

sassa

SOUTH AFRICAN SOCIAL SECURITY AGENCY

ANNUAL REPORT 2025/2026

20 YEARS OF SASSA ANNIVERSARY 2006-2026

Restoring dignity and transforming lives

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

#SASSACARES

SASSA News | @Officialsassanews | sassa10_za | South African Social Security Agency | SASSA_OFFICIAL | @OfficialSASSA

social development
Department:
Social Development
REPUBLIC OF SOUTH AFRICA

A NATION THAT WORKS FOR ALL

NDA

20 YEARS OF SASSA ANNIVERSARY 2006-2026

2030 NDP



Restoring dignity and transforming lives







RP168/2026
ISBN: 978-1-83491-994-2
Title of Publication: SASSA Annual Report 2025/26

CONTENTS

PART A: GENERAL INFORMATION 5

1. SASSA'S GENERAL INFORMATION 6
2. LIST OF ABBREVIATIONS/ACRONYMS 7
3. FOREWORD BY THE MINISTER 8
4. CHIEF EXECUTIVE OFFICER'S OVERVIEW 10
5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF THE ACCURACY OF THE ANNUAL REPORT 15
6. STRATEGIC OVERVIEW 16
   - 6.1 Vision 16
   - 6.2 Mission 16
   - 6.3 Values 16
   - 6.4 Principles 17
   - 6.5 Value Proposition 17
7. LEGISLATIVE AND POLICY MANDATES 18
   - 7.1 Constitutional Mandate 18
   - 7.2 Legislative Mandate 18
   - 7.3 Policy Mandate 19
   - 7.4 Institutional Policies and Strategies 21
8. UPDATES TO RELEVANT COURT RULINGS 22
9. ORGANISATIONAL STRUCTURE 23

PART B: PERFORMANCE INFORMATION 25

1. AUDITOR'S REPORT: PREDETERMINED OBJECTIVES 26
2. OVERVIEW OF PERFORMANCE 27
   - 2.1 Service Delivery Environment 27
   - 2.2 Organisational Environment 30
   - 2.3 Key Policy Developments and Legislative Changes 30
   - 2.4 Progress Towards Achievement of Institutional Impacts and Outcomes 30
3. INSTITUTIONAL PROGRAMME: PERFORMANCE INFORMATION 33
   - 3.1 Programme 1: Administration 33
   - 3.2 Programme 2: Benefits Administration & Support 48
4. REVENUE COLLECTION 61
5. CAPITAL INVESTMENT 61
   - 5.1 Capital Investment Maintenance 61
   - 5.2 Asset Management Plan 61
   - 5.3 Measures Taken to Ensure that the Public Entity's Assets Register Remained Up-to date During the Period Under Review 63
   - 5.4 The Current State of the Public Entity's Capital Assets 63

PART C: GOVERNANCE 65

1. INTRODUCTION 66
2. PORTFOLIO COMMITTEES TO WHICH SASSA REPORTED: 2025/26 66
3. EXECUTIVE AUTHORITY 66
4. RISK MANAGEMENT 67
5. INTERNAL CONTROL UNIT 67
6. INTERNAL AUDIT 68
7. AUDIT COMMITTEES 70
8. COMPLIANCE WITH LAWS AND REGULATIONS 75
9. FRAUD AND CORRUPTION 75
10. MINIMISING CONFLICT OF INTEREST 76
11. CODE OF CONDUCT 77
12. HEALTH SAFETY AND ENVIRONMENTAL ISSUES 77
13. AUDIT COMMITTEE REPORT 78
14. B-BBEE COMPLIANCE PERFORMANCE INFORMATION 80

PART D: HUMAN RESOURCE MANAGEMENT 81

1. INTRODUCTION 82
   - 1.1 Overview of HR Matters at the Public Entity 82
   - 1.2 Achievement Highlights 83
   - 1.3 Organisational Structure Review Project 84
   - 1.4 Future HR Plans/Goals 84
2. HUMAN RESOURCE OVERSIGHT STATISTICS 86

PART E: PFMA COMPLIANCE REPORT 91

1. IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES 92
   - 1.1 Irregular Expenditure 92
   - 1.2 Fruitless and Wasteful Expenditure 93
   - 1.3 Additional Disclosure Relating to Material Losses in Terms of PFMA Section 55(2)(b)(i) &(iii)) 95
   - 1.4 Other Damages, Theft, and Losses 95
2. LATE AND/OR NON-PAYMENT OF SUPPLIERS 96
3. SUPPLY CHAIN MANAGEMENT 96
   - 3.1 Procurement by Other Means 96
   - 3.2 Contract variations and expansions 99

PART F: FINANCIAL INFORMATION 103

LIST OF TABLES

Table 1:	Number of social grants per grant type, 2021/22-2025/26	29
Table 2:	Social grant expenditure per grant type (R'000), 2021/22-2025/26	29
Table 3:	Number of social grants per grant type and region as at 31 March 2026	29
Table 4:	Programme 1: Administration – Report against the Tabled Annual Performance Plan	34
Table 5:	Strategy to overcome areas of under-performance: Programme 1 Administration	47
Table 6:	Linking performance with budgets: Programme 1: Administration	47
Table 7:	Subprogramme 2.1: Benefits Administration – Outcomes, Outputs, Output Indicators, Targets and Actual Achievement.	50
Table 8:	Subprogramme 2.2: Payment Administration – Outcomes, Outputs, Output Indicators, Targets and Actual Achievement	58
Table 9:	Strategy to Overcome Areas of Under-Performance: Programme 2: Benefits Administration and Support	60
Table 10:	Linking Performance with Budgets: Programme 2: Benefits Administration and Support	60
Table 11:	Revenue Collection	61
Table 12:	Asset depreciation	61
Table 13:	Asset additions, disposals and depreciation as at 2025/26 Financial Year	62
Table 14:	Asset holdings' change over the period under review, including information on disposals, scrapping and loss due to theft	62
Table 15:	Current State of Capital Assets	63
Table 16:	Portfolio Committees	66
Table 17:	Reports submitted to the Executive Authority	66
Table 18:	Composition of the Audit Committee and Meeting Attendance	72
Table 19:	B-BBEE Compliance Performance Information	80
Table 20:	Personnel Cost by Programme	86
Table 21:	Personnel Cost by Location	86
Table 22:	Personnel Cost by Salary Band	87
Table 23:	Performance Rewards by Salary Band	87
Table 24:	Training Costs by Head Office Branch and Region	87
Table 25:	Employment and Vacancies per Head Office Branch and Region	88
Table 26:	Employment and Vacancies per Occupational Group	88
Table 27:	Employment changes	89
Table 28:	Reason for Staff Leaving	89
Table 29:	Labour Relations – Misconduct and Disciplinary Actions	89
Table 30:	Equity Target and Employment Equity Status	90



PART A

GENERAL INFORMATION

1. SASSA'S GENERAL INFORMATION

THE SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA)

Physical Address of Head Office
SASSA House
501 Prodinsa Building
Corner Steve Biko and Pretorius Streets
Pretoria

Postal Address of Head Office
Private Bag X55662
Arcadia
Pretoria
0083

Contact Telephone Numbers
Switchboard: 012 400 2000
Toll free: 0800 60 10 11
Email address: GrantEnquiries@sassa.gov.za
Website address: www.sassa.gov.za

EXTERNAL AUDITORS
Auditor-General of South Africa (AGSA)

BANKERS' INFORMATION AND ADDRESSES

Bank	Physical Address	Postal Address
South African Reserve Bank (SARB)	370 Helen Joseph Street Pretoria 0002	PO Box 427 Pretoria 0001
First National Bank (FNB)	4 First Place 6th Floor Bank City Johannesburg 2001	Commercial Account Services Customers P O Box 1153 Johannesburg 2000

2. LIST OF ABBREVIATIONS/ACRONYMS

AFS	Annual Financial Statements
AC	Audit Committee
AGSA	Auditor-General of South Africa
AOPO	Audit of Predetermined Objectives
APP	Annual Performance Plan
BAC	Bid Adjudication Committee
B-BBEE	Broad-Based Black Economic Empowerment
BPR	Business Process Re-engineering
CDG	Care Dependency Grant
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIO	Chief Information Officer
COVID-19	Coronavirus Disease 2019
CPI	Consumer Price Index
CSG	Child Support Grant
DDM	District Development Model
DG	Disability Grant
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
EC	Eastern Cape
EE	Employment Equity
EM	Executive Manager
EME	Exempt Micro Enterprise
ENE	Estimates of National Expenditure
EXCO	Executive Committee
FCG	Foster Child Grant
FRA	Fund-Raising Act
FS	Free State
GEPF	Government Employees Pension Fund
GIA	Grant-in-Aid
GP	Gauteng Province
GRAP	Generally Recognised Accounting Practice
HCM	Human Capital Management
HO	Head Office
IAF	Internal Audit Function
ICT	Information and Communications Technology
IGPS	Integrated Grants Payments System
KZN	KwaZulu-Natal
LP	Limpopo Province
MoU	Memorandum of Understanding
MP	Mpumalanga Province
MSA	Master Service Agreement
MTDP	Medium-Term Development Plan
MTEC	Medium-Term Expenditure Committee
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NC	Northern Cape
NDP	National Development Plan
NPS	National Payment System
NSFAS	National Student Financial Aid Scheme
NT	National Treasury
NW	North West
OAG	Old-Age Grant
OHS	Occupational Health and Safety
PFMA	Public Finance Management Act
PPE	Property, Plant and Equipment
PPPFA	Preferential Procurement Policy Framework Act
PSCBC	Public Service Coordinating Bargaining Council
PSRMF	Public Sector Risk Management Framework
QMS	Queue Management System
REM	Regional Executive Manager
RFQ	Request for Quotations
RMC	Risk Management Committee
SAPO	South African Post Office
SARS	South African Revenue Service
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprise
SNBF	SASSA National Bargaining Forum
SOCPEN	Social Pensions System
SRD	Social Relief of Distress
TR	Treasury Regulations
UIF	Unemployment Insurance Fund
WC	Western Cape
WVG	War Veterans' Grant



MS. DINA DELIWE PULE, MP

MINISTER OF SOCIAL DEVELOPMENT

3. FOREWORD BY THE MINISTER

I am honoured to present the Annual Report of the South African Social Security Agency (SASSA) for the 2025/26 Financial Year. SASSA is an Entity of the National Department of Social Development, a department under my leadership. Back in 2004, our democratic government promulgated legislation (SASSA Act, 9 of 2004) to establish a single national entity to administer, manage and pay social grants. This decision gave birth to SASSA in 2006. Therefore, 2026 coincides with the historic milestone as we celebrate the 20th anniversary of the founding of SASSA back in 2006, giving effect to Section 27 (1) of the Constitution of the Republic of South Africa. SASSA also administers the Social Relief of Distress (SRD) programme, which provides immediate support to individuals and households affected by disasters, food insecurity, and unforeseen life events. The COVID-19 SRD remains a key component of this programme, ensuring continued relief to vulnerable populations since its inception in 2020.

As we celebrate this historic milestone, we will forever be grateful to our heroes and heroines who fought long and hard for this idea that has now become a national pride in the fight against poverty. We pay special tribute to the former Minister of Social Development, Dr Zola Skweyiya for his determination and foresight in the early design and establishment of SASSA.

Throughout the twenty (20) years, the Entity has remained the embodiment of the envisaged promise in our Constitution of a dignified and a better life for all. It ensures that the most vulnerable members of society, including children, older persons and persons with disabilities, receive the vital income support they need, and when they need it most in their lives to meet basic needs. As at the end of March 2026, SASSA administered approximately 19 million social grants up from 11 million in 2006. These exclude the 7.8 million COVID-19 SRD beneficiaries. The total government expenditure for social grants including COVID-19 SRD in the 2025/26 financial year was R281 billion representing about five percent (5%) increase from the previous year (2024/25) of R267 billion.

The work of the Entity continues to be influenced by external factors including the slow economic growth, unemployment and natural disasters affecting individuals and households living in South Africa. During the period under review, unemployment rate fluctuated,

peaking at 33% at the end of June 2025 and 32.7% at the end of March 2026. According to Statistics South Africa's Quarterly Labour Force Survey (QLFS) for the period January – March 2026, the official unemployment rate increased to 32.7%, up from 31.4% in the previous quarter (October – December 2025), during this period, employment declined by approximately three hundred and forty-five thousand (345 000) jobs, while the number of unemployed persons increased to 8.1 million. Youth unemployment remains particularly severe, with unemployment among persons aged 15–24 years exceeding sixty percent (60%) highlighting the continued vulnerability of households and the growing dependence on social protection programmes. Utilizing the Social Relief of Distress (SRD) programme, SASSA's resources were spread across provinces for intervention to support victims of floods which affected among others the Eastern Cape, Limpopo, Western Cape and Mpumalanga.

As part of our vision to improve the accessibility of our services to all, with particular focus on underserved communities. Jointly, the Department of Social Development through (SASSA) continued the roll out of the Integrated Community Registration Outreach Programme (ICROP) which brought together basket of government services. Through this flagship programme and in further collaboration with other frontline service delivery departments such as the Department of Health, Department of Home Affairs, the South African Police Service (SAPS) and with both Local and District Municipalities, we are making a sustainable impact on rural communities across the country.

Within my short span with the Entity since I took responsibility of the department in July 2026, I have come to appreciate the work done by SASSA including the gate keeping measures which are being implemented to prevent fiscal wastage from fraudulent activities in the administration of social grants. These include the mass implementation of the beneficiary biometrics which include both finger and facial recognition. Within the seven months of its implementation, approximately one million beneficiaries were biometrically enrolled. Furthermore, the social grants review process, as was directed by National Treasury, has also saved the state millions of rands. Social grant review will continue to be key focus area in forthcoming years as it seeks to improve the integrity of the social grant payment system.

These efficiencies have come with some challenges which, on my visits to some of the SASSA local offices, I have come to realise the need to address them. These include long queues resulting in beneficiaries spending long hours in our offices. Notwithstanding several measures implemented, I have directed SASSA to improve the speed of ensuring systems' availability and consider improving human capacity whilst addressing these challenges.

In conclusion, I extend my sincere appreciation to the Portfolio Committee on Social Development and the Select Committee on Social Services for their guidance throughout the reporting period. I also wish to thank the SASSA CEO, Mr. Themba Matlou, his management team, and the entire SASSA family for their continued dedication to fighting poverty and delivering on our mandate.



Ms. Dina Deliwe Pule, MP
Minister of Social Development





MR MT MATLOU
CHIEF EXECUTIVE OFFICER

4. CHIEF EXECUTIVE OFFICER'S OVERVIEW

I am privileged to present the South African Social Security Agency's (SASSA) 2025/26 Annual Report. SASSA is a Schedule 3A entity of the National Department of Social Development (DSD), established in terms of the *SASSA Act*, 9 of 2004, to ensure effective and efficient administration, management, and payment of social assistance. The *Social Assistance Act*, 13 of 2004, gives effect to SASSA's constitutional mandate. The publication of this report also coincides with the Agency's 20th anniversary since its establishment in 2006.

When SASSA took over this function from the nine Provincial Social Development Departments that were individually responsible for the payment of social grants within their respective provinces, SASSA managed to merge these into one payment system and established regional offices in every province. In the 20-year journey, the regional offices have been capacitated and are led by executive managers who are accountable for all resources allocated in their respective regions.

We have witnessed several improvements in the administration of the social grants value chain to better and more speedily serve those requiring its services. From a 100% face-to-face manual operation to automating the grants business processes. The time taken to process social grants applications has drastically reduced from more than 90 days to seven (7) days at the end of March 2026. In instances where all required supporting documents are presented, an application is finalised within one day.

