



STRATEGIC PLAN FOR THE FISCAL YEARS 2012/13 – 2016/17

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



sassa

SOUTH AFRICAN SOCIAL SECURITY AGENCY

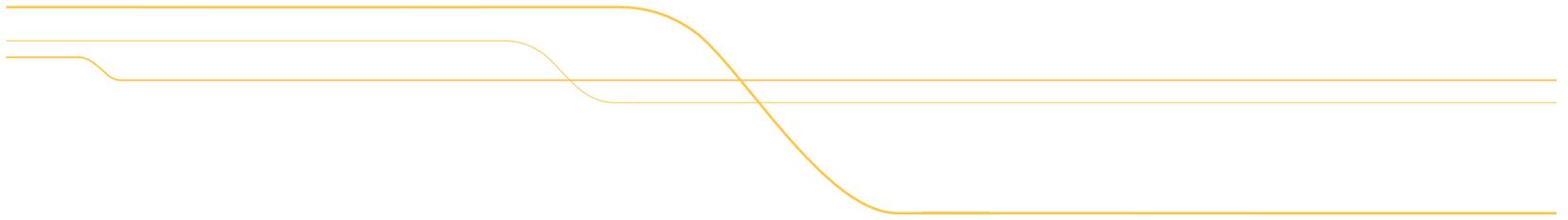


TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS	4
FOREWORD BY THE MINISTER	5
OVERVIEW BY THE CHIEF EXECUTIVE OFFICER	7
OFFICIAL SIGN-OFF	9
PART A: STRATEGIC OVERVIEW	10
1. VISION	10
2. MISSION	10
3. VALUES	10
4. LEGISLATIVE AND OTHER MANDATES	10
4.1. CONSTITUTIONAL MANDATES	10
4.2. LEGISLATIVE MANDATES	10
4.3. POLICY MANDATES	11
5. SITUATIONAL ANALYSIS	13
5.1. PERFORMANCE ENVIRONMENT	13
5.2. ORGANISATIONAL ENVIRONMENT	14
5.3. DESCRIPTION OF THE STRATEGIC PLANNING PROCESS	15
5.4. STRATEGIC OUTCOME-ORIENTED GOAL OF THE INSTITUTION	17
PART B: STRATEGIC OBJECTIVES	17
6. BRANCHES	17
6.1. BRANCH 1: GRANTS ADMINISTRATION	17
6.2. BRANCH 2: STRATEGY AND BUSINESS DEVELOPMENT	18
6.3. BRANCH 3: INFORMATION AND COMMUNICATION TECHNOLOGY	18
6.4. BRANCH 4: INTERNAL AUDIT AND RISK MANAGEMENT	19
6.5. BRANCH 5: CORPORATE SERVICES	20
6.6. BRANCH 6: FINANCE	21
7. RESOURCE CONSIDERATIONS	24
8. RISK MANAGEMENT	25
PART C: LINKS TO OTHER PLANS	26
9. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS	26
10. CONDITIONAL GRANTS	26
11. PUBLIC ENTITIES	26
12. PUBLIC-PRIVATE PARTNERSHIPS	26

ACRONYMS AND ABBREVIATIONS

ACB	Automated Clearing Bureau
AGSA	Auditor-General South Africa
CEO	Chief Executive Officer
CDG	Care Dependency Grant
CPS	Cash Paymaster Services
CSG	Child Support Grant
DG	Disability Grant
DSD	Department of Social Development
FCG	Foster Child Grant
GIA	Grant-in-Aid
ICT	Information and Communication Technology
ICROP	Integrated Community Registration Outreach Programme
IGAP	Improved Grant Application Process
MIS	Management Information System
MISS	Minimum Information Security Standard
OAG	Old Age Grant
OHSA	Occupational Health and Safety Act
PFMA	Public Finance Management Act
SAPO	South African Post Office
SASSA	South African Social Security Agency
SIU	Special Investigating Unit
SOCPEN	Social Pension
SRD	Social Relief of Distress
UNICEF	United Nations Children's Fund
WVG	War Veteran Grant

FOREWORD BY THE MINISTER



The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), as amended gives everyone the right to access social security. This includes access to appropriate social assistance to those who are unable to support themselves and their dependants.

The Evaluation Report on the Child Support Grant, which was jointly issued by the Department of Social Development (DSD), the South African Social Security Agency (SASSA) and the United Nations Children's Fund (UNICEF) in August 2011, indicates that these grants are used primarily to top up household income and, as such, are used to buy basic food and fulfill the consumption needs of the entire household. This is the case because of widespread poverty, lack of employment and limited sources of income for household members. This clearly underlines government's view that social assistance grants play an important role in poverty relief. However, the report also states that some two million children are not receiving these benefits. One can only imagine the benefits that would accrue to the entire household if these two million children also received a Child Support Grant.

