q2 18/19)
- V2 PayPoint Roll Out (Q3 18/19)
- V3 PayPoint Roll Out (Q1 19/20)
- V4 PayPoint Roll Out (Q3 19/20)

10. Supply Chain Mgmt. Programme

- To improve SASSA management of external partners including merchants in the payment value chain.
- Key Milestones
 - Version 1 Supply Chain Contact Services to support value chain partners such as Doctors, Merchants, etc. (Q4 17/18)
 - Version 1 Merchant Management Application & Services for registration and accreditation (Q1 18/19)
 - Version 2 Merchant App & Services for compliance management and enforcement (Q3 18/19)

Key Work Still in Progress

- Final Alignment & Harmonisation of Key Stakeholders
- Final Budget & APP Review Near Final Draft
- Gearing up ICT & SCM Support to meet eminent procurement challenges and demands
- Strategic Stakeholder Communication Underway
- Human Resource & OD Challenges
- Fast Track Specification & Procurement Readiness For:
 - IAM & Data Service Specification
 - Further Supplier & Industry Negotiations
 - RFI Nearing Completion for New Card Replacement Plan
 - Post Transition Kick-off RFI/EOI for Banking & Payment Service Provider/s for Future State (Spec Underway)



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