Within the 20-year milestone, SASSA has ensured that the most vulnerable people are protected through the provision of social assistance particularly for older people, persons with disabilities and children. This is evident through the growth of social grants administered by SASSA both numerical and in monetary value. In 2006, there were around 11 million social grants in payment, and SASSA has increased access across these vulnerable groups, and by the end of March 2026, the social grants had increased to approximately

19 million beneficiaries at an annual cost now exceeding R240 billion when the COVID-19 SRD expenditure is excluded.

With the introduction of the COVID-19 SRD in 2020 for people aged 18-59 who have low to no income, the number of grants administered by SASSA increased to around 27 million which is approximately 42% of the population (63 million).

SASSA has and continues to make meaningful progress in advancing its Modernisation and Digitisation Programme, with key digital solutions increasingly embedded across the grants value chain. Notable achievements included the near-complete rollout of the Queue Management System (QMS) and Self-Service Kiosks, the full implementation of fingerprint biometric verification capabilities, and the growing adoption of online grant applications, with over 382 775 applications processed digitally in 2025/2026. While we continue to digitally transform our operations, cybersecurity remains critical to safeguarding these systems and beneficiary data.

These developments signal a decisive shift towards a more accessible, efficient, and technology-enabled service delivery model. However, the pace of transformation was moderated by a range of systemic and operational challenges as the Agency continued to mature its technological environment. These included system performance constraints, integration limitations between critical platforms, and delays in achieving full connectivity with key external stakeholders. Infrastructure gaps, particularly in relation to bandwidth and connectivity, further affected system stability and user experience. In addition, operational pressures emerged in the form of application backlogs, extended turnaround times, and slower-than-expected uptake of digital channels, compounded by delays in records digitisation and misalignment with the evolving operating model.

In response, the Agency implemented targeted corrective measures focused on stabilising systems, accelerating integration, and strengthening Information and Communications Technology (ICT) infrastructure. Dedicated operational interventions were introduced to reduce backlogs and improve processing turnaround times, while enhancements to digitisation processes and ongoing organisational realignment are progressively aligning operations to a modernised, digital service delivery environment.

In parallel, the Agency strengthened beneficiary management and control frameworks through intensified review programmes and improved data-driven decision-making. This included enhanced data triangulation using banking and credit bureau data, the rollout of e-Life Certification, and continued expansion of biometric verification controls, including fingerprint authentication and the phased introduction of facial recognition capabilities. Additional measures focused on improving the integrity of beneficiary records through digitisation, reconciliation, and strengthened governance processes, whilst advancing mechanisms to support the recovery of funds and the management of payments made after death.

Notwithstanding this progress, increased operational demands arising from intensified social grants reviews placed sustained pressure on service delivery. Delays in infrastructure readiness impacted the rollout of certain digital capabilities, while reliance on external data sources, such as death registrations and data quality issues, continued to present risks in relation to payment accuracy and recovery processes. Capacity constraints in debt recovery, data integrity challenges, and identity-related exceptions further underscored the need to strengthen control mechanisms.

The Agency responded through a structured and phased approach to implementation, supported by strengthened governance, enhanced monitoring, and improved operational processes. This included prioritising infrastructure readiness, accelerating the processing of high-risk cases, and introducing automated solutions such as digital bulk recall functionality to improve recovery outcomes. Additional interventions focused on strengthening data governance, improving digitisation and indexing processes, and implementing standardised frameworks to manage identity-related exceptions.

Despite these challenges, SASSA continued to implement its constitutional mandate and processed 1 656 629 social grants applications which was higher than the projected 1.6 million, around 85% of these were finalised within the targeted 7 days. These results reflect an Agency that continues to deliver at scale, whilst actively addressing operational inefficiencies and strengthening its control environment.

For the 2025/26 financial year, SASSA received an unqualified audit opinion from the Auditor-General of South Africa, with material findings.

The findings including the recommendations of the Auditor-General are being considered for inclusion in the audit action plan for improved audit outcomes in the subsequent financial years.

SASSA's FINANCIAL OVERVIEW

General Financial Overview

The Agency 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, influenced by the National Treasury's (NT) guidance during the Medium-Term Expenditure Committee (MTEC) process, adheres to several key principles including that there were no additional resources available for the 2025 MTEF budget;, additional allocations to any programme must be funded through reductions in another programme or reprioritisation 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; and public institutions must adhere to the fiscal consolidation framework. The table below shows SASSA's budget allocation.

Description	2024/25	2025/26
	R'000	R'000
Baseline Allocation	7 748 437	7 770 816
Additional allocation	-	300 000
Revised allocation	7 748 437	8 070 816
%Change to the original allocation	*0%*	*4%*
R Y/Y increase/decrease	*-*	*322 378*
% y/y increase/decrease	*0%*	*4%*

As illustrated in the table above, the year-on-year increase between 2024/25 and 2025/26 is R322 million or 4% while the projected Consumer Price Index (CPI) was 4.61% for the 2025/26 financial year. The budget must also accommodate the salary increases (Cost of Living Adjustments) as stipulated by the Public Service Coordinating Bargaining Council (PSCBC). The PSCBC had 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 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 Enterprise Resource Planning (ERP) support. These contractual obligations, combined with compensation for employees, comprise approximately 90% of the total budget. Consequently, only around 10% of the remaining budget is available to cover other critical operational needs such as communication, travel and subsistence, and capital assets.

Economic Viability

The economic viability of SASSA is largely dependent on the sustainability of government funding through the national fiscus. As a public entity operating under the Department of Social Development (DSD), the Agency does not generate significant independent revenue but instead receives budget allocations transferred from the Department to administer social assistance programmes and grants to vulnerable citizens. This funding model ensures that the Agency can continue fulfilling its constitutional mandate of poverty alleviation and social protection. However, its long-term economic viability is influenced by factors such as national economic growth, fiscal stability, government budget priorities, and the increasing demand for social grants. Efficient financial management, accountability, and effective service delivery are therefore essential to ensure that available public resources are utilised sustainably and continue to support the Agency's operations and social welfare objectives.

Financial Analysis for the year Under Review

Revenue

The South African Social Security Agency derives most of its revenue from non-exchange transactions, primarily transfers received through the National Revenue Fund via the DSD's vote. This funding model reflects the Agency's public service mandate, as it is not established to generate significant commercial income but to administer social assistance programmes on behalf of the State. In addition to these transfers, the Agency receives limited own revenue from exchange

transactions, which may include items such as interest earned, recoveries, and other incidental receipts. These amounts remain relatively small when compared with the overall allocation received from government and therefore do not materially alter the Agency's dependence on fiscus-funded transfers for the execution of its mandate.

Spending Trends

Expenditure remained largely concentrated on functions that support the payment of social grants, information and communication technology, office accommodation, security, and other outsourced services. In this context, the Agency was required to balance rising operating costs with a constrained fiscal environment, making prudent budgeting, continuous monitoring, and cost containment measures critical to maintaining service delivery standards within the approved allocation.

Programme Expenditure

Programme expenditure remained focused on the Agency's two programmes, namely Administration and Benefits Administration & Support. The Administration programme accounted for the institutional capacity required to manage governance, finance, human resources, information systems, and general operational support, while Benefits Administration & Support represented the service-delivery core of the Agency. During the year under review, expenditure on Administration accounted for 48% of total programme expenditure, while Benefits Administration & Support accounted for 52%.

IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

Irregular Expenditure

In the previous financial year, 2024/25, SASSA disclosed an irregular expenditure amounting to R10.6 million as adjusted in line with National Treasury (NT) PFMA Compliance and Reporting Framework. In the year under review, 2025/26, National Treasury condoned R1.6 million of this amount, while R8.6 million was finalised and removed by the Accounting Authority in line with paragraph 5.7 and 5.8 of National Treasury PFMA Compliance and Reporting Framework implemented effective January 2023. The Agency closed the year with R307 thousand that will be finalised during the financial year 2026/27.

Fruitless and Wasteful Expenditure

In the previous financial year, SASSA disclosed fruitless and wasteful expenditure amounting to R82 million, which mainly comprised four material cases carried over from prior years. These included: (i) an amount of R1.5 million remaining from the R3.5 million VIP Protection Services matter relating to the children of the former Minister and a former employee of the Department of Social Development; (ii) R1.4 million relating to a cancelled Mikondzo event in the Western Cape Region; (iii) R4 million arising from a tender awarded to the second bidder instead of the highest-scoring bidder; and (iv) R74.8 million paid to a service provider for services not rendered.

During the year under review, the Agency finalised the matters relating to the remaining R1.5 million from the VIP Protection Services case, the R74.8 million paid for services not rendered, and the R1.4 million linked to the cancelled Mikondzo event. As a result, SASSA closed the 2025/26 financial year with a fruitless and wasteful expenditure balance of R4.1 million, mainly attributable to the outstanding R4 million case relating to the irregular tender award.

The Agency is currently pursuing the recovery of the R4 million through legal processes against the affected individuals.

Supply Chain Management

The Supply Chain Management (SCM) environment remained stable during the year under review, supported by systems, policies and governance arrangements that are aligned with section 217 of the Constitution of the Republic of South Africa. The SCM Policy, Preferential Procurement Policy, SCM Delegations and SCM Standard Operating Procedures were in place and were reviewed, where necessary, to ensure continued alignment with applicable legislation, regulations, Treasury Instructions and related prescripts.

The control environment remained adequate, with preventative, detective, recording and reporting mechanisms in place to identify and manage instances of non-compliance and irregular expenditure. To strengthen compliance awareness and accountability, National Treasury conducted workshops on SCM processes, bid committee responsibilities and the Irregular Expenditure Framework for key role players across the SCM value chain.

Risk assessment remained an integral part of SCM governance and informed the ongoing review of compliance checklists. These checklists are fully aligned with applicable compliance requirements and are used during pre-audit reviews as a preventative control to reduce the risk of irregular expenditure. In addition, post-audit reviews are conducted on a half-yearly basis as detective control to ensure that all instances of irregular expenditure are identified, recorded and disclosed completely in the Annual Financial Statements.

These measures demonstrate the Agency's commitment to maintaining awareness of SCM compliance requirements and adherence to the controls that have been implemented. While the control environment has yielded positive results, management recognises that further improvement is required to achieve an unqualified audit opinion with no findings. Continuous communication, monitoring and enhancement of controls therefore remain key priorities.

During the year under review, SASSA did not conclude any contract through the unsolicited bid procurement method.

Broad-Based Black Economic Empowerment (B-BBEE) verification is being conducted for the 2025/26 financial year. One of the areas identified for improvement in the previous assessments was compliance with supplier development requirements. In response, SASSA has benchmarked its approach against other organs of state to identify practical measures for strengthening performance in this area. Based on the benchmarking outcomes, SASSA is implementing relevant lessons and improvement measures to enhance compliance and support transformation objectives.

Inventories

SASSA recognises and values inventory through the First-in-First-Out (FIFO) principle. The value of inventory as at 31 March 2026 was R32 million compared to R37 million in the previous year. This represents a decrease of approximately 13%.

Discontinued Activities or Activities to be Discontinued

No significant portion of SASSA's operations was discontinued during the year under review.

Assets Management

SASSA invested in new assets, property, plant and equipment, and intangible assets to the value of R326.5 million and recorded them in the Fixed Assets Register. The Agency reports on the Generally Recognised Accounting Practice (GRAP) standards and complies with its requirements.

	OPENING BALANCE AT CARRYING VALUE	PRIOR PERIOD ERROR	ADDITIONS AND TRANSFERS	DISPOSALS	DEPRECIATION AND AMORTISATION	TOTAL VALUE
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
TOTAL	1 225 329	-	326 540	(14 545)	(143 218)	1 391 367

I would like to thank all the SASSA staff for their hard work in the fight against poverty and acknowledge the leadership role provided by the Minister and Deputy Minister of Social Development in ensuring that people who are unable to support themselves and their dependants are provided with social assistance to cover basic needs.



MR M T MATLOU
ACCOUNTING AUTHORITY
DATE: 14 July 2026

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF THE ACCURACY OF THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed in the Annual Report are consistent with the Annual Financial Statements audited by the Auditor-General of South Africa (AGSA).

The Annual Report is complete, accurate and free from any omissions.

The Annual Report has been prepared in accordance with the Guidelines on Annual Reports as issued by the National Treasury.

The Annual Financial Statements (Part F) have been prepared in accordance with the Generally Recognised Accounting Practice (GRAP) standards including any interpretations, guidelines and directives issued by the Accounting Standards Board applicable to the public entity.

The Accounting Authority is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information.

The Accounting Authority is responsible for establishing and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the Annual Financial Statements.

The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

In my opinion, the Annual Report fairly reflects the operations, performance information, human resources information and financial affairs of the public entity for the financial year ended 31 March 2026.

Yours faithfully,



MR M T MATLOU
ACCOUNTING AUTHORITY
DATE: 31 July 2026



6. STRATEGIC OVERVIEW

6.1 Vision

A leader in innovative social security services.

6.2 Mission

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.

6.3 Values

SASSA's values are:

Values	Value Statement	What it Means for SASSA
Integrity	We commit to the highest standards of integrity by being honest, accountable, and reliable, consistently demonstrating high moral values in all our actions and decisions.	At SASSA, integrity means maintaining the highest standards of honesty and ethical behaviour in every aspect of the organisation's work. This includes transparency in operations, accountability for actions, and a commitment to fighting fraud and corruption, ensuring that resources reach those genuinely in need.
Compassion	We express compassion by showing genuine sympathy and concern for the needs of our stakeholders and beneficiaries, always aiming to respond with understanding and empathy.	Compassion at SASSA involves understanding and empathetically addressing the hardships faced by beneficiaries. It drives the design and delivery of services that are sensitive to the needs of the vulnerable, ensuring that all interactions uphold the dignity and wellbeing of individuals.
Fairness	We uphold fairness by treating everyone equally, ensuring that our services and decisions are impartial, equitable, and free from bias.	Fairness is about ensuring equitable treatment and impartiality in SASSA's services. It involves applying criteria consistently and without bias, making sure that all eligible individuals have equal access to the resources and support they need.
Respect	We embody respect by recognising and honouring the rights, beliefs, and opinions of others, fostering an environment where all individuals are valued and heard.	Respect at SASSA means acknowledging and valuing the inherent dignity and rights of everyone the Agency interacts with, including beneficiaries, staff, and partners. It emphasises professionalism, courtesy, and the importance of listening to and incorporating diverse perspectives into service delivery.

6.4 Principles

SASSA operates according to the Batho-Pele principles, having institutionalised the following:

Principle	What it means for SASSA
Transparency	We ensure transparency in all our activities by maintaining open communication and clear engagements, making our processes and decisions accessible to all stakeholders.
Professionalism	We adhere to the highest standards of professionalism, consistently delivering reliable, high-quality services on time. Our conduct reflects the dignity and integrity of the SASSA creed, demonstrating commitment and excellence in every aspect of our work.
Customer-centric	We prioritise our customers by placing their needs and expectations at the centre of all our operations. Our initiatives and services are designed to meet their diverse needs effectively, ensuring a responsive and supportive experience.
Confidentiality	We uphold the utmost respect for confidentiality, rigorously protecting all sensitive information to ensure the privacy and trust of our beneficiaries and partners.
Courtesy	We engage with everyone respectfully and politely, practising good manners in all interactions. Our approach fosters a positive and respectful environment that reflects our organisational values.
Responsibility	We embrace our duty with diligence, consistently fulfilling the roles and tasks expected of us. This commitment ensures that we contribute positively to our mission and the lives of those we serve.
Accountability	We take full ownership of our actions and decisions, holding ourselves accountable for the outcomes. This principle drives us to maintain high standards and continuous improvement, ensuring we answer to our beneficiaries and stakeholders.

6.5 Value Proposition

SASSA plays a crucial role in society as it:

- **Alleviates Poverty**

  By providing essential financial assistance, SASSA helps reduce poverty levels across the nation.

- **Enhances Social Well-being**

  Through its services, SASSA contributes significantly to the social well-being of individuals, improving their quality of life.

- **Fulfils a Mandated Role**

  As the designated agency responsible for administering social assistance, SASSA carries out a critical government mandate.