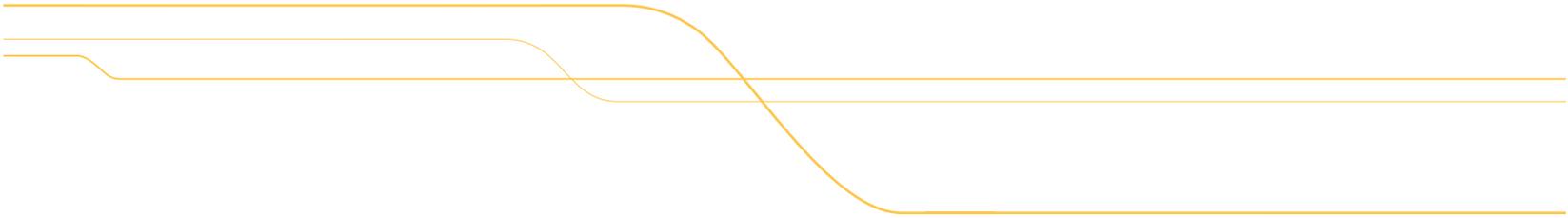
The response of SASSA to this challenge is obvious.

That SASSA is good at meeting its grant projection targets is commendable. However, what needs to be seriously evaluated, are the conditions under which these grants are being disbursed. Are services being rendered in an environment where respect for a culture of human rights is paramount? Are the protection, development and attainment of human rights core to all of SASSA's activities? Is SASSA living up to its commitment of a customer-centered approach to service delivery? I ask these pointedly, as I believe that SASSA has to urgently reinvent itself if it is to actively promote a culture of human rights in the delivery of its services.

I have, for example, received reports of the aged waiting in long queues to apply for or to review their grants, only to be told that the systems are down or that it was "closing time." These senior citizens then have to return the following day. This is unacceptable, given that these are poor people who have travelled long distances, only to be turned away. Moreover, they have to find additional money for transport fares, which is an extra burden on them as they are already struggling financially. Reports of pensioners spending the night outside SASSA's offices are numerous and serve to indicate that, in some instances, SASSA officials are insensitive to the needs of the elderly and the poor. A customer-centric approach implies that beneficiaries will be treated with dignity and respect, from the time the beneficiary arrives at the office, until the application process has been completed.

The conditions under which our beneficiaries receive their grants at some pay points are far from satisfactory. A large number of pay points do not meet the norms and standards applicable to humane basic facilities. Security and health risks, as well as the exploitation of beneficiaries by merchants and money lenders, need to be urgently addressed.

It is not just the beneficiaries that must be treated with respect and dignity. The human rights culture needs to permeate the entire organisation. In some instances, SASSA officials are working under extremely trying



conditions. If we want to get the best out of our officials, we need to ensure that their working environment allows them to perform optimally.

The automation of systems for improved service delivery is non-negotiable. Far too often, we have blamed the lack of proper information technology for unacceptable standards of service delivery. The constant use of manual systems not only limits the number of applications that can be processed in a day, but also contributes significantly to fraud and corruption in the grants administration system.

The new Framework for Strategic Plans and Annual Performance Plans that was issued by National Treasury makes provision for an organisation to identify strategically important outcome-oriented goals and objectives against which the public institution's medium-term results can be measured and evaluated by Parliament and the public. I have identified some of these strategic issues in the preceding paragraphs. I am, however, aware that there are many other strategic issues that need to be addressed in the short- to medium-term within this Strategic Plan for 2012/13–2016/17.



Ms Bathabile Olive Dlamini, MP
Minister of Social Development

Date: 11 January 2012

OVERVIEW BY THE CHIEF EXECUTIVE OFFICER



The core business of the South African Social Security Agency (SASSA) is to administer, finance and pay social security transfers. The Agency is required to do the following:

- Develop and implement policies, programmes, standard operating procedures and systems for an efficient and effective social assistance benefits administration system.
- Deliver innovative and cost-effective services to beneficiaries and potential beneficiaries through multiple access channels.
- Pay the right grant, to the right person at the right time and place.

To this extent, the nine provincial departments of social development have been integrated into a cohesive whole. The Agency has succeeded in extending its reach to the most vulnerable in our communities. The growth in the number of benefits paid out, especially in respect of the Child Support Grant and Old Age Grant, is particularly commendable. Benefits paid out in respect of the Child Support Grant and the Old Age

Grant increased by 8.4% and 5.2% respectively in comparison to the previous financial year. While this is most welcome, it would be foolish to believe that this is the only indicator of success. Much work still needs to be done if the Agency wishes to live up to its new vision: “A leader in the delivery of social security services.”