- **Offers a Safety Net**

  SASSA provides crucial support to the most vulnerable members of society, acting as a safety net for those in greatest need.

7. LEGISLATIVE AND POLICY MANDATES

7.1 Constitutional Mandate

Constitution of the Republic of South Africa, 1996	How SASSA Contributes to the provisions
In terms of section 27(1) and (2) of the South African Constitution, 1996 (Act 108 of 1996, as amended): *"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.*	• SASSA contributes to this mandate by providing an institutional platform for implementation of section 27(1)(2) (c) and further creates channels for eligible beneficiaries to access their social grants.

7.2 Legislative Mandate

SASSA's role is framed in terms of the Social Assistance Act, 2004 (Act No.13 of 2004) (Social Assistance Act), as amended, and the South African Social Security Act, 2004 (Act No.9 of 2004) (SASSA Act), as amended.

Social Assistance Act	How SASSA Contributes to the provisions
In terms of the Social Assistance Act, the South African government is enjoined to provide Social Assistance to eligible persons, and the act provides for mechanisms of rendering of such assistance and to provide for matters connected therewith. The Act provides for various categorical grants, including Child Support Grant, Care Dependency Grant, Foster Child Grant, Older Persons Grant and Disability Grant. In addition, the Act provides for temporary assistance to persons experiencing undue hardship through the provision of social relief of distress.	• The Social Assistance Act and its regulations enable SASSA to facilitate eligible beneficiaries to access social assistance, including the social relief of distress. • SASSA has the responsibility to ensure that eligibility requirements, payment methods, conditions for reviews, amongst other things, are complied with.

SASSA Act	How SASSA Contributes to the provisions
The SASSA Act provides for the establishment of SASSA with the objective of ensuring effective and efficient administration, management and payment of social assistance. The Act further provides for the prospective administration of social security, including the provision of services and matters related thereto. The following are the responsibilities of SASSA in terms of the Act: • Administer social assistance in terms of Chapter 3 of the Social Assistance Act, and perform any function delegated to it under that Act. • Collect, collate, maintain and administer such information as is necessary for the payment of social security, as well as for the central reconciliation and management of payment of transfer funds, in a national database of all applicants for and beneficiaries of social assistance. • Establish a compliance and fraud mechanism to ensure that the integrity of the social security system is maintained. • Render any service in accordance with an agreement or a provision of any applicable law as contemplated in Subsection (4).	• SASSA is responsible for processing grants application to qualifying beneficiaries; ensuring consistent and effective monthly payment of social grants and maintaining credible database for all grant beneficiaries. • SASSA is the sole custodian for the agreed platforms and footprint to provide social assistance. • SASSA issues a payment file every month and has a beneficiary records management system for the payments we make. • There are processes and systems to detect fraud including internal control. • SASSA established a credible system to manage data.

7.3 Policy Mandate

<table>
<tr><th>AU Agenda 2063</th><th>How SASSA Aligns</th></tr>
<tr><td>South Africa is progressively aligning its policies and initiatives with the African Union (AU) Agenda 2063, particularly concerning social security and protection measures. Agenda 2063 outlines a vision for a prosperous, integrated, and peaceful Africa with an emphasis on inclusive growth and sustainable development. The table below outlines the provisions.
<table>
<tr><th>Goal</th><th>Priority areas for 2063</th></tr>
<tr><td>1.1 A high standard of living, quality of life and wellbeing for all citizens.
1.1.1 Social security and protection including persons with disabilities.</td><td>a. All citizens have access to social security at affordable cost.
b. All socially disadvantaged and the vulnerable (including those with disabilities) are socially protected by 2030.
c. All citizens are free from fear and want.
d. All public facilities and services have provisions for people with disabilities.</td></tr>
</table>
</td><td>Through its programmes, SASSA has exercised compliance with these provisions by:
• Continuously monitoring need for social assistance and protection.
• Rolling out new social protection measures as required by socio economic developments.
• Examples include:
i. Social Relief of Distress for victims affected by regional floods in the KwaZulu-Natal province; and
ii. Social Relief of Distress: Social assistance for people in distress at the onset of the COVID-19 pandemic and beyond.</td></tr>
</table>

National Development Plan (NDP: Vision 2030)	How SASSA Contributes to the provisions
According to the NDP: 2030, South Africa needs to ensure that vulnerable groups and citizens are protected from the worst effects of poverty by 2030. The social protection measures proposed seek to support those most in need, including children, people with disabilities and the elderly. In addition, the NDP seeks to promote active participation in the economy and society for those who are unemployed and underemployed through labour market activation measures, employment services, social assistance programmes, and other services to sustain and improve quality of life. The NDP recommends that priority should be given to improving efficiency in the delivery of services, addressing exclusions by identifying and reaching those who are entitled to the existing benefits of social protection and reducing the administrative bottlenecks that prevent people from accessing benefits.	• SASSA is responsible for the provision of a basket of social assistance services and oversee services responding to the needs of the community. • In line with the requirement to address exclusions by identifying and reaching those who are entitled to the existing benefits of social protection, SASSA prioritised improving coverage for children below the age of two years. • SASSA will implement measures to reduce the administrative bottlenecks that prevent people from accessing social assistance benefits.

Medium-Term Development Plan 2024-2029

SASSA's strategic plan is aligned to the Medium-Term Development Plan (MTDP), previously known as the Medium-Term Strategic Framework (MTSF), which serves as the five-year medium-term plan for the 7th Administration of the Government. The MTDP will also serve as the implementation framework for the NDP: Vision 2030, the existing long-term plan for South Africa towards 2030.

The following are the Fundamental Principles of the MTDP:

- Respect for the Constitution and the Rule of Law.
- Promote non-racialism and non-sexism.
- Promote social justice, redress, and equity, and alleviate poverty.
- Human dignity and progressive realisation of socioeconomic rights.
- Accountability, transparency, and community participation.
- Integrity and good governance.
- Evidence-based policy and decision-making.

In addition, the MTDP has three priorities of the seventh administration, being:

- **Priority 1:** To drive inclusive growth and job creation.
- **Priority 2:** To reduce poverty and tackle the high cost of living; and
- **Priority 3:** To build a capable, ethical and developmental state.

The table below indicates the strategic priority of the MTDP that is primarily applicable to SASSA.

MTDP Priority	MTDP Outcome	SASSA Outcome
To reduce poverty and tackle the high cost of living	Optimised social protection and coverage	Reduced levels of poverty
		Improved organisational efficiency
		Improved customer experience

Sustainable Development Goals	How SASSA Contributes to the provisions
The Sustainable Development Goals (SDGs) are a set of 17 interlinked global goals established by the United Nations in 2015, aimed at addressing the most pressing social, economic, and environmental challenges facing the world. The SDGs are designed to be a "blueprint to achieve a better and more sustainable future for all" and are a call to action for governments, organisations, and individuals worldwide to create a more equitable and sustainable world by 2030. • **Goal 1:** No Poverty: End poverty in all its forms everywhere. • **Goal 2:** Zero Hunger: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture. • **Goal 5:** Gender Equality: Achieve gender equality and empower all women and girls.	**Goal 1:** SASSA will contribute to South Africa's target of ensuring that no South African lives below the extreme poverty line by 2030. This will be done through provision of social assistance to eligible people living is South Africa who are unable to support themselves and or their dependants. **Goal 2:** SASSA will provide temporary relief of distress to individuals and households who are experiencing undue hardship including disasters, loss of breadwinners, etc. **Goal 5:** SASSA will ensure that vulnerable groups such as women and children are prioritised when processing the social assistance programmes.

The District Development Model

The District Development Model (DDM) is an integrated planning approach for Cooperative Governance that aims to:

- Coordinate and integrate development plans and budgets across all three spheres of government.
- Mobilise the capacity and resources of government, civil society, business, labour, and community for inclusive growth and job creation.
- Fast-track service delivery and support municipalities in carrying out their mandate.
- Promote local businesses, involve local communities, and ensure one district, one plan, and one budget.

SASSA is expected to participate in this planning approach at district level to ensure that it leverages on synergies with other stakeholders.

7.4 Institutional Policies and Strategies

In carrying out its mandate, SASSA is regulated by the policies developed by the DSD. The policy environment has been stable over the current MTDP period with few amendments relating to the implementation of the Social Assistance Act (2004). However, the promulgation of Social Assistance Amendment Act No. 16 of 2020, together with the outbreak of the COVID-19 pandemic in March 2020 and subsequent advances in technology and the introduction of online applications and biometrics required the DSD and SASSA to review the regulations relating to the application for and payment of social assistance the requirements of conditions in respect of eligibility for Social Assistance (Social Assistance Regulations).

The Social Assistance Act was amended to make provision for:

- Additional payments linked to social grants.
- Payment of benefits to child-headed households.
- The provision of social relief of distress in the event of a disaster.
- The repeal of the internal reconsideration process.
- The establishment of an Independent Tribunal to consider appeals against the decisions of the Agency.
- The establishment of the Inspectorate as a government component.

To implement the changes emanating from the Social Assistance Amendment Act (16 of 2020), DSD published the Social Assistance Regulations on 31 May 2022. Amongst other things, the new regulations established an extended child support grant for orphans. This is part of a comprehensive legislative solution to the challenge in the foster care system, where many orphaned children are cared for by members of their extended families. Previously, these children would enter the foster care system purely to access financial support. By including them in the child support grant safety net, the process to access financial support will be both faster and administratively easier.

A further significant change introduced is that children who head child-headed households, and are between the ages of 16 and 18, are now eligible for the child support grant for him/herself as well as the children in his/her care. This will assist in reducing the vulnerability of these children who have taken on the responsibility of the household at a very young age. The regulations also bring the COVID-19 SRD into the social assistance safety net and lift these out of the Disaster Regulations. In terms of the operational policies, SASSA constantly reviews its policies and standard operating procedures to ensure that they remain relevant to the ever-changing landscape. Policy adherence will be monitored, and recourse will be taken where required.

Key policy considerations include:

- Temporary provision for the poor and vulnerable group (ages 18-59) through the COVID-19 SRD, which has been extended annually since its inception.
- The exclusion of vulnerable pregnant women from social assistance programmes.
- The exclusion of vulnerable older persons due to the spousal means test.
- Lack of integration between social grants and access to basic services or economic opportunities.
- The Fund-Raising Act (FRA) is not aligned with the latest legislative provisions and best practices in disaster management.



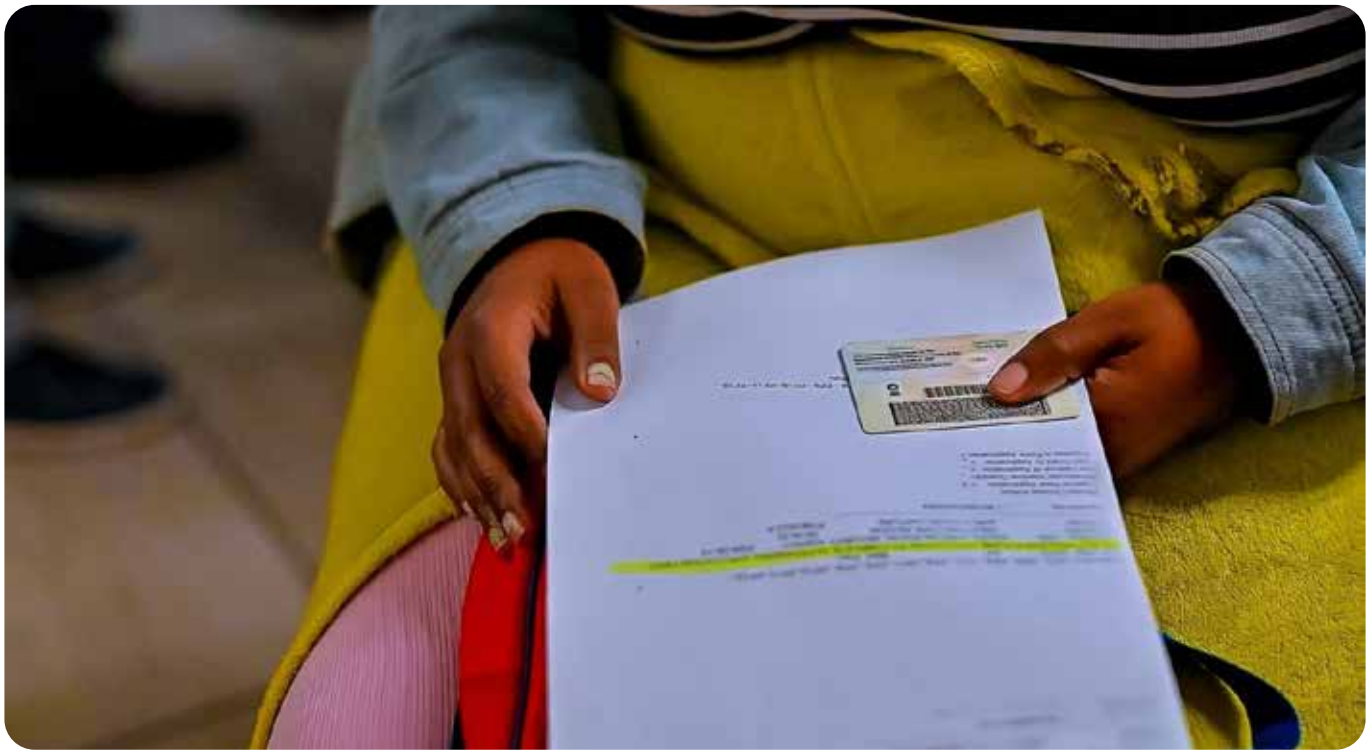
8. UPDATES TO RELEVANT COURT RULINGS

During the period under consideration there were relevant court rulings as summarised below:

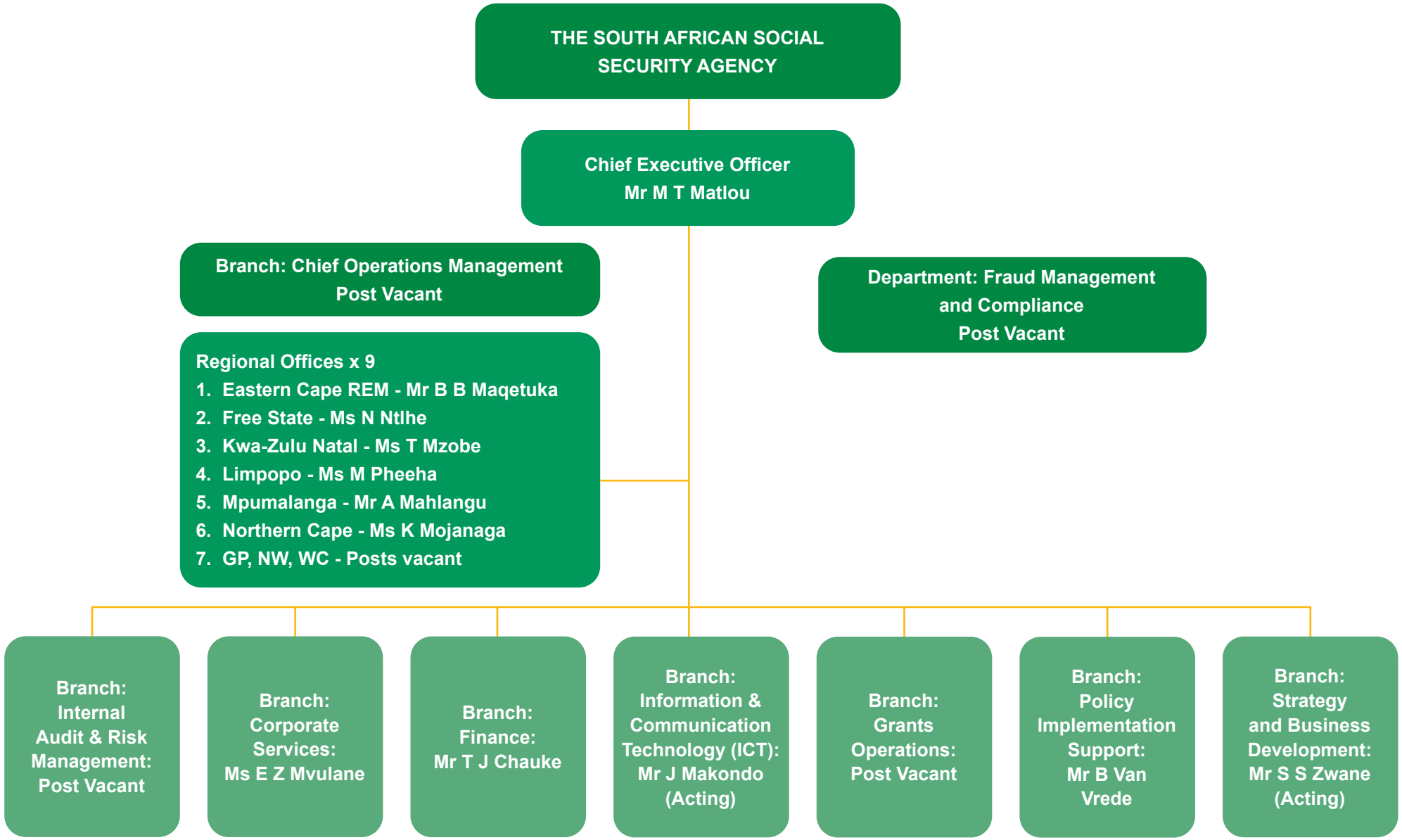
Relevant Court Rulings

Case	Relief Sought	Judgement	Impact on SASSA
Freedom Under Law (FUL) v Minister of Social Development and Others (CCT 48/17) [2021] ZACC 5; 2021 (6) BCLR 575 (CC) (1 APRIL 2021).	Rain Chartered Accountants ("Rain") was "denied" access to financial information by CPS, which "under-declared" its profits by approximately R800 million. FUL sought CPS to provide necessary documents for verification and ensure repayment of profits from the illegal contract.	The Constitutional Court has, in its judgement of 8 April 2026, ordered CPS (which is under liquidation) to refund "*the adjusted certified profit of R81 286 177.00*" to SASSA. SASSA is, in respect of this amount, also granted leave to "*prove concurrent claim*". The liquidation process is still underway.	Guided SASSA to improve contract management.
Institute for Economic Justice and Another v the Minister of Social Development and Others (2025).	Challenged the constitutionality of regulations denying applicants the COVID-19 SRD. Regulations for targeted online-only applications, restrictive definitions of income and financial support, unjust appeal processes, and exclusive reliance on bank verification.	Declared it unconstitutional to deny SRD grants based on these regulations. Allowed in person applications, revised definitions of income and financial support, overhauled the appeal process, and struck down exclusive bank verification practices. DSD and SASSA lodged application for leave to appeal the judgement.	The judgement is suspended pending the outcome of the application for leave to appeal/appeal process.

By addressing these rulings, SASSA demonstrates its commitment to transparency, inclusivity, and accountability in fulfilling its constitutional mandate.



9. ORGANISATIONAL STRUCTURE




sassa



PART B

PERFORMANCE INFORMATION

1. AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

The AGSA currently performs certain audit procedures on performance information. The level of assurance provided may be reasonable (an opinion), or limited (a conclusion) or none (findings) as predetermined by the AGSA. Assurance in the form of an audit opinion or conclusion on the usefulness and reliability of the reported performance information is currently included in the management report. Material findings are reported in the auditor's report.

Refer to page 104 - 110 of the Auditor's Report, published as Part F: Financial Information.



2. OVERVIEW OF PERFORMANCE

2.1 Service Delivery Environment

SASSA's constitutional mandate is to administer, manage and pay social grants to all eligible people living in South Africa. The social assistance programme makes provision for older persons, people with disabilities and children, including social relief of distress to individuals and households experiencing sudden destitution. Social assistance is South Africa's largest safety net against destitution and poverty and promotes social and financial inclusion.

The service delivery environment of SASSA was profoundly influenced by several external factors, with the broader economic context playing a pivotal role. The period was characterised by sluggish economic growth and consistently high unemployment rates, both of which contributed to an increased demand for social assistance programmes. In the fourth quarter of 2025 (October to December 2025), the economy recorded a 0.4% expansion, marking the fifth consecutive quarter of growth. This momentum resulted in an annual gross domestic product (GDP) growth rate of 1.1% for 2025, up from 0.5% in the previous year. However, despite these positive developments, the pace of economic growth remains insufficient to make significant inroads into the country's persistently high unemployment rates. As a result, per-capita GDP growth continues to be modest, reaching 1.1%, marking the strongest annual expansion since 2022, when the economy expanded by 2.1%. (Statistics South Africa, 2026)[1].

According to the official Quarterly Labour Force Survey for Quarter 4 of 2025 released by Statistics South Africa, the official unemployment rate declined by 0.5% to 31.4%, with employment reaching 17.1 million from 17.06 million (Statistics South Africa, 2026)[2]. Despite this, youth unemployment remains high at 43.8%, and the expanded unemployment rate (including discouraged job seekers) remains a significant challenge. The World Bank reported that South Africa's poverty rates remain high, with roughly 60% of the population living below the upper-middle-income poverty line. The Gini coefficient currently stands at 0.54. highlighting one of the highest levels of income inequality in the world (World Bank, 2026)[3].

According to Statistics South Africa (Stats SA), in 2021, 80% (14.2 million) of nearly 17.9 million households in South Africa reported adequate access to food. However, 15% (2.6 million) and 6% (1.1 million) of households reported inadequate and severely inadequate access to food, respectively. These figures underscore the significant disparities in food security within the country. Rural areas, in particular, face challenges such as limited access to resources and infrastructure, contributing to higher levels of household food insecurity. Factors such as unemployment, poverty, and the effects of climate change, which disproportionately impact rural regions, exacerbate these disparities. Additionally, the COVID-19 pandemic and the ensuing economic crisis have led to job losses and higher food prices, further worsening the situation (Statistics South Africa, 2023)[4].

Social grants in South Africa serve as a critical mechanism for poverty alleviation and the support of vulnerable populations (World Bank, 2021)[5]. They provide essential income to households with limited or no other earnings, enabling them to meet basic needs such as food, transportation, electricity, and educational expenses. The provision of regular income through social grants reduces extreme deprivation and improves food security, particularly amongst children, by facilitating better nutrition and dietary stability. Furthermore, grants enhance children's educational opportunities by covering school-related costs, which leads to improved attendance, retention, and long-term educational outcomes. Health outcomes are also positively influenced, as households can more readily access healthcare and maintain better living conditions. Finally, social grants contribute to social stability by mitigating the risks of household stress, functioning

1 Statistics South Africa, 2026. Gross Domestic Product (GDP), 4th Quarter 2025. Statistical Release P0441. Pretoria: Statistics South Africa. Available at: https://www.statssa.gov.za [Accessed 14 May 2026].
2 Statistics South Africa, 2026. Quarterly Labour Force Survey (QLFS) – Q4:2025. Statistical Release P0211. Pretoria: Statistics South Africa. Available at: http://www.statssa.gov.za [Accessed 14 May 2026].
3 World Bank, 2026. Macro Poverty Outlook: South Africa. Washington, D.C.: World Bank. Available at: worldbank.org [Accessed 14 May 2026].
4 Statistics South Africa, 2023. Assessing Food Inadequacy and Hunger in South Africa in 2021. Report No. 03-00-20. Pretoria: Statistics South Africa. Available at: https://www.statssa.gov.za/publications/03-00-20/03-00-202021.pdf [Accessed 19 May 2026].
5 World Bank, 2021. South Africa: Social Assistance Programs and Systems Review. Washington, DC: World Bank. Available at: worldbank.org [Accessed 19 May 2026].

as a vital safety net during periods of unemployment, illness, or economic disruption (Tshoose, Letseku & van Eck, 2025)[6]. SASSA's intervention in this regard is through the provision of children's grants (CSG, CDG, FCG, and CSG Top-up) to children under the age of 18. The children's grants are the highest of the total grants paid by SASSA (12 586 421).

During the period under review, adverse economic conditions led to more people needing social assistance; hence approximately 1.7 million of social grant applications were processed, 1.5 million of which were approved. The number of grants in payments, including grant-in-aid recorded at the end of March 2026 was 18 838 310, which is a decrease as compared to 19 255 361 at the end of March 2025. A decline in the number of active grants is attributed to several efficiencies (social grants reviews and beneficiary biometric verification) effected by SASSA including normal attrition. This represents an overall decrease in growth of 2.2%. The continued rollout of the COVID-19 Special Relief of Distress to individuals aged 18-59 who are unemployed and have no income played a central role in protecting individuals and households against the loss of income due to the serious implications of the COVID-19 pandemic. For the period 1 April 2025 to 31 March 2026, an average of 17.3 million COVID-19 SRD applications were processed, these include both existing and new applications. For the month of March 2026, approximately 7.8 million applications were approved.

Social grants remain a vital safety net, particularly in the poorest provinces. The percentage of individuals benefiting from a social grant has increased significantly from 14.1% in 2005 to 40.1% currently, driven upward by the introduction and ongoing expansion of the special COVID-19 Social Relief of Distress (SRD) grant. Over the same period, the percentage of households receiving at least one social grant rose from 33.9% in 2005 to 50.4%. Nationally, grants are the second most critical source of income after salaries; however, the reliance on salaries as a primary income driver has structurally declined to 54.5%, while grants serve as the main source of income for 23.8% of households nationwide. The geographic distribution indicates that social grant reception outpaces salaries in five provinces, led by the Eastern Cape (64.7%), Northern Cape (63.7%), and Free State (63.5%). Furthermore, grants persist as the primary economic lifeline for households concentrated in the Eastern Cape (38.9%), Northern Cape (34.4%), and Limpopo (33.8%) (World Bank, 2012[7]; Statistics South Africa, 2024[8]).

In 2025, National Treasury imposed conditions on SASSA's 2025/26 MTEF allocation. These conditions were intended to strengthen governance, enhance income and eligibility verification, reduce irregular payments, mitigate fraud, and improve the overall fiscal sustainability of the social assistance programme. The conditions required SASSA to implement more robust income verification processes, including mandatory bank income checks at the point of application and at least on a biannual basis. Data-sharing arrangements with the South African Revenue Service (SARS) and the National Student Financial Aid Scheme (NSFAS) were to be strengthened, with NSFAS allowances formally recognised as income for means test purposes. In addition, credit bureau checks were to be introduced as compulsory verification control.

These measures were to be complemented by regular cross-checks with key institutions – including the Department of Home Affairs, Correctional Services, Persal, Persol, UIF, GEPF, SARS, and NSFAS – to improve the accuracy of beneficiary data and ensure continued eligibility. The framework also required the intensification of biometric verification controls, including facial recognition and liveness detection technologies, particularly for high-risk or potentially fraudulent applications.

To respond to the conditions, SASSA completed around 420 000 social grants reviews with approximately 170 000 social grants lapsed. The Agency also rolled out beneficiary biometric verification system to curb fraudulent activities as well as inclusion errors. As a result, around 1 million new applications were biometrically enrolled by end of March 2026. SASSA was able to provide National Treasury with quarterly progress reports on the implementation of these conditions.

6 Tshoose, C.I., Letseku, R. and van Eck, S. (2025). Reflections on the concept of informal social security and communal lifestyle in South Africa. De Jure, 58(1), pp.130–154. doi: https://doi.org/10.17159/2225-7160/2025/v58a9.

7 World Bank (2012) South Africa – General Household Survey 2005. Available at: https://microdata.worldbank.org/index.php/catalog/922 (Accessed: 19 May 2026).

8 Statistics South Africa. (2025). General Household Survey 2024 (Statistical Release P0318). Pretoria: Statistics South Africa. Available at: https://www.statssa.gov.za/publications/P0318/P03182024.pdf [Accessed 19 May 2026].

Table 1: Number of social grants per grant type, 2021/22-2025/26

Grant type	2021/22	2022/23	2023/24	2024/25	2025/26
Old Age	3 774 604	3 886 708	4 041 763	4 163 720	4 219 176
War Veterans	25	15	9	7	5
Disability	1 004 798	1 035 437	1 056 270	1 049 646	1 057 919
Grant-in-Aid	283 771	328 507	401 761	526 826	607 274
Care Dependency	153 768	156 982	165 764	173 400	176 840
Foster Child	294 031	274 130	253 256	224 758	190 675
Child Support	13 166 342	13 147 937	13 218 701	13 117 004	12 586 421
Total	**18 677 339**	**18 829 716**	**19 137 524**	**19 255 361**	**18 838 310**
Annual Growth	**1.28%**	**0.82%**	**1.63%**	**0.62%**	**(2.17%)**

Table 2: Social grant expenditure per grant type (R'000), 2021/22-2025/26

Grant type	2021/22	2022/23	2023/24	2024/25	2025/26
OAG	84 102 284	90 655 247	98 515 264	106 795 568	115 704 182
WVG	704	518	289	203	153
DG	24 081 504	25 385 839	27 000 240	28 484 623	30 110 721
FCG	4 373 497	4 162 140	4 056 907	3 851 285	3 589 513
CDG	3 492 803	3 770 622	4 111 793	4 521 740	4 933 962
CSG	72 666 743	76 441 385	80 410 353	84 085 566	87 191 846
GIA	1 529 872	1 778 716	2 195 008	2 981 345	3 886 740
SRD	139 789	184 020	276 539	369 191	382 234
COVID-19	32 330 702	30 221 747	33 470 841	34 907 108	34 058 359
CSG Top-Up	-	135 907	495 365	772 618	996 465
Theft n Losses	-	-	-	-	219 445
Total	**222 717 897**	**232 736 141**	**250 550 482**	**266 769 248**	**281 073 621**

Table 3: Number of social grants per grant type and region as at 31 March 2026

Region	Care Dependency Grant	Child Support Grant	Disability Grant	Foster Care Grant	Grant-in-Aid	Old Age Grant	War Veteran's Grant	Grand Total
EC	26 731	1 836 668	179 796	39 721	89 978	643 972	1	2 816 867
FS	10 471	673 206	73 268	12 263	24 731	238 886	-	1 032 825
GP	26 075	1 933 056	132 205	26 513	46 539	807 741	2	2 972 131
KZN	43 227	2 888 630	226 589	29 208	203 476	826 712	1	4 217 843
LP	19 523	1 918 558	102 096	22 420	75 526	546 630	-	2 684 753
MP	13 542	1 156 150	80 718	9 643	44 226	306 703	-	1 610 982
NC	6 481	325 395	54 237	6 610	45 345	103 091	-	541 159
NW	11 985	880 424	62 438	14 823	38 624	313 381	1	1 321 676
WC	18 805	974 334	146 572	29 474	38 829	432 060	-	1 640 074
Total	**176 840**	**12 586 421**	**1 057 919**	**190 675**	**607 274**	**4 219 176**	**5**	**18 838 310**

At the end of March 2026, there were 13 447 708 beneficiaries receiving 18 838 310 social grants: 10 964 461 were females, and 2 483 247 were males. The highest number of beneficiaries are in KZN at 4.2 million, followed by GP at 3.0 million and EC and LP at 2.8 million and 2.7 million respectively. The highest number of grant recipients are the CSG at 12 586 421, followed by the OAG with 4 219 176 grants. Approximately 1.5 million beneficiaries are between the ages of 30-34, followed by 1.5 million between the ages of 35-39, including 60-64 years.

2.2 Organisational Environment

The SASSA Strategic Plan 2025-2030 entered its first year of implementation in the 2025/26 financial year. Three outcomes are outlined in the strategic plan: Reduced levels of poverty; Improved customer experience; and Improved organisational efficiencies. Progress in implementing these outcomes is discussed in Section 2.4 below.

Mr Themba Matlou was appointed as the Chief Executive Officer (CEO) of SASSA on 1 June 2025. At the start of the financial year, Regional Executive Managers (REMs) were appointed for four regions: Limpopo, Free State, Northern Cape and Mpumalanga. Three regions remain without permanent REMs (North West, Gauteng and Western Cape), however, acting arrangements were put in place for accountability, stability and good governance.

SASSA is configured into two Programmes:

Programme 1: Administration

The Administration programme provides leadership, management, and support services. These include the following sub-programmes: Executive Management; Fraud and Compliance Management; Internal Audit and Risk Management; Communications and Marketing; Corporate Services; Financial Management; Information and Communication Technology; and Strategy and Business Development.

Programme 2: Benefits Administration & Support

The Benefits Administration & 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 and beneficiary maintenance.

2.3 Key Policy Developments and Legislative Changes

There were no key policy developments and legislative changes in the 2025/26 Financial Year.

2.4 Progress Towards Achievement of Institutional Impacts and Outcomes

The strategic outcomes of SASSA, as set out in the 2025–2030 Strategic Plan, remain unchanged and continue to guide the Agency's mandate and service delivery priorities, namely:

2.4.1 Reduced Levels of Poverty

The outcome aims to provide income support to individuals who are unable to support themselves and/or their dependants, with a particular focus on older persons, persons with disabilities, and children. This is achieved through the provision of a basket of social assistance services, Social Relief of Distress (SRD) support to individuals and households, including the COVID-19 SRD programme, and the removal of barriers that limit access for eligible beneficiaries, particularly children under the age of two.

During the reporting period, SASSA administered a total of 18 838 310 social grants, amounting to R246 billion, excluding expenditure related to the COVID-19 SRD programme. Compared to the 19 255 361 grants administered at the end of March 2025, this reflects a decrease of 2.2%. The decline is attributed to measures implemented by SASSA to improve operational efficiency, eliminate inclusion errors, and strengthen efforts to combat fraud and corruption.

Within the same period, SASSA continued to process regular Social Relief of Distress (SRD) applications. A total of 89 123 cases were approved, with an overall cost of R419 million. Of this, R382 million was successfully disbursed to recipients. SRD awards were provided to individuals and households affected by adverse situations, and these awards took various forms, including cash, vouchers, school uniforms, and disaster relief assistance. SASSA continued to manage applications for this relief to ensure that eligible individuals residing in South Africa received support.

In the 2025/26 financial year, a total of 7.8 million applications for the COVID-19 SRD programme were approved, resulting in aggregate expenditure of R34 billion. This reflects the significant fiscal commitment undertaken to mitigate the socio-economic impact of the pandemic on vulnerable individuals and households.

A total of 12 863 831 payment transfers were successfully made into the correct beneficiaries' bank accounts, covering 12 870 213 different accounts. This remarkable achievement highlights the efficiency and accuracy of the payment processing system in operation. Managing such a vast volume of transactions required robust technological infrastructure and stringent verification mechanisms to ensure that each transfer reached its intended recipient without error.

To address the exclusion gap for children under the age of two, SASSA collaborated with other government departments, such as Home Affairs and Health, to ensure that eligible children were enrolled for social grants shortly after birth. By the end of March 2026, a total of 1 539 080 children under two years old received grants during the review period, which includes both active and lapsed grants.

SASSA embarked on the social grants reviews process to ensure eligible beneficiaries benefit from the social assistance programme. For this purpose, around 420 000 social grants reviews were completed with 169 049 grants lapsed after being identified as no longer meeting the qualifying criteria or requiring additional verification. The review process generated estimated monthly savings of R44 million and reinforced SASSA's efforts to enhance governance, strengthen the integrity of the social assistance system, and ensure that social grants are allocated to qualifying beneficiaries.

2.4.2 Improved Customer Experience

The implementation of this outcome is aimed at improving the quality and accessibility of services provided to beneficiaries, whilst ensuring that customers are served efficiently and with minimal inconvenience. This includes progressively reducing the turnaround time for processing social grant applications, decreasing the amount of time beneficiaries spend at SASSA offices, and expanding access to services through community outreach and awareness programmes.

During the period under review, the Agency processed 1 412 646 out of 1 656 629 social grant applications within seven days, representing an achievement rate of 85%. This performance demonstrates SASSA's continued commitment to providing timely support to vulnerable individuals, whilst also reflecting improvements in operational efficiency and service delivery processes. Significantly, 54% of all applications were finalised within one day, highlighting the Agency's ability to respond swiftly to the needs of applicants.

To further improve service delivery, SASSA has introduced a comprehensive Queue Management System (QMS) across 264 offices. This initiative is designed to systematically monitor and enhance efficiency by tracking and reducing the time citizens spend waiting in local SASSA offices. By leveraging the QMS, SASSA aims to provide a more streamlined and responsive experience for all individuals seeking assistance.

Additionally, a total of 48 outreach programmes were implemented to engage with communities, disseminate vital information, and ensure that beneficiaries are well-informed about the social grant review process. These outreach efforts played a crucial role in enhancing transparency, fostering trust, and facilitating communication between SASSA and the public, thereby supporting the overall effectiveness of the grant review initiative.

2.4.3 Improved Organisational Efficiencies

The strategic outcome is to strengthen institutional capability by addressing critical skills shortages, streamlining operations, and accelerating the automation of business processes.

During the 2025/26 financial year, SASSA demonstrated significant progress in strengthening organisational efficiencies, improving governance, modernising systems, and enhancing service delivery. The year marked a major advancement in the modernisation and efficiency of grant administration, particularly through the successful transition from paper-based processes to a fully electronic grant application system implemented in February 2026. This transformation enhanced data integrity, improved records management, and strengthened verification controls across the grant administration value chain. Furthermore, the introduction of facial recognition technology and the eLife Certification solution significantly enhanced service delivery by enabling remote life verification for beneficiaries. These technological innovations reduced congestion at service points, improved turnaround times, enhanced customer.

Concurrently, SASSA intensified efforts to stabilise its ICT infrastructure, resulting in the completion of approximately 80% of critical system upgrades. These enhancements strengthened system reliability and capacity, enabling the Agency to effectively manage increased transaction volumes associated with expanded verification processes. Improved, data-driven verification measures supported extensive beneficiary reviews, including those informed by data matching with SARS and NSFAS. This process resulted in the lapsing of numerous grants where beneficiaries did not respond to review requests or no longer met eligibility requirements, thereby generating significant monthly and annual savings for the state. In addition, continued means test compliance monitoring

and grant adjustments further contributed to improved expenditure management and strengthened the integrity of the social assistance system.

Between April 2025 and March 2026, SASSA scanned a total of 2 552 351 beneficiary files, significantly advancing the digitisation of records management and ensuring secure electronic archiving, improved data integrity, and efficient retrieval of beneficiary information. In addition, the Beneficiary Biometric System was successfully rolled out across 432 local offices, strengthening beneficiary verification, enhancing security controls, reducing the risk of fraud, and streamlining data management processes to improve overall operational efficiency.

SASSA further strengthened organisational capacity, accountability, and human resource management during the reporting period through targeted interventions aimed at improving institutional capability and service delivery. The Agency successfully filled 93% of funded posts (7 009 out of 7 533), exceeding the planned target of 90%, thereby enhancing operational capacity across national, regional, district, and local office levels. The strengthening of human resource capacity contributed positively to operational performance, improved responsiveness to beneficiary needs, and enhanced the Agency's ability to implement strategic priorities. In addition, SASSA continued to strengthen accountability and workplace discipline through improved labour relations management, finalising 92% of labour relations cases against a target of 60%.

SASSA maintained strong cost-efficiency in the administration of social assistance during the reporting period, with the average administration cost per beneficiary recorded at R25. The Agency incurred administrative expenditure amounting to R7.7 billion, while total social assistance expenditure reached approximately R281 billion. By March 2026, SASSA had successfully disbursed a total of 25.7 million grants, reflecting the Agency's continued ability to deliver large-scale social assistance services efficiently whilst maintaining prudent financial management and keeping administrative costs at sustainable levels.



3. INSTITUTIONAL PROGRAMME: PERFORMANCE INFORMATION

3.1 Programme 1: Administration

3.1.1 Purpose

To provide leadership, management, and support services to SASSA.

3.1.2 Description

This programme aims to ensure effective leadership and administrative support services within SASSA. The programme consists of the following sub-programmes:

- **Executive Management:** This sub-programme comprises the Office of the CEO and related support services, including Fraud and Compliance Management, Communication, and Marketing and Legal Services.
- **Internal Audit and Risk Management:** This sub-programme is responsible for providing internal audit assurance and risk management services.
- **Corporate Services:** The main responsibility of this sub-programme is to provide corporate support services to the organisation. It comprises Human Capital Management, Facilities Management, Security Services and Auxiliary Support Services. The sub-programme is also responsible for ensuring the provision and maintenance of suitable office space, lease administration and cleaning services.
- **Financial Management:** The sub-programme prepares financial plans and monitors national and regional budgets and expenditure. It is also responsible for managing the Agency's accounting and procurement system.
- **Information and Communication Technology (ICT):** This sub-programme ensures the development of ICT systems to support key business processes and effective utilisation of related solutions.
- **Strategy and Business Development:** This sub-programme is responsible for effective planning, improving operational efficiency and overseeing the implementation of policies through monitoring and evaluation as well as the development of new products.

3.1.3 Outcomes Relevant to Programme 1

- Improved customer experience; and
- Improved organisational efficiencies.

3.1.4 Key Achievements

The Administration Programme had 19 targets planned for this financial year, of which 16 (84%) were achieved.

During the period under review, AGSA undertook an audit for the 2024/25 financial year of both Annual Financial Statements (AFS) and Predetermined Objectives, wherein an unqualified audit was obtained. There was, however, a finding in Compliance (Expenditure Management).

Towards enhancing the efficiency and effectiveness of fraud prevention, detection, investigation, and resolution within SASSA, a total of 487 cases of fraud and corruption were reported during the reporting period. SASSA investigated and finalised 99% (487 of 488) of these cases against a target of 95%.

The implementation of consequence management resulted in SASSA finalising 92% of the received labour relations (current) cases (490 of 533), reflecting an overachievement of the planned target of 60%, Effective consequence management serves as a deterrent to prevent further wrongdoing.

The front-end web-based system (online grants application system) was successfully configured to enable the intake of all social grant applications. The front-end web-based (Employee Portal) system was implemented in 432 local offices.

The Beneficiary Biometric System was successfully implemented across 432 offices, enhancing security and streamlining beneficiary data management processes.

The roadmap for the replacement of SOCPEN legacy system was approved. This project aims to modernise the current SOCPEN platform, addressing outdated technology and improving overall functionality.

In ensuring economic development, 5% of procurement was 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), against a planned target of 5%. R107 million procurement was spent against R2.4 billion of goods and services budget.

A total of 7 009 out of 7 533 funded positions were successfully filled, representing a fill rate of 93%. This high occupancy demonstrates effective recruitment and retention efforts, ensuring that the majority of available posts were occupied and operational needs were largely met.

Collectively, these achievements position SASSA to deliver on its strategic priorities of providing efficient, transparent, and inclusive social assistance services, fostering good governance, and contributing to broader socio-economic development.

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

Programme 1: Administration – Report against the Tabled Annual Performance Plan

Programme 1: Administration									
No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement for 2025/26**	**Reasons for Deviations**
1.	Improved organisational efficiency.	Effective financial management.	Unqualified audit outcome received.	**Achieved** SASSA received an unqualified Audit opinion for the 2022/23 Financial Year.	**Achieved** SASSA received an Unqualified Audit Opinion for the 2023/24 Financial Year.	Unqualified audit outcome received.	SASSA received an Unqualified Audit Opinion for the 2024/25 Financial Year with a finding on Compliance (Expenditure Management).	None	None
2.	Improved organisational efficiency.	Cost of administering social grants.	Average cost of administering social assistance.	**Achieved** Average cost of administering social assistance was **R22** per beneficiary. The total SASSA's administrative expenditure was R7.3 billion and there were 28 million *(19.1 million normal grants in payment plus 7.9 million COVID-19 SRD grants paid in March 2024)* grants paid at the end of March 2024.	**Achieved** The average cost of administering social assistance was **R22** per beneficiary. The total SASSA's administrative expenditure was R7 billion, and the social assistance expenditure was R267 billion with 26.3 million grants paid at the end of March 2025. **Grant Numbers** Social grants in-payment – March 2025: 19.2 million COVID-19 SRD Grant paid in March 2025: 7.1 million **Total: 26.3 million**	Average cost of administering social assistance projected at below R37.	**Achieved** Average cost of administering social assistance was **R25** per beneficiary. The total SASSA administrative expenditure was R7.7 billion and the social assistance expenditure was R281 billion with 25.7 million grants paid at the end of March 2026.	R12	Beneficiaries access their entitlements through the National Payment System, utilising NPS payment channels which offer cost-effective solutions.

Programme 1: Administration									
No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement for 2025/26**	**Reasons for Deviations**
3.	Improved organisational efficiency.	Cost of administering social grants.	Administration cost as a percentage of social assistance transfers budget.	**Achieved** Administration cost of social assistance transfers budget was **3%** of the total social grants budget. SASSA's administrative expenditure was R7.3 billion against R251 billion social assistance actual expenditure.	**Achieved.** Administration cost of social assistance transfers budget was **2.6%** of the total social assistance expenditure. SASSA's administrative expenditure was R7 billion against R267 billion social assistance actual expenditure.	Administration cost as a percentage of social assistance transfers budget projected at below 5%.	**Achieved** Administration cost as a percentage of social assistance transfers budget was **3%** of the total social assistance expenditure. SASSA's administrative expenditure was R7.7 billion against R281 billion social assistance actual expenditure.	2%	Beneficiaries access their entitlements through the National Payment System, utilising NPS payment channels which offer cost-effective solutions.