The Minister of Social Development has on many occasions spoken passionately about the unacceptable conditions under which beneficiaries receive their grant payments. The Minister has continually emphasised the need to serve our communities within a human rights culture. The time has arrived for concrete expression to be given to these expectations of the Minister. Clearly it cannot be “business as usual.”

So where are we now? A major challenge for the Agency is to ensure that its services are customer-centric. Long queues and lack of basic facilities, like protective shelters against inclement weather, clean water and ablution facilities, are still prevalent at many of the Agency’s service points and pay points. In some cases, beneficiaries are exposed to security and health risks, as well as exploitation by loan sharks. This is clearly unacceptable.

Another major challenge is the high costs incurred in the payments of grants. The Agency is still to achieve a nationally integrated social assistance system that is cost-efficient and effective. Although the cost of grant payments by cash payment service providers has been marginally reduced, the overall administration costs are still unacceptably high. Going forward, it makes good financial sense for the Agency to be directly involved in the payment of grants, rather than to outsource this function to payment service providers, as is presently the case.

Standardisation and uniformity of business processes are still very problematic and much pronounced at local office levels. While some business processes are standardised, there are many others that are not. The lack of uniform business processes across the Agency not only project a negative image of the Agency, but also results in the rendering of uneven

levels of services. Moreover, the use of manual processes impacts negatively on turnaround times, from application to approval of grants. These manual processes are sometimes manipulated by officials, thereby subjecting the Agency to increased exposure to fraud and corruption.

Grants administration is the core business of the Agency and must be given the attention it deserves. This paradigm shift must be reflected in the Agency's new Strategic Plan and Annual Performance Plan.

Going forward, the following key strategic issues will guide and inform the work of the Agency:

- **Service delivery improvement.** A customer care-centred benefits administration system must begin to enjoy greater currency in the Agency. This priority is important, as it demonstrates that the Agency cares about its customers and that adequate provision will be made to improve the conditions under which beneficiaries are serviced. While the Agency must ensure that its services are efficient and effective, this must not be done at the expense of the beneficiary. The hallmark of a customer-centric system is clean, friendly and accessible local and district offices. This includes efficient mobile service delivery networks and clearly identifiable personnel who are not only knowledgeable about the various social assistance grants, but also act in a friendly manner towards beneficiaries and stakeholders.
- **Automation of business processes.** Using innovative technology to deliver and improve the Agency's services will be key to service delivery improvement. It is therefore imperative that all the Agency's business processes are fully automated, thus ensuring that the Agency responds effectively and efficiently to increasing demands for its services.
- **Mass beneficiary enrolment.** The Agency has appointed a service provider to manage the payment of social assistance to beneficiaries for the next five years. Additional services to be provided include the enrolment of all beneficiaries and recipients using biometrics. This will assist with the identification

of fraudulent grants and ensure the integrity of the beneficiary data on the Agency's system.

- **A new payment model.** Contracting payment service providers is not the most cost-effective method of doing business for the Agency. The vision is for the Agency to be the paymaster in the future.
- **Clean audits.** In its previous audit of grants administration, the Auditor-General South Africa (AGSA) identified shortcomings that led to a qualified audit for the Department of Social Development (DSD). Beneficiary maintenance issues featured prominently in the negative audit findings. The Agency has given the DSD a commitment that every effort will be made to avoid a repetition of such findings. This will mean that the Agency will have to develop and implement an integrated and coherent action plan to ensure clean audits in the future.

The Agency's strategic lekgotla proved invaluable in determining its integrated approach to service delivery, as well as breaking down the silo mentality that was so evident in the past. It has identified a new vision, redrafted its mission and reaffirmed its priority, all of which speaks to the Agency reinventing itself.

In conclusion, I want to acknowledge the valuable contributions of the Minister, Deputy Minister and the Director-General of Social Development during our strategic planning sessions.



Ms Virginia Petersen
Chief Executive Officer

Date: 25 November 2011

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the South African Social Security Agency (SASSA), under the guidance of Minister Bathabile Olive Dlamini, MP.
- Takes into account all the relevant policies, legislations and other mandates for which SASSA is responsible; and
- Accurately reflects the strategic outcome-oriented goal and objectives which SASSA will endeavour to achieve over the period 2012/13 – 2016/17.