<table>
<tr><th colspan="9">Programme 1: Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2023/2024</th><th>Audited Actual Performance 2024/2025</th><th>Planned Annual Target 2025/2026</th><th>Actual Achievement 2025/2026</th><th>Deviation from Planned Target to Actual Achievement for 2025/26</th><th>Reasons for Deviations</th></tr>
<tr>
<td>4.</td>
<td>Improved organisational efficiency.</td>
<td>Effective financial management.</td>
<td>Percentage of social assistance debts recovered and/or written off.</td>
<td>Achieved
6% (R32 million of R543 million of social assistance debts was collected and/or written off.
Recoveries: R14 million
Write-offs: R18 million
A collective achievement from the nine regions is detailed below.
Contribution by Regions:
<table>
<tr><th>Region</th><th>Debt book (R)</th><th>Amount Collected/ written off (R)</th><th>Percentage (%)</th></tr>
<tr><td>EC</td><td>75 798 860.11</td><td>5 371 152.98</td><td>7%</td></tr>
<tr><td>FS</td><td>18 762 763.72</td><td>2 111 579.24</td><td>11%</td></tr>
<tr><td>GP</td><td>42 894 128.96</td><td>1 387 065.50</td><td>3%</td></tr>
<tr><td>KZN</td><td>284 268 278.5</td><td>3 100 312.87</td><td>1%</td></tr>
<tr><td>LP</td><td>55 153 677.47</td><td>6 454 323.59</td><td>12%</td></tr>
<tr><td>MP</td><td>20 901 100.33</td><td>7 937 883.97</td><td>38%</td></tr>
<tr><td>NC</td><td>14 621 865.45</td><td>1 019 716.02</td><td>7%</td></tr>
<tr><td>NW</td><td>19 677 324.59</td><td>2 160 043.62</td><td>11%</td></tr>
<tr><td>WC</td><td>11 366 025.61</td><td>2 521 670.30</td><td>22%</td></tr>
<tr><td>Total</td><td>543 444 025.43</td><td>32 063 748.09</td><td>6%</td></tr>
</table>
</td>
<td>Not Achieved.
3.36% (R22 million of R646 million) was collected.
A collective achievement from the nine regions is detailed below.
Contribution by Regions:
<table>
<tr><th>Region</th><th>Debt book (R)</th><th>Amount Collected/ written off (R)</th><th>Percentage (%)</th></tr>
<tr><td>EC</td><td>71 824 667.58</td><td>2 216 705.31</td><td>3.09%</td></tr>
<tr><td>FS</td><td>32 438 214.14</td><td>1 502 015.17</td><td>4.63%</td></tr>
<tr><td>GP</td><td>80 331 306.99</td><td>4 169 811.28</td><td>5.19%</td></tr>
<tr><td>KZN</td><td>289 599 031.77</td><td>1 680 518.90</td><td>0.58%</td></tr>
<tr><td>LP</td><td>91 582 011.84</td><td>6 269 694.71</td><td>6.85%</td></tr>
<tr><td>MP</td><td>27 747 103.85</td><td>2 196 328.59</td><td>7.92%</td></tr>
<tr><td>NC</td><td>17 620 942.24</td><td>1 277 027.24</td><td>7.25%</td></tr>
<tr><td>NW</td><td>21 176 360.84</td><td>1 613 372.96</td><td>7.62%</td></tr>
<tr><td>WC</td><td>13 273 022.87</td><td>745 742.44</td><td>5.62%</td></tr>
<tr><td>Total</td><td>645 592 662.12</td><td>21 671 216.60</td><td>3.36%</td></tr>
</table>
</td>
<td>4% of social assistance debts recovered and/or written off.</td>
<td>Achieved
33.10% (R239 million of R721 million) of social assistance debts were recovered and/or written off.
Recoveries: R19.3 million
Write-offs: R219.4 million
Contribution by Regions:
<table>
<tr><th>Region</th><th>Debt book (R)</th><th>Amount Collected/ written off (R)</th><th>Percentage (%)</th></tr>
<tr><td>EC</td><td>74 712 270.03</td><td>30 008 474.70</td><td>40.17%</td></tr>
<tr><td>FS</td><td>43 295 467.56</td><td>19 972 895.84</td><td>46.13%</td></tr>
<tr><td>GP</td><td>95 906 833 79</td><td>9 997 041.44</td><td>10.42%</td></tr>
<tr><td>KZN</td><td>297 871 742.05</td><td>130 149 695.06</td><td>43.69%</td></tr>
<tr><td>LP</td><td>107 901 463.47</td><td>14 949 218.99</td><td>13.85%</td></tr>
<tr><td>MP</td><td>34 191 833.44</td><td>10 136 051.96</td><td>29.64%</td></tr>
<tr><td>NC</td><td>19 619 912.36</td><td>2 671 415.23</td><td>13.62%</td></tr>
<tr><td>NW</td><td>24 859 495.05</td><td>5 574 721.36</td><td>22.42%</td></tr>
<tr><td>WC</td><td>23 068 979.82</td><td>15 325 751.69</td><td>66.43%</td></tr>
<tr><td>Total</td><td>721 428 177.57</td><td>238 785 266.26</td><td>33.10%</td></tr>
</table>
</td>
<td>29.1%</td>
<td>This notable accomplishment is due to the R219.4 million in social assistance debt that was written off, following submission to the National Department of Social Development and National Treasury, and subsequent approval.</td>
</tr>
</table>

Programme 1: Administration									
No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement for 2025/26**	**Reasons for Deviations**
5.	Improved organisational efficiency.	Economic opportunities for SMMEs and Cooperatives.	Percentage 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).	**Achieved** 6% procurement was spent through qualifying women, youth and People with disabilities (in line with PPPFA. R106 million procurement spend against R1 711 billion of goods and services budget.	**Achieved** 6.85% procurement was 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). R107 million procurement spend against R1.6 billion of goods and services budget.	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).	**Achieved** 5% was 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). R107 million procurement spend against R2.4 billion of goods and services budget.	None	None
6.1	Improved organisational efficiency.	Implementation of the SASSA Modernisation Plan.	Roadmap for full automation of social grants processes developed.	**Achieved** Front end web-based system was piloted in 9 offices (1 per region), and the solution is currently operational in support and maintenance phase, in all the regions.	**Achieved** The front-end web-based system was implemented in **403** local offices.	Integration of new technology with legacy system: Front-end web-based system rolled out to 432 local offices.	**Achieved** The Front-end web-based (Employee Portal) System was implemented in 432 local offices.	None	None

Programme 1: Administration									
No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement for 2025/26**	**Reasons for Deviations**
6.2	Improved organisational efficiency.	Implementation of the SASSA Modernisation Plan.	Implementation of biometric systems for fraud prevention.	**Achieved** Process maps were signed off, and Biometric Enrolment and Verification System for Beneficiaries was successfully implemented, which included conducting time and motion studies in 4 pilot offices in 4 regions, namely: • North-West (Ramotshere Moiloa Local Office), • Mpumalanga (Mbombela Local Office), • KwaZulu-Natal (Howick Local Office) and • Free State (Bloemfontein Local Office). A full rollout implementation plan has been developed.	**Not Achieved** Norms & standards, and job evaluations were conducted in the four (4) beneficiary biometric piloted local offices (2023/24 pilot) for salary levels 5 and 7. Therefore, the results will apply across all nine regions. This process was undertaken to determine whether biometric enrolment is an added function.	Beneficiary Biometrics rolled out to 432 offices.	**Achieved** Beneficiary Biometric system was rolled out to 432 offices.	None	None
6.3	Improved organisational efficiency.	Implementation of the SASSA Modernisation Plan.	Percentage availability of the Online Grants Application System *(Online grants application system enhanced and stabilised)*	*	*	80% availability of the Online Grants Application System.	**Achieved** 95% of the availability of online grants application system was recorded.	15%	A new server infrastructure was installed, and the application was migrated from old server infrastructure to the new which improved availability.

Programme 1: Administration									
No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement for 2025/26**	**Reasons for Deviations**
6.4	Improved organisational efficiency.	ICT architecture reviewed and optimised.	SASSA ICT Enterprise Architecture reviewed and optimised.	*	**Not Achieved** The terms of reference/ specifications were developed and approved by the BAC. The bid was advertised and evaluated, however none of the bids met the requirements.	AS-IS Enterprise Architecture review completed.	**Not Achieved** The review of AS-IS Enterprise Architecture is still in progress.	The review of AS-IS Enterprise Architecture was not completed.	The appointment of a service provider to undertake the review was challenged by non-responsive bids.
6.5	Improved organisational efficiency.	Implementation of the SASSA Modernisation Plan.	Roadmap for full automation of social grants processes developed: replacement of SOCPEN legacy system approved.	**Not Achieved** Research and User requirement analysis was completed, and the Terms of Reference (ToR) were finalised for the appointment of a service provider.	**Not Achieved** A contract was awarded for professional services.	Roadmap for the replacement of SOCPEN legacy system approved.	**Achieved** The roadmap for the replacement of SOCPEN legacy system was approved.	None	None
6.6	Improved organisational efficiency.	Implementation of the SASSA Modernisation Plan.	Customer Contact Centre Modernisation and Integration.	*	*	Contact Centre business requirements approved.	**Achieved** Contact centre business requirements were approved.	None	None

Programme 1: Administration									
No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement for 2025/26**	**Reasons for Deviations**
6.7	Improved organisational efficiency.	Implementation of the SASSA Modernisation Plan.	Cyber Range Security Operations Centre (SOC) implemented.	*	*	Cyber Range Security Operations Centre implemented: Phase 1.	**Achieved** Phase 1 Cyber Range Security Operations Centre (SOC) was implemented: • SOC expansion from 250 GB/day to 1,150 GB/day; • Implementation of User Behaviour Analytics; • Operationalisation of Threat Intelligence and Take Down Services; and • Procurement of the Cybersecurity Awareness and Training solution.	None	None
7.1	Improved organisational efficiency.	Capacitation of SASSA for optimum performance.	Human Capital Management Policy developed and approved.	**Not Achieved** A service provider for the development of the HCM strategy was appointed.	**Not Achieved** *Draft* Human Resource Management Policy was developed.	HCM Policy approved.	**Not Achieved** Consultations were undertaken with key stakeholders, including SASSA Executive Committee (EXCO), the Department of Social Development (DSD), the Department of Public Service and Administration (DPSA), and the National Treasury.	HCM policy was not approved.	The finalisation of SASSA HCM Policy required the final determination and concurrence of the Ministers of DPSA, Finance and Social Development in terms of section 7(2)(a) of the SASSA Act,2004.

Programme 1: Administration									
No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement for 2025/26**	**Reasons for Deviations**
									The Agency presented the final draft policy to the executives of the three (3) latter mentioned departments on the 15th of December 2025. The determination process by DPSA could not be finalised before 31 March 2026; hence the SASSA HCM Policy could not be approved by 31st March 2026.
7.2	Improved organisational efficiency.	Capacitation of SASSA for optimum performance.	Human Resource Plan developed and implemented.	*	**Not Achieved** The draft review of both functional and post establishment was completed, and the matter was due for engagement with the Department of Public Service and Administration and National Treasury for concurrence.	Human Resource Plan developed.	**Not Achieved** • Job analysis was completed for all posts approved by the Critical Post Committee for filling. • Capacity models were developed for grant administration value chain.	Human Resource Plan was not developed.	The target was dependent on the approval of the reviewed Organisational Structure that remained incomplete at the end of the financial year.

<table>
<tr><th colspan="9">Programme 1: Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2023/2024</th><th>Audited Actual Performance 2024/2025</th><th>Planned Annual Target 2025/2026</th><th>Actual Achievement 2025/2026</th><th>Deviation from Planned Target to Actual Achievement for 2025/26</th><th>Reasons for Deviations</th></tr>
<tr>
<td>7.3</td>
<td>Improved organisational efficiency.</td>
<td>Capacitation of SASSA for optimum performance.</td>
<td>Percentage of funded posts filled.</td>
<td>Achieved
96% (7 319 of 7 610) of funded posts were filled.
Contribution by Head Office and Regions
<table>
<tr><th>Region</th><th>Funded posts</th><th>Posts filled</th><th>Percentage (%)</th></tr>
<tr><td>HO</td><td>371</td><td>360</td><td>97%</td></tr>
<tr><td>EC</td><td>1 249</td><td>1 207</td><td>97%</td></tr>
<tr><td>FS</td><td>526</td><td>497</td><td>94%</td></tr>
<tr><td>GP</td><td>841</td><td>809</td><td>96%</td></tr>
<tr><td>KZN</td><td>1 437</td><td>1 398</td><td>97%</td></tr>
<tr><td>LP</td><td>808</td><td>770</td><td>95%</td></tr>
<tr><td>MP</td><td>546</td><td>530</td><td>97%</td></tr>
<tr><td>NC</td><td>495</td><td>473</td><td>96%</td></tr>
<tr><td>NW</td><td>638</td><td>616</td><td>97%</td></tr>
<tr><td>WC</td><td>699</td><td>659</td><td>94%</td></tr>
<tr><td>Total</td><td>7 610</td><td>7 319</td><td>96%</td></tr>
</table>
</td>
<td>Achieved.
95% (7 116 of 7 494) of funded posts were filled.
Posts filled per location:
<table>
<tr><th>Location</th><th>Funded Posts</th><th>Posts Filled</th><th>Percentage (%)</th></tr>
<tr><td>HO</td><td>390</td><td>347</td><td>89%</td></tr>
<tr><td>EC</td><td>1 230</td><td>1 171</td><td>95%</td></tr>
<tr><td>FS</td><td>506</td><td>490</td><td>97%</td></tr>
<tr><td>GP</td><td>824</td><td>784</td><td>95%</td></tr>
<tr><td>KZN</td><td>1 431</td><td>1 371</td><td>96%</td></tr>
<tr><td>LP</td><td>785</td><td>739</td><td>94%</td></tr>
<tr><td>MP</td><td>545</td><td>512</td><td>94%</td></tr>
<tr><td>NW</td><td>628</td><td>600</td><td>96%</td></tr>
<tr><td>NC</td><td>484</td><td>463</td><td>96%</td></tr>
<tr><td>WC</td><td>671</td><td>639</td><td>95%</td></tr>
<tr><td>Total</td><td>7 494</td><td>7 116</td><td>95%</td></tr>
</table>
</td>
<td>90% of funded posts filled.</td>
<td>Achieved
93% (7 009 of 7 533) of funded posts were filled.
Posts filled per location
<table>
<tr><th>Location</th><th>Funded posts</th><th>Posts filled</th><th>Percentage %</th></tr>
<tr><td>HO</td><td>387</td><td>353</td><td>91%</td></tr>
<tr><td>EC</td><td>1 230</td><td>1 143</td><td>93%</td></tr>
<tr><td>FS</td><td>518</td><td>480</td><td>93%</td></tr>
<tr><td>GP</td><td>837</td><td>774</td><td>92%</td></tr>
<tr><td>KZN</td><td>1 434</td><td>1 351</td><td>94%</td></tr>
<tr><td>LP</td><td>782</td><td>728</td><td>93%</td></tr>
<tr><td>MP</td><td>559</td><td>518</td><td>93%</td></tr>
<tr><td>NW</td><td>632</td><td>581</td><td>92%</td></tr>
<tr><td>NC</td><td>497</td><td>454</td><td>91%</td></tr>
<tr><td>WC</td><td>567</td><td>627</td><td>95%</td></tr>
<tr><td>Total</td><td>7 533</td><td>7 009</td><td>93%</td></tr>
</table>
</td>
<td>3%</td>
<td>SASSA has an effective Critical Post Committee (CPC) that monitors the implementation of the recruitment plan.</td>
</tr>
<tr>
<td>8.</td>
<td>Improved organisational efficiency.</td>
<td>Consequence management measures implemented.</td>
<td>Percentage of labour relations cases finalised. – (Misconduct and grievance cases).</td>
<td>Achieved
89% (224 of 252) of received labour relations cases were finalised.</td>
<td>Achieved
91% (336 of 370) of labour relations (current) cases were finalised.</td>
<td>60% labour relations cases finalised – current cases.</td>
<td>Achieved
92% (490 of 533) of labour relations (current) cases were finalised.</td>
<td>32%</td>
<td>Centralised allocation of resources and trained personnel to preside and initiate disciplinary hearings.</td>
</tr>
</table>

Programme 1: Administration

No.	Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/26	Reasons for Deviations
				Contribution by Head Office and Regions:	**Contribution by Head Office and Regions:**		**Contribution by Head Office and Regions**		

Office	Cases Received	Cases Finalised	Percentage %
EC	91	90	99%
FS	26	17	65%
GP	14	13	93%
HO	11	11	100%
KZN	9	9	100%
LP	13	11	85%
MP	11	8	73%
NW	17	11	65%
NC	33	30	91%
WC	27	22	82%
Total	**252**	**224**	**89%**

Sanctions issued:

- Written warning – 108
- Final written warning – 24
- Suspension without pay – 6
- Dismissal – 9
- Corrective counselling – 9
- Verbal warning – 2
- Withdrawn – 8
- Not Guilty – 1

NB: Outcomes of grievances are not included in the list of sanctions cited above; they are dealt with at different levels.

Location	Cases Received	Cases Finalised	Percentage %
EC	88	77	88%
FS	21	20	95%
GP	11	11	100%
HO	11	11	100%
KZN	14	7	50%
LP	95	90	95%
MP	27	24	89%
NW	7	7	100%
NC	56	53	95%
WC	40	36	90%
Total	**370**	**336**	**91%**

Sanctions issued:

- Written warning – 158
- Final written warning – 24
- Suspension without pay – 7
- Dismissal – 16
- Corrective counselling – 8
- Verbal warning – 2
- Withdrawn – 6
- Resigned – 2
- Not guilty – 6

NB: Outcomes of grievances are not included in the list of sanctions cited above; they are dealt with at different levels.

Office	Cases Received	Cases Finalised	Percentage %
EC	34	34	100%
FS	39	35	90%
GP	18	14	60%
HO	18	17	67%
KZN	70	62	89%
LP	89	86	97%
MP	146	123	84%
NW	20	20	100%
NC	85	85	100%
WC	15	14	67%
Total	**533**	**490**	**92%**

Sanctions issued:

- Written warning – 334
- Final written warning – 34
- Suspension without pay – 4
- Dismissal – 7
- Corrective counselling – 17
- Verbal warning – 14
- Withdrawn – 5
- Resigned – 2

NB: Outcomes of grievances are not included in the list of sanctions cited above; they are dealt with at different levels.

<table>
<tr><th colspan="9">Programme 1: Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2023/2024</th><th>Audited Actual Performance 2024/2025</th><th>Planned Annual Target 2025/2026</th><th>Actual Achievement 2025/2026</th><th>Deviation from Planned Target to Actual Achievement for 2025/26</th><th>Reasons for Deviations</th></tr>
<tr>
<td>9.</td>
<td>Improved organisational efficiency.</td>
<td>Consequence management measures implemented.</td>
<td>Percentage of reported fraud and corruption cases investigated and finalised.</td>
<td>Achieved
98% (465 of 474) reported fraud, and corruption cases were investigated and finalised.
The cases involved were dominated by fraudulent CSG, COVID-19 SRD, DG, and OAG. This is a collective achievement from the nine regions as detailed below.
Contribution by Head Office and Regions:
<table>
<tr><th>Region</th><th>Received</th><th>Investigated</th><th>Percentage %</th></tr>
<tr><td>HO</td><td>12</td><td>9</td><td>75%</td></tr>
<tr><td>WC</td><td>66</td><td>65</td><td>99%</td></tr>
<tr><td>EC</td><td>32</td><td>31</td><td>97%</td></tr>
<tr><td>NC</td><td>19</td><td>19</td><td>100%</td></tr>
<tr><td>FS</td><td>38</td><td>38</td><td>100%</td></tr>
<tr><td>KZN</td><td>143</td><td>141</td><td>99%</td></tr>
<tr><td>NW</td><td>30</td><td>30</td><td>100%</td></tr>
<tr><td>GP</td><td>84</td><td>83</td><td>99%</td></tr>
<tr><td>MP</td><td>36</td><td>35</td><td>97%</td></tr>
<tr><td>LP</td><td>14</td><td>14</td><td>100%</td></tr>
<tr><td>Total</td><td>474</td><td>465</td><td>98%</td></tr>
</table>
</td>
<td>Achieved.
99% (478 of 483) reported fraud and corruption cases were investigated and finalised.
The cases involved were dominated by fraudulent CSG, OAG, DG, COVID-19 SRD grant, and financial misconduct. This is a collective achievement from the nine regions as detailed below.
Contribution by Head Office and Regions
<table>
<tr><th>Region</th><th>Received</th><th>Investigated</th><th>Percentage %</th></tr>
<tr><td>EC</td><td>39</td><td>39</td><td>100%</td></tr>
<tr><td>FS</td><td>29</td><td>29</td><td>100%</td></tr>
<tr><td>GP</td><td>115</td><td>113</td><td>98%</td></tr>
<tr><td>HO</td><td>45</td><td>44</td><td>98%</td></tr>
<tr><td>KZN</td><td>70</td><td>69</td><td>99%</td></tr>
<tr><td>LP</td><td>25</td><td>25</td><td>100%</td></tr>
<tr><td>MP</td><td>33</td><td>33</td><td>100%</td></tr>
<tr><td>NC</td><td>16</td><td>15</td><td>94%</td></tr>
<tr><td>NW</td><td>49</td><td>49</td><td>100%</td></tr>
<tr><td>WC</td><td>62</td><td>62</td><td>100%</td></tr>
<tr><td>Total</td><td>483</td><td>478</td><td>99%</td></tr>
</table>
</td>
<td>95% of reported fraud and corruption cases investigated and finalised.</td>
<td>Achieved
99.8% (487 of 488) of reported fraud and corruption cases were investigated and finalised.
The cases involved were dominated by fraudulent CSG, OAG, DG, COVID-19 SRD and financial misconduct. This is a collective achievement from the nine regions and head office as detailed below
Contribution by Head Office and Regions
<table>
<tr><th>Region</th><th>Received</th><th>Investigated</th><th>Percentage %</th></tr>
<tr><td>EC</td><td>40</td><td>40</td><td>100%</td></tr>
<tr><td>FS</td><td>26</td><td>26</td><td>100%</td></tr>
<tr><td>GP</td><td>101</td><td>101</td><td>100%</td></tr>
<tr><td>HO</td><td>44</td><td>44</td><td>100%</td></tr>
<tr><td>KZN</td><td>97</td><td>96</td><td>99%</td></tr>
<tr><td>LP</td><td>31</td><td>31</td><td>100%</td></tr>
<tr><td>MP</td><td>33</td><td>33</td><td>100%</td></tr>
<tr><td>NC</td><td>23</td><td>23</td><td>100%</td></tr>
<tr><td>NW</td><td>34</td><td>34</td><td>100%</td></tr>
<tr><td>WC</td><td>59</td><td>59</td><td>100%</td></tr>
<tr><td>Total</td><td>488</td><td>487</td><td>99.8%</td></tr>
</table>
</td>
<td>4.8%</td>
<td>Improved case management strategy leading to fast-tracking investigations to ensure compliance with performance target.</td>
</tr>
</table>

Programme 1: Administration									
No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement for 2025/26**	**Reasons for Deviations**
10.1	Improved organisational efficiency.	Informed citizenry (improve customer, organisational reputation and communication on strategic interventions)	Integrated Communication and Marketing Programmes implemented.	*	*	Integrated Communications and Marketing Strategy reviewed.	**Achieved** The Integrated Communications and Marketing strategy was reviewed.	None	None
10.2	Improved organisational efficiency.	Informed citizenry (improve customer, organisational reputation and communication on strategic interventions)	Integrated Communication and Marketing Programmes implemented.	**Achieved** Integrated Communication and Marketing Programmes were implemented to improve customer communication, organisational reputation and communication on strategic interventions.	**Achieved** Integrated Communication and Marketing Programmes were implemented to improve customer communication, organisational reputation and communication on strategic interventions.	Integrated Communications and Marketing programmes implemented.	**Achieved** Integrated Communication and Marketing programmes were executed utilising a range of channels, including community engagement initiatives, media outreach, social media platforms, and other avenues identified in the SASSA Integrated Communication and Marketing Plan. These efforts were designed to enhance customer communication, bolster organisational reputation, and effectively convey strategic interventions.	None	None

<table>
<tr><th colspan="9">Programme 1: Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2023/2024</th><th>Audited Actual Performance 2024/2025</th><th>Planned Annual Target 2025/2026</th><th>Actual Achievement 2025/2026</th><th>Deviation from Planned Target to Actual Achievement for 2025/26</th><th>Reasons for Deviations</th></tr>
<tr>
<td></td><td></td><td></td><td></td>
<td>A total of 2 371 programmes were implemented and 3 “You and Your SASSA” booklet produced. This is a collective achievement from the nine regions and head office as detailed below.
Contribution by Head Office and Regions:
<table>
<tr><th>Location</th><th>Media Engagements</th><th>Stakeholder Engagement</th><th>Marketing</th></tr>
<tr><td>HO</td><td>177</td><td>-</td><td>207</td></tr>
<tr><td>EC</td><td>130</td><td>75</td><td>63</td></tr>
<tr><td>FS</td><td>50</td><td>62</td><td>54</td></tr>
<tr><td>GP</td><td>73</td><td>284</td><td>31</td></tr>
<tr><td>KZN</td><td>50</td><td>29</td><td>29</td></tr>
<tr><td>LP</td><td>44</td><td>27</td><td>28</td></tr>
<tr><td>MP</td><td>77</td><td>116</td><td>52</td></tr>
<tr><td>NW</td><td>125</td><td>140</td><td>64</td></tr>
<tr><td>NC</td><td>111</td><td>57</td><td>80</td></tr>
<tr><td>WC</td><td>82</td><td>17</td><td>37</td></tr>
<tr><td>Total</td><td>919</td><td>807</td><td>645</td></tr>
</table>
</td>
<td>A total of 3 207 programmes were implemented and 3 “You and Your SASSA” booklet produced. This is a collective achievement from the nine regions and head office as detailed below.
Contribution by Head Office and Regions:
<table>
<tr><th>Location</th><th>Media Engagements</th><th>Stakeholder Engagement</th><th>Marketing</th></tr>
<tr><td>HO</td><td>193</td><td>-</td><td>249</td></tr>
<tr><td>EC</td><td>83</td><td>70</td><td>61</td></tr>
<tr><td>FS</td><td>52</td><td>59</td><td>68</td></tr>
<tr><td>GP</td><td>123</td><td>337</td><td>51</td></tr>
<tr><td>KZN</td><td>67</td><td>28</td><td>28</td></tr>
<tr><td>LP</td><td>105</td><td>82</td><td>107</td></tr>
<tr><td>MP</td><td>100</td><td>117</td><td>47</td></tr>
<tr><td>NW</td><td>215</td><td>133</td><td>210</td></tr>
<tr><td>NC</td><td>126</td><td>41</td><td>92</td></tr>
<tr><td>WC</td><td>268</td><td>44</td><td>51</td></tr>
<tr><td>Total</td><td>1 332</td><td>911</td><td>964</td></tr>
</table>
</td>
<td></td>
<td>A total of 3 280 programmes were implemented. This is a collective achievement from the nine regions and head office as detailed below.
Contribution by Head Office and Regions
<table>
<tr><th>Location</th><th>Media Engagements</th><th>Stakeholder Engagement</th><th>Marketing</th></tr>
<tr><td>HO</td><td>227</td><td>-</td><td>234</td></tr>
<tr><td>EC</td><td>75</td><td>52</td><td>54</td></tr>
<tr><td>FS</td><td>146</td><td>58</td><td>53</td></tr>
<tr><td>GP</td><td>175</td><td>186</td><td>57</td></tr>
<tr><td>KZN</td><td>86</td><td>43</td><td>39</td></tr>
<tr><td>LP</td><td>155</td><td>134</td><td>150</td></tr>
<tr><td>MP</td><td>103</td><td>177</td><td>38</td></tr>
<tr><td>NW</td><td>107</td><td>95</td><td>184</td></tr>
<tr><td>NC</td><td>131</td><td>48</td><td>99</td></tr>
<tr><td>WC</td><td>248</td><td>58</td><td>68</td></tr>
<tr><td>Total</td><td>1 453</td><td>851</td><td>976</td></tr>
</table>
</td>
<td></td><td></td>
</tr>
</table>

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

Target	Strategy
AS-IS Enterprise Architecture review completed.	• The AS-IS Enterprise Architecture is part of the approved 2026/27 Annual Performance Plan.
HCM Policy approved.	• Further consultations with key stakeholders are underway.
Human Resource Plan developed.	• Further consultations with key stakeholders are underway.

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

Programme/ Activity/ Objective	2024/25			2025/26		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	3 407 663	3 221 857	185 806	4 249 187	3 476 089	773 098
Add: Non-cash items	-	131 634	(131 634)	-	130 580	(130 580)
Total	**3 407 663**	**3 353 491**	**54 172**	**4 249 187**	**3 606 668**	**642 518**

The table reconciles both the statement of financial performance and the statement of comparison of budget and actual amounts. The R3 476 billion reported for 2025/26 comprises cash items only, whereas the R3 607 billion includes non-cash items.



3.2 Programme 2: Benefits Administration & Support

3.2.1 Purpose

The Benefits Administration & Support Programme provides a grant administration service and ensures that operations within SASSA are integrated. The programme manages the full function of grant administration from application to approval, as well as beneficiary maintenance.

The programme is responsible for the core business of SASSA and ensures implementation of the full value chain of grants administration. The functions relating to this programme cut across all levels within the Agency, including day-to-day interface with clients.

The continued need for this programme should be seen against the persistently high levels of unemployment, poverty, and inequality in the country.

3.2.2 Description

The programme aims to ensure that the Social Assistance Programme is administered in the most effective and efficient manner. The programme consists of the following processes:

- **Application Management:** Screening and attesting of each applicant; enrolment of the applicant on the system; capturing and verification of the application on the system; and quality assurance. This is being done to ensure that only qualifying citizens benefit from the programme.
- **Payment Management:** Processing of payments, payments to beneficiaries, and reconciliation of payments. The in-house unit's responsibility is primarily the management of the Service-Level Agreement (SLA) between SASSA and SAPO. It also manages the relationships between SASSA, the banks, and retailers, which all form an integral part of the social grant distribution network. The function is also responsible for the designation of the pay-point infrastructure.
- **Beneficiary Maintenance Management:** Responsible for life certification as well as maintenance of beneficiary data, including grant reviews. The primary purpose of this unit is to ensure the integrity of data within the SASSA environment through the management of identified exceptions, as well as to ensure beneficiaries' continued eligibility once grants are in payment.
- **Policy Implementation Support:** Includes continuous development and improvement of systems and procedures, training and management of business systems that support the grant administration process.
- **Customer Care:** Responsible for promoting a customer-centric service offering to clients. It also ensures the deployment of interventions to ensure that clients can access services, especially in the most remote areas of the country, and ensures the provision of information to all SASSA's stakeholders. A primary driver of all SASSA's interventions is to promote improved customer experience.

3.2.3 Outcomes Relevant to Programme 2: Benefits Administration and Support

- Reduced levels of poverty;
- Improved customer experience; and
- Improved organisational efficiencies.

3.2.4 Key Achievements

For this financial year, the Benefits Administration and Support programme had nine (9) planned targets, of which seven (7) (78%) were achieved. SASSA projected to process 1.6 million social grant applications for the period under review. In total, 1 656 629 applications were processed, which is an overachievement by 56 629.

By the end of March 2026, there were 18 838 310 social grants in payment, which was a decrease from 19 255 361 at the end of March 2025, which is 2.17% lower. The reported figure represents the number of active social grants in payment, which carries a financial implication for the state as at 31 March 2026. It does not consider the outcomes of reviews, late death reports, or fraud investigations that were not concluded by the end of the reporting period. Old Age Grant that appears to be 59 years should be regarded as Disability Grant, they are converted a month earlier to Old Age Grant as preparation for the payment extraction of the next month. No payments were effected for such beneficiaries.

During the reporting period, 85% of new grant applications (1 412 646 of 1 656 629) were processed within seven days. This result is consistent with the established target of 90%.

In the period under review, SASSA prioritised the implementation of a QMS at 269 local offices across the nine regions, and 264 local offices implemented the QMS. The implementation of the QMS aims to improve management of queues and measure time spent by beneficiaries whilst waiting to be served in SASSA offices.

A total of 48 community outreach programmes were successfully implemented, surpassing the initial target of 36. This achievement reflects a commitment to engaging with the community and expanding outreach efforts beyond expectations.

An average of 99.95% of social grant payments were successfully processed every month and paid into the correct beneficiary accounts. SASSA monitored the monthly social grant payments across all payment platforms.

Overall, the achievement of planned targets has played a pivotal role in alleviating poverty and enhancing the customer experience by streamlining processes, expanding outreach, and maintaining consistent, accurate grant payments.



Programme 2: Benefits Administration and Support – Report Against the Tabled Annual Performance Plan

Sub-programme 2.1: Benefits Administration

Table 7: Sub-programme 2.1: Benefits Administration – Outcomes, Outputs, Output Indicators, Targets and Actual Achievement.