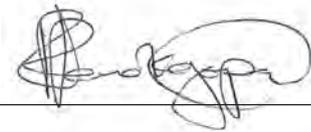
Mr Thulaganyo Mothusi
Chief Financial Officer (Acting)

Signature: _____



Ms Raphaahle Ramokgopa
Head Official responsible for Strategic Planning
(Acting)

Signature: _____



Ms Virginia Petersen
Chief Executive Officer

Signature: _____



Approved by:
Minister Bathabile Olive Dlamini, MP
Executive Authority

Signature: _____



PART A: STRATEGIC OVERVIEW

1. VISION

A leader in the delivery of social security services.

2. MISSION

To administer quality customer-centric social security services to eligible and potential beneficiaries.

3. VALUES

SASSA, as a public entity, subscribes to those values that promote democracy and a culture of respect for human rights. In addition, in building social cohesion, the following values are paramount:

(a) Transparency

As a public institution, SASSA will keep stakeholders informed of its decisions and operations. It therefore provides for the rights of stakeholders and the public to know what is taking place with regard to governance matters pertaining to them. It also allows diverse views and multiple perspectives to influence its policy decisions.

(b) Equity

SASSA is committed to the fair and impartial treatment of all its stakeholders and business partners. Equity encompasses the justness of actions that are free of favouritism, self-interest, bias or deception.

(c) Integrity

SASSA is committed to basing its actions on an internally consistent framework of principles. It will be honest and fair in its operations, finances and other business.

(d) Confidentiality

SASSA will promote confidentiality by ensuring that information is accessible only to those authorised to have access to it. Confidentiality is based on the principle that certain information is privileged and may not be discussed with or divulged to third parties.

(e) Customer care-centred approach

In its customer care-centred approach to service

delivery, SASSA will take the needs of its customers into consideration by developing user-friendly and quality products and services.

4. LEGISLATIVE AND OTHER MANDATES

SASSA derives its mandate from the Acts described briefly below:

4.1. CONSTITUTIONAL MANDATES

The Constitution of the Republic of South Africa, Act No. 108 of 1996

Section 27.1 (c) states that “everyone has the right to have access to: (a) health care services, including reproductive health care; (b) sufficient food and water; and (c) social security, including if they are unable to support themselves and their dependants, appropriate social assistance.”

4.2. LEGISLATIVE MANDATES

Social Assistance Act, 2004 (Act No.13 of 2004) as amended

This Act provides for the rendering of social assistance to persons; to provide for the mechanism for the rendering of such assistance; to provide for the establishment of an inspectorate for social assistance; and to provide for matters connected therewith.

South African Social Security Agency Act, 2004 (Act No 9 of 2004)

This Act provides for the establishment of the South African Social Security Agency (SASSA) whose objects are to ensure effective and efficient administration, management and payment of social assistance, to provide for the prospective administration and payment of social security including the provision of services related thereto, and to provide for matters connected therewith.

Public Finance Management Act, 1999 (Act No.1 of 1999) as amended

The aim of this Act is to regulate financial management in national and provincial government institutions, to ensure that all revenue, expenditure, assets and liabilities of those institutions are managed effectively and efficiently and to provide for the responsibilities for persons entrusted with financial management in those institutions, and for matters connected therewith.

4.3. POLICY MANDATES

4.3.1. Internal Reconsideration Mechanism

Regulations providing for the reconsideration of unfavourable administrative decisions, at the request of unsuccessful applicants and beneficiaries are in place.

4.3.2. Relevant court rulings

In the matter between the Centre for Child Law and the Minister and others

This matter relates to the expired foster child court orders, wherein the court ordered (by agreement between the parties), inter alia, that a foster care order that was granted prior to 1 April 2010 and had not yet expired, shall – when it becomes due to expire – be dealt with administratively until 2014, or until such time that the Children's Act, Act No. 38 of 2005, is amended.

Further, that foster care orders that have expired since 1 April 2010 and those that expired within a period of less than 2 years prior to 1 April 2011 must be treated as if they had not expired and be extended for a period of 2 years from the date of the ruling, namely May 2011.

Prior to this court ruling, the Agency was allowing foster child grants to lapse in cases where court orders had expired. This practice led to litigations against the Agency that could not be defended successfully. The impact of this ruling on service delivery is that if the Department of Social Development is unable to comply with the ruling by directing the relevant social workers to identify the foster care orders that must be extended

in terms of the ruling, the Agency may be paying foster child grants to foster parents who no longer have custody of the children concerned, and the payment will be considered to be irregular or unauthorised. On the other hand, once the foster court orders have been identified for extension, the volume may be such that the Agency does not have sufficient capacity to capture all extensions timeously. This may lead to claims of retrospective payments. The risk of having too many resources that focus on the implementation of this ruling may have the effect of compromising other grant administration-related tasks.

In the matter between Misiwe Ntamo and others and the Minister of Social Development

This matter is about the backlog of disability appeals which must be cleared by 30 September 2011. The impact is similar to that stated above.

In the matter between Cash Paymaster Services and SASSA/SAPO

Cash Paymaster Services, a service provider contracted by the Agency to pay grants to beneficiaries, went to court regarding the Agency's decision to contract the services of the South African Post Office (SAPO) without following procurement procedures.

The court ruling by the Supreme Court of Appeal and the dismissal of Cash Paymaster Services' appeal by the Constitutional Court upheld the former court's ruling in favour of the Agency and the SAPO. This meant that the courts upheld the decision by the Agency to contract the services of the SAPO without following a procurement process.

4.3.3. Planned policy initiatives

This does not apply to the Agency.



5. SITUATIONAL ANALYSIS

5.1. PERFORMANCE ENVIRONMENT

The Agency is a Schedule 3A public entity with the responsibility of managing and administering social security. The focus has been limited to social assistance while Government's directive on comprehensive social security is awaited. There has been a steady increase in the demand for the Agency's services, coupled with an increase in the workload of its staff since its establishment.

Over 10 million South Africans receive approximately 15 million social grant benefits. These are divided as follows:

- 10.3 million are child benefits.
- 2.6 million are benefits for older persons.
- 1.2 million are for people with disabilities.

Over five years, the demand for grants grew by 35%. The Agency deals with an average of 4 680 675 transactions per annum, excluding payments.

With respect to the administration of grants, the AGSA found the following in the 2009/10 financial year:

- There were more than 545 508 missing files.
- There were 159 302 items of loose correspondence that still had to be placed in files and captured on the Management Information System (MIS).
- There were 209 302 files that were missing critical documents.
- There were 62 153 files that needed to be transferred between regions.
- There were more than 2 million files that should be destroyed.

With respect to the above findings, progress as of 31 March 2011 was as follows:

- 79% of the missing files had been found.
- 94% of the critical missing documents had been traced.
- 76% of the files had been transferred.

- 21% of the files had been destroyed.

While appreciable progress has been made in the administration of grants, the AGSA noted non-compliance to laws and regulations with respect to the Child Support Grant, the Care Dependency Grant and the Disability Grant in its audit findings for the 2010/11 financial year.

The nature of the Agency's business renders it vulnerable to fraud and corruption. The Agency has developed and is implementing a fraud management strategy that contains elements of prevention, detection and response. Previously, the focus was more on reactive than proactive measures and the Agency had depended largely on a partnership with the Special Investigating Unit (SIU) for investigations and prosecutions.

Ongoing challenges relating to fraud include the following:

- The cost of bringing fraudsters to book far outweighs the benefits and value for money.
- System deficiencies and leakages result in the perpetuation of fraud.
- Fraud perpetuated by staff has become endemic in some regions.
- The lack of intergovernmental collaboration and inadequate intergovernmental system interfaces have resulted in an environment in which fraud flourishes.

This Strategic Plan (2012/13–2016/17) has been informed by the following key challenges:

- Service delivery improvement based on a customer-centric approach.
- Contracting a new payment service provider that is cost-efficient.
- Implementing the audit plan to the satisfaction of the AGSA.
- The automation of systems to improve on turnaround times, from the application to the approval of grants.
- Reduction of fraud and corruption.
- Improvement in financial management.



5.2. ORGANISATIONAL ENVIRONMENT

During the establishment of the Agency, the grants administration functions were integrated at both regional and head office level. While the strategic leadership and management competencies (including reporting and accountability) have been largely centralised, the social assistance and administration services are still delivered through various regional, district and local offices. While the payment function has been centralised, the actual cash disbursements, excluding electronic payments through banks, are still conducted by cash payment contractors at various pay points throughout the country.

The moratorium on the filling of vacant funded posts has had an adverse effect on service delivery. However, the Agency has prioritised critical posts to be filled in the 2012/13 financial year.

Some regions are still sharing offices with the Provincial Departments of Social Development. This has implications for the following:

- Suitable office space, job satisfaction and service delivery.
- Equal sharing of running costs.
- Investment in information and communication infrastructure because of the uncertainty over tenure agreements.

While the Agency encourages beneficiaries to be paid through electronic means, by March 2011, 47.33% of the payments were being made through Automated Clearing Bureaus (ACBs) or banks.

The conditions at pay points are not enabling for beneficiaries. The Agency is confronted with the following challenges:

- A large number of the pay points where the beneficiaries receive their cash payments do not meet the norms and standards with regard to providing humane basic facilities.
- In some cases, beneficiaries are exposed to security and health risks.
- Most rural pay points require urgent attention to their infrastructure.



- Beneficiaries are exploited by merchants and money lenders.

5.3. DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

A Strategy Lekgotla was held from 17 to 19 August 2011. The Agency's top management, the Minister and Deputy Minister of Social Development, the Director-General of the Department of Social Development, as well as other DSD representatives, participated in the Lekgotla. The draft strategic plan was developed, based on the outcomes of the Lekgotla after having taken the strategic risks, baseline information and available budgets into consideration.

The Lekgotla identified the following key priority to inform the work of the Agency:

To deliver quality social security services by focusing on the following:

- Excellent customer care.

- The automation of systems.
- Improving organisational capacity.
- Promoting good governance.

The following strategic objective statements were identified as key to addressing the priority alluded to above:

- To ensure that eligible beneficiaries receive benefits due to them namely: Child Support Grant (CSG), Disability Grant (DG), Care Dependency Grant (CDG), Foster Child Grant (FCG), Old Age Grant (OAG), War Veteran Grant (WVG) and Grant-in-Aid (GIA);
- To improve the quality of service delivery to our customers.
- To achieve a fully integrated and automated social assistance service.
- To ensure that the Agency is optimally capacitated for optimal service delivery.



© 2017 EGI, Inc. All rights reserved.

5.4. STRATEGIC OUTCOME-ORIENTED GOAL OF THE INSTITUTION

Strategic outcome-oriented goal	To render effective and efficient Grants Administration Services.
Goal statement	To provide social assistance services to all eligible beneficiaries.

PART B: STRATEGIC OBJECTIVES

6. BRANCHES

6.1. BRANCH 1: GRANTS ADMINISTRATION

Purpose: To provide a grant administration service and to ensure that operations are integrated within the Agency.

Strategic objective	To improve the effectiveness and efficiency of the administration of the social assistance programme.	
Objective statement	To ensure that eligible beneficiaries receive their benefits timeously with respect to the Old Age Grant (OAG), Disability Grant (DG), Care Dependency Grant (CDG), Foster Child Grant (FCG), Child Support Grant (CSG), War Veteran Grant (WVG) and Grant-in-Aid (GIA).	To provide quality customer-centric services at all times.
Baseline	<ul style="list-style-type: none"> • 10 million beneficiaries receiving 14 935 832 social grant benefits. • 5% of total beneficiary population are ineligible. • Inclusion and exclusion errors within the system. 	<ul style="list-style-type: none"> • Approved Customer Care Charter. • Inadequate number of officials at points of service delivery. • Reviews not conducted in a dignified manner. • 300 000 enquiries and complaints received in 2010/11. • Service points not compliant to norms and standards. • 675 outreach programmes conducted in 121 municipalities resulting in 72 425 new benefits. • Standardised processes and procedures in place. • Proficiency and sensitivity training not undertaken on a regular basis.

6.2. BRANCH 2: STRATEGY AND BUSINESS DEVELOPMENT

Purpose: To develop, research, support and provide strategic advice on innovative strategies, programmes and mechanisms to improve social security administration, service delivery and institutional performance.

Strategic objective	To improve the effectiveness and efficiency of the administration of the social assistance programme.
Objective statement	To provide strategic direction for the effective implementation of the social assistance programme.
Baseline	<ul style="list-style-type: none"> • 4 research reports on issues impacting on the Agency. • Projection and forecasting on social grants. • 4 Monitoring and Evaluation reports. • 5 performance reports.

6.3. BRANCH 3: INFORMATION AND COMMUNICATION TECHNOLOGY

Purpose: To provide information and communication technology services.

Strategic objective	To improve the effectiveness and efficiency of the administration of the social assistance programme.	
Objective statement	To achieve a fully secured, integrated and automated end-to-end system.	To improve operational efficiency and the quality of ICT service delivery to our customers.
Baseline	<ul style="list-style-type: none"> • 3 stand-alone grant systems: the Social Pension (SOCPEN) system, the Management Information System (MIS) and the Improved Grant Application Process (IGAP). 	<ul style="list-style-type: none"> • 97% system availability. • 98% of SASSA offices connected to WAN. • 6 hour's response time at local offices. • Information and Communication Technology (ICT) operational costs: R299 353 000.

6.4. BRANCH 4: INTERNAL AUDIT AND RISK MANAGEMENT

Purpose: To provide internal audit and risk management services.

Strategic objective	To promote good governance in the administration of the Agency.		
Objective statement	To provide independent assurance on the adequacy, effectiveness and efficiency of management-implemented controls.	To facilitate and monitor the development and implementation of the risk management strategy.	To entrench a culture of integrity in the Agency.
Baseline	<ul style="list-style-type: none"> • 20 audit reviews covering the high-risk areas. 	<ul style="list-style-type: none"> • Risks identified in 9 regions and Head Office. • 9 regions and head office trained on risk management. 	<ul style="list-style-type: none"> • All regions and head office trained on the code of conduct and ethics. • Ethics audits conducted in 9 regions and at head office. • Ethics survey conducted at head office. • 1500 fraud cases received and resolved. • 60 compliance inspections conducted. • 40 000 social grants verified.

6.5. BRANCH 5: CORPORATE SERVICES

Purpose: To provide corporate support services.

Legal Services, Human Capital Management and Auxiliary Support Services

Strategic objective	To improve the effectiveness and efficiency of the administration of the social assistance programme.		
Objective statement	To provide efficient and effective legal services to the Agency.	To promote and ensure sound human capital management systems.	To provide facilities and auxiliary support services that enable the Agency to function optimally.
Baseline	<ul style="list-style-type: none"> • Approved contract management framework. • Approved legislation compliance frameworks. • Approved litigation management strategy. 	<ul style="list-style-type: none"> • 1 030 employees trained on social security services. • 10 human capital management compliance audits conducted. • 100% of staff placed in terms of the current structure. • 2010/11 unqualified audit report with emphasis of matter. • Staff orientation programmes. • Staff performance assessments. 	<ul style="list-style-type: none"> • Approved Building Infrastructure Management Strategy. • Approved Paper-Based Records Management System. • Approved SASSA Local Office Model. • 875 offices maintained. • 10 MIS Registries. • Approved Transport Management Strategy. • National Archives Act and Directives.

Security Management

Strategic objective	To create a safe and secure environment
Objective statement	To promote security risk management practices in the Agency.
Baseline	<ul style="list-style-type: none"> • Minimum Information Security Standard.

Communication and Marketing

Strategic objective	To provide effective and efficient integrated marketing and communication services.
Objective statement	To market, inform and educate internal and external stakeholders on the social assistance programme.
Baseline	<ul style="list-style-type: none"> • 50% of the Integrated Marketing and Communication Strategy implemented. • Stakeholders <ul style="list-style-type: none"> - Provincial Legislature - Traditional Leaders - Older Persons Forum - Black Sash - Pension Committee - Electronic and Print Media - The Community Development Workers Association - National departments

6.6. BRANCH 6: FINANCE

Purpose: To ensure sound financial management in the Agency.

Strategic objective	To provide financial management services to the Agency.
Objective statement	To provide effective, efficient and economical financial management services.
Baseline	<ul style="list-style-type: none"> • 2010/11 unqualified audit report. • Inadequately skilled staff. • Oracle system not fully optimised (self-service modules).





STRATEGIC PLAN 2012/13 - 2016/17

7. RESOURCE CONSIDERATIONS

The Agency receives two kinds of transfers from the Department of Social Development: transfers in respect of grants disbursed to grant beneficiaries (referred to as the “big money”) and transfers in respect of the administration budget.

The bulk of the administration budget goes towards payments to cash contractors who are contracted to the Agency to disburse grant monies to beneficiaries. The second largest allocation on the budget is on personnel expenditure. The remaining balance caters for other operational expenses, which include various contractual obligations.

Included in the budget under the item “Goods and services” are allocations for projects aimed at improving the manner in which services are rendered to beneficiaries. These include a project on automation, which aims to achieve efficiency in service delivery through the improvement of the turnaround time with regard to the grant application process up to approval. This is a flagship programme through which the Agency will improve its services to our people. The automation of the grant application process will also eliminate fraud, which is one of the reasons for the establishment of the Agency.

Furthermore, the budget caters for a project that aims to improve the conditions under which our beneficiaries are served. This project aims to improve the conditions of the pay point infrastructure and aims to ensure that grant beneficiaries are provided services under humane conditions.

Legislation requires the Agency to perform certain activities in relation to the administration of grants, such as the review of the status of grant recipients. There is an allocation to give effect to this activity, in particular, the notification of grant beneficiaries of the review process. The purpose of reviews and life certificates is to ensure the continued eligibility of beneficiaries for social grants and to ensure that they are not deceased.

Another significant allocation goes to the assessment

fees that are paid to medical practitioners who are contracted to perform medical assessments on those intending to apply for disability related grants. These assessments are conducted to ensure that the persons who are approved to receive disability grants are indeed eligible for these grants.

The budget also provides for an allocation that is focused on improving access to grants by citizens living in remote rural areas. This will be achieved under the Integrated Community Registration Outreach Programme (ICROP).

Over the medium term, the Agency will seek to improve service delivery and administrative stability in respect of social grants, while promoting and implementing social security reforms as directed by the policies of the Minister and the Inter Ministerial Committee on Social Security Reform. In this respect, the Agency will focus on increasing access to social grants, improving social grants administration and payments, and implementing improved systems that enhance the application of the different means tests for the different social grants.

The existing structural and operational challenges pertaining to the current cash payment system of social grants suggest that the overall grants payment system requires a review with the following as strategic focus areas:

- Improving the strategy for and method of social grants payments.
- A deliberate programme that yields efficiency gains in the payment and administration of social grants, including the manner in which beneficiaries are provided with services.
- The overhaul of the current payment service’s management system.

The administration of the social assistance function has resulted in the introduction of various service delivery initiatives. The first among these initiatives is the automation of the grant business process, which is planned to resolve issues or challenges confronting grant application service delivery across the Agency’s regions. Resource considerations in this regard relate

to the procurement of relevant and appropriate technologies that will give effect to this initiative. The deployment of sufficient human capital will also play a vital role in this regard. The intention of the project is to improve service delivery by streamlining the current grant application process. Furthermore, the project intends to ensure that all application processes across the Agency's regions are standardised and uniform.

Over the medium term, the budget will grow from R6 143 billion in 2011/12 to R6 200 billion in 2012/13. It will further grow by 5% to R6 539 billion in 2013/14. It is expected to reach R6 866 billion in 2014/15.

The Agency's core business is the administration of grant payments, which involves the disbursement of funds to eligible beneficiaries. The payment to the cash payment contractors who are contracted to disburse funds accounts for the bulk of the "Goods and services" portion of the budget.

Overall, compensation of employees constitutes approximately 30% of the budget and is expected to grow as the Agency seeks to strengthen capacity at service delivery levels, particularly at local offices.

8. RISK MANAGEMENT

Section 51(1)(a)(i) of the Public Finance Management Act (PFMA) compels an accounting authority to maintain effective, efficient and transparent systems of financial and risk management and internal control. In compliance with section 51 of the PFMA, the Agency has established an Internal Audit and Risk Management Branch. The key functions of this branch are, among others, effective and efficient risk management.

The following were identified as key risks:

- Increased pressure on financial resources because of increased demand for social assistance.
- Ineffective monitoring and evaluation.
- Inappropriate organisational culture.
- Inappropriate organisational design.
- Lack of appropriate systems.
- Fraud and corruption.

PART C: LINKS TO OTHER PLANS

9. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

When the Agency was established, a decision was taken that – as a temporary measure – it would share office accommodation with the Provincial Departments of Social Development. Due to the nature of services provided by the Agency, especially in terms of its geographical footprint requirements, the provision of accommodation continues to present a number of challenges. While systems are in place to procure the required office accommodation in more developed areas, this is not true for rural areas and impacts negatively on our efforts to provide our services to all citizens in the country.

The Agency is therefore compelled to find alternative accommodation in those areas that have no structures to be utilised as offices in order to ensure continuity in service delivery. Most of these rural areas are governed by tribal authorities, which proves challenging in the construction of offices.

In this regard, a decision has been taken to conduct a full-scale audit of all office accommodation facilities, including accessibility by beneficiaries. The report is expected to outline the status of facilities, the electronic facilities management system, the electronic asset register, the status report with regard to compliance to the Occupational Health and Safety Act and an improvement plan.

The report will detail all the challenges with regard to office accommodation and provide a permanent solution for the Agency to enable it to operate in a suitable environment so that beneficiaries can be served with dignity. This will include the separation of networks with social development and the installation of cabling equipment that has been acquired in the new offices. In the process of establishing new offices, it has become necessary and important that the acquired facilities meet the ICT requirements and standards. The ICT rollout is aimed at addressing and giving effect to the four key strategic objectives referred to above. The goals of the project will focus on implementing

infrastructure in all regional offices (district and local offices) in order to support the grant administration processes and other essential services, such as e-mail and directory services.

10. CONDITIONAL GRANTS

Not applicable.

11. PUBLIC ENTITIES

Not applicable.

12. PUBLIC-PRIVATE PARTNERSHIPS

Not applicable.





RP: 07/2012

ISBN: 978-0-621-40590-3

SASSA CONTACT DETAILS:

Tel: 012 400 2000 (Switch Board)

Website: www.sassa.gov.za

Head Office Address:

SASSA House
501 Prodinsa Building
Cnr Beatrix and Pretorius Street
Pretoria

Private Bag X55662
Arcadia
Pretoria
0083



sassa

SOUTH AFRICAN SOCIAL SECURITY AGENCY