<table>
<tr><th colspan="9">Programme 2: Benefits Administration and Support
Sub-programme 2.1: Benefits Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2023/2024</th><th>Audited Actual Performance 2024/2025</th><th>Planned Annual Target 2025/2026</th><th>Actual Achievement 2025/2026</th><th>Deviation from Planned Target to Actual Achievement for 2025/26</th><th>Reasons for Deviations</th></tr>
<tr>
<td>11.</td>
<td>Reduced levels of poverty.</td>
<td>Provision of social assistance to persons unable to support themselves and /or their dependants.</td>
<td>Number of social grant applications processed.</td>
<td>Achieved
1 897 521 applications for social grants were processed. This represents 127% achievement against the target. This is a collective achievement from nine regions as detailed below:
Contribution by Regions:
<table>
<tr><th>Region</th><th>No. of new social grant applications approved</th></tr>
<tr><td>EC</td><td>228 877</td></tr>
<tr><td>FS</td><td>114 784</td></tr>
<tr><td>GP</td><td>304 058</td></tr>
<tr><td>KZN</td><td>419 082</td></tr>
<tr><td>LP</td><td>224 665</td></tr>
<tr><td>MP</td><td>157 052</td></tr>
<tr><td>NC</td><td>92 709</td></tr>
<tr><td>NW</td><td>133 620</td></tr>
<tr><td>WC</td><td>222 674</td></tr>
<tr><td>Total</td><td>1 897 521</td></tr>
</table>
</td>
<td>Achieved.
1 830 936 applications for social grants were processed. This represents a 14% overachievement.
Contribution by Regions:
<table>
<tr><th>Region</th><th>No. of new social grant applications processed</th></tr>
<tr><td>EC</td><td>218 776</td></tr>
<tr><td>FS</td><td>109 834</td></tr>
<tr><td>GP</td><td>284 423</td></tr>
<tr><td>KZN</td><td>410 088</td></tr>
<tr><td>LP</td><td>208 041</td></tr>
<tr><td>MP</td><td>140 260</td></tr>
<tr><td>NW</td><td>133 308</td></tr>
<tr><td>NC</td><td>90 652</td></tr>
<tr><td>WC</td><td>235 554</td></tr>
<tr><td>Total</td><td>1 830 936</td></tr>
</table>
</td>
<td>1 600 000 social grant applications processed.</td>
<td>Achieved.
1 656 629 applications for social grants were processed. This represents a 3.5% overachievement.
Contribution by Regions:
<table>
<tr><th>Region</th><th>No. of new social grant applications processed</th></tr>
<tr><td>EC</td><td>203 820</td></tr>
<tr><td>FS</td><td>96 153</td></tr>
<tr><td>GP</td><td>264 609</td></tr>
<tr><td>KZN</td><td>357 963</td></tr>
<tr><td>LP</td><td>197 620</td></tr>
<tr><td>MP</td><td>135 131</td></tr>
<tr><td>NW</td><td>119 714</td></tr>
<tr><td>NC</td><td>82 850</td></tr>
<tr><td>WC</td><td>198 769</td></tr>
<tr><td>Total</td><td>1 656 629</td></tr>
</table>
</td>
<td>56 629</td>
<td>The deviation falls within the 5% acceptable variance.</td>
</tr>
</table>

<table>
<tr><th colspan="9">Programme 2: Benefits Administration and Support
Sub-programme 2.1: Benefits Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2023/2024</th><th>Audited Actual Performance 2024/2025</th><th>Planned Annual Target 2025/2026</th><th>Actual Achievement 2025/2026</th><th>Deviation from Planned Target to Actual Achievement for 2025/26</th><th>Reasons for Deviations</th></tr>
<tr>
<td>12.</td>
<td>Reduced levels of poverty.</td>
<td>Provision of social assistance to persons unable to support themselves and /or their dependants.</td>
<td>Number of grants in payment.</td>
<td>Achieved
19 137 524 grants including Grant-in-Aid were in payment at a cost of R217 billion. This represents 99% achievement against the target.
Performance breakdown per grant type:
<table>
<tr><th>Grant type</th><th>No. of social grants in payment including Grant-in-Aid</th></tr>
<tr><td>OAG</td><td>4 041 763</td></tr>
<tr><td>WVG</td><td>9</td></tr>
<tr><td>GIA</td><td>401 761</td></tr>
<tr><td>DG</td><td>1 056 270</td></tr>
<tr><td>FCG</td><td>253 256</td></tr>
<tr><td>CDG</td><td>165 764</td></tr>
<tr><td>CSG</td><td>13 151 414</td></tr>
<tr><td>CSG Top-Up</td><td>67 287</td></tr>
<tr><td>Total</td><td>19 137 524</td></tr>
</table>
</td>
<td>Achieved
19 255 361 grants including Grant-in-Aid were in payment at a cost of R232 billion. This represents 98.7% achievement against the target.
Performance breakdown per grant type:
<table>
<tr><th>Grant Type</th><th>Target</th><th>No. of grants in payment including Grant-in-Aid</th></tr>
<tr><td>OAG</td><td>4 141 118</td><td>4 163 720</td></tr>
<tr><td>WVG</td><td>5</td><td>7</td></tr>
<tr><td>GIA</td><td>436 931</td><td>526 826</td></tr>
<tr><td>DG</td><td>1 087 675</td><td>1 049 646</td></tr>
<tr><td>FCG</td><td>218 111</td><td>224 758</td></tr>
<tr><td>CDG</td><td>168 030</td><td>173 400</td></tr>
<tr><td>CSG</td><td>13 449 879</td><td>13 117 004</td></tr>
<tr><td>Total</td><td>19 501 748</td><td>19 255 361</td></tr>
</table>
</td>
<td>19 571 770 grants in payment at a cost of R250 billion.</td>
<td>Achieved
18 838 310 grants were in payment at a cost of R246 billion. This represents 96% achievement against the target.
Contribution by Regions
<table>
<tr><th>Region</th><th>Grants in payment</th></tr>
<tr><td>EC</td><td>2 816 867</td></tr>
<tr><td>FS</td><td>1 032 825</td></tr>
<tr><td>GP</td><td>2 972 131</td></tr>
<tr><td>KZN</td><td>4 217 843</td></tr>
<tr><td>LP</td><td>2 684 753</td></tr>
<tr><td>MP</td><td>1 610 982</td></tr>
<tr><td>NW</td><td>1 321 676</td></tr>
<tr><td>NC</td><td>541 159</td></tr>
<tr><td>WC</td><td>1 640 074</td></tr>
<tr><td>Total</td><td>18 838 310</td></tr>
</table>
</td>
<td>(733 460)</td>
<td>The deviation falls within the 5% acceptable variance.</td>
</tr>
</table>

Programme 2: Benefits Administration and Support

Sub-programme 2.1: Benefits Administration

No.	Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/26	Reasons for Deviations
13.	Reduced levels of poverty	Reduction of exclusion errors.	Number of children below the age of 2 in receipt of the children's grants.	**Not Achieved** 59% (469 433 of 794 852) of eligible children below the age of 1 in receipt of the children's grant. **Contribution by Regions** Region: No. of eligible children below age of 1 in receipt of the children's grant. EC: 70 501 FS: 25 419 GP: 62 179 KZN: 112 650 LP: 82 999 MP: 44 078 NW: 35 861 NC: 13 538 WC: 22 208 **Total: 469 433**	**Not achieved** 60% {(421 017/530 495) x 75%} of eligible children below the age of 1 were in receipt of children's grants. **NB:** • At the beginning of the financial year, the total population of eligible children was 707 327 and the Agency targeted only 530 495 which is an equivalent of 75%. • The target for the reporting period was 530 495. However, the Agency fell short by processing only 421 017. **Contribution by Regions** Region: No. of eligible children below age of 1 in receipt of the children's grant. EC: 64 087 FS: 23 647 GP: 55 536 KZN: 99 101 LP: 72 472 MP: 36 802 NW: 32 857 NC: 12 846 WC: 23 669 **Total: 421 017**	1 005 893 children below the age of 2 in receipt of children's grants.	**Achieved** 1 555 057 children below the age of 2 were in receipt of children's grants. This represents 55% overachievement. **Contribution by Regions** Region: No. of children below age of 2 in receipt of the children's grant. EC: 226 434 FS: 84 013 GP: 226 635 KZN: 362 803 LP: 256 235 MP: 141 215 NW: 114 775 NC: 47 960 WC: 94 987 **Total: 1 555 057** **NB:** This includes grants with a lapsed and suspended statuses.	549 164	Performance was influenced by improved stakeholder engagement, positive outcomes of the outreach events and cooperation with health facilities.

Programme 2: Benefits Administration and Support

Sub-programme 2.1: Benefits Administration

No.	Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/26	Reasons for Deviations
14.	Reduced levels of poverty	Provision of temporary relief to individuals and households affected by disasters, undue hardships, and loss of breadwinner.	Percentage of COVID-19 SRD applications processed.	**Achieved** 100% (9 326 556 of 9 326 556) COVID-19 SRD grant applications were processed. **Performance per month**	**Achieved** 94% (16 670 177 of 17 725 381) of COVID-19 SRD grant applications were processed for the month of March 2025. **Performance per month**	95% of COVID-19 SRD grant applications processed.	**Achieved** 94.06% (16 946 912 of 18 017 250) of COVID-19 SRD grant applications were processed for the month of March 2026. **Performance per month**	(0.94%)	The deviation falls within the 5% acceptable variance.

Audited Actual Performance 2023/2024 – Performance per month

Month	Total applications received	Applications processed			
		Approved	Declined	Total Processed	% Processed
Apr '23	14 013 402	8 303 237	5 710 165	14 013 402	100
May '23	14 231 632	8 632 749	5 598 883	14 231 632	100
Jun '23	14 197 932	8 501 829	5 696 103	14 197 932	100
Jul '23	14 709 145	8 729 194	5 979 951	14 709 145	100
Aug '23	14 912 007	8 795 775	6 116 232	14 912 007	100
Sep '23	14 898 415	8 663 830	6 234 585	14 898 415	100
Oct '23	15 390 886	8 812 594	6 578 292	15 390 886	100
Nov '23	15 647 263	9 017 411	6 629 852	15 647 263	100
Dec '23	15 620 295	8 969 035	6 651 260	15 620 295	100
Jan '24	15 960 476	8 591 950	7 368 526	15 960 476	100
Feb '24	15 925 759	9 327 294	6 598 465	15 925 759	100
Mar '24	**9 326 556**	**9 322 885**	**3 671**	**9 326 556**	**100**

Audited Actual Performance 2024/2025 – Performance per month

Month	Total applications received	Applications validated		Applications processed	
		Approved	Declined	Processed	% Processed
Apr '24	16 561 123	9 073 919	7 190 341	16 264 260	98
May '24	16 763 244	9 401 657	7 046 428	16 448 085	98
Jun '24	16 973 567	9 239 062	7 402 491	16 641 553	98
Jul '24	17 020 171	9 242 625	7 430 430	16 673 055	98
Aug '24	17 140 242	9 258 920	7 532 148	16 791 068	98
Sep '24	17 244 622	9 194 678	7 693 133	16 887 811	98
Oct '24	17 227 545	9 215 120	7 631 740	16 846 860	98
Nov '24	17 337 205	9 121 798	7 837 634	16 959 432	98
Dec '24	17 407 027	9 072 010	7 967 278	17 039 288	98
Jan '25	17 375 968	8 612 735	8 368 488	16 981 223	98
Feb '25	17 518 407	8 720 595	8 398 339	17 118 934	98
Mar '25	**17 725 381**	**9 259 405**	**7 410 772**	**16 670 177**	**94**

Actual Achievement 2025/2026 – Performance per month

Month	Total applications received	Applications validated		Applications processed	
		Approved	Declined	Processed	% Processed
Apr '25	17 784 579	9 042 664	8 312 635	17 355 299	97.59
May '25	17 961 894	9 030 079	8 495 460	17 525 539	97.57
Jun '25	18 220 892	9 419 293	8 351 671	17 770 964	97.53
Jul '25	17 790 936	9 452 331	8 315 894	17 768 225	99.87
Aug '25	17 791 936	9 096 201	8 688 337	17 784 538	99.96
Sep '25	17 791 964	9 011 656	8 777 442	17 789 098	99.98
Oct '25	17 899 681	7 999 038	8 795 332	16 794 370	93.82
Nov '25	17 922 525	7 995 136	8 818 433	16 813 569	93.81
Dec '25	17 935 631	7 749 971	9 085 759	16 835 730	93.87
Jan '26	17 918 356	7 337 987	9 598 204	16 936 191	94.52
Feb '26	17 950 062	7 912 748	9 011 042	16 923 790	94.28
Mar '26	**18 017 250**	**7 842 041**	**9 104 871**	**16 946 912**	**94.06**

Programme 2: Benefits Administration and Support

Sub-programme 2.1: Benefits Administration

<table>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2023/2024</th><th>Audited Actual Performance 2024/2025</th><th>Planned Annual Target 2025/2026</th><th>Actual Achievement 2025/2026</th><th>Deviation from Planned Target to Actual Achievement for 2025/26</th><th>Reasons for Deviations</th></tr>
<tr>
<td>15.</td>
<td>Improved customer experience.</td>
<td>Reduced turn-around times in social grants application process.</td>
<td>Percentage of new grant applications processed within stipulated timeframes.</td>
<td>Achieved
95% (1 806 569 of 1 897 521) of new grant applications were processed within 10 days. This is a collective achievement from the nine regions as detailed below.
Contribution by Regions:
<table>
<tr><th>Location</th><th>Applications processed</th><th>New grant applications processed within 10 days</th><th>Percentage (%)</th></tr>
<tr><td>EC</td><td>228 877</td><td>220 230</td><td>96</td></tr>
<tr><td>FS</td><td>114 784</td><td>108 961</td><td>95</td></tr>
<tr><td>GP</td><td>304 058</td><td>286 755</td><td>94</td></tr>
<tr><td>KZN</td><td>419 082</td><td>404 312</td><td>96</td></tr>
<tr><td>LP</td><td>224 665</td><td>214 944</td><td>96</td></tr>
<tr><td>MP</td><td>157 052</td><td>147 946</td><td>94</td></tr>
<tr><td>NC</td><td>92 709</td><td>91 430</td><td>99</td></tr>
<tr><td>NW</td><td>133 620</td><td>128 586</td><td>96</td></tr>
<tr><td>WC</td><td>222 674</td><td>203 405</td><td>91</td></tr>
<tr><td>Total</td><td>1 897 521</td><td>1 806 569</td><td>95</td></tr>
</table>
</td>
<td>Achieved.
91% (1 657 935 of 1 830 936) of new grant applications were processed within 7 days. This is a collective achievement from the nine regions as detailed below.
Contribution by Regions
<table>
<tr><th>Region</th><th>New grant applications processed</th><th>New grant applications processed within 7 days</th><th>Percentage %</th></tr>
<tr><td>EC</td><td>218 776</td><td>194 328</td><td>89</td></tr>
<tr><td>FS</td><td>109 834</td><td>103 620</td><td>94</td></tr>
<tr><td>GP</td><td>284 423</td><td>255 590</td><td>90</td></tr>
<tr><td>KZN</td><td>410 088</td><td>377 055</td><td>92</td></tr>
<tr><td>LP</td><td>208 041</td><td>174 857</td><td>84</td></tr>
<tr><td>MP</td><td>140 260</td><td>126 562</td><td>90</td></tr>
<tr><td>NW</td><td>133 308</td><td>122 828</td><td>92</td></tr>
<tr><td>NC</td><td>90 652</td><td>82 844</td><td>91</td></tr>
<tr><td>WC</td><td>235 554</td><td>220 251</td><td>94</td></tr>
<tr><td>Total</td><td>1 830 936</td><td>1 657 935</td><td>91</td></tr>
</table>
</td>
<td>90% of new grant applications processed within 7 days.</td>
<td>Achieved
85% (1 412 646 of 1 656 629) of new grant applications were processed within 7 days. This is a collective achievement from the nine regions as detailed below.
Contribution by Regions
<table>
<tr><th>Region</th><th>New grant applications</th><th>New grant applications processed within 7 days</th><th>Percentage %</th></tr>
<tr><td>EC</td><td>203 820</td><td>176 634</td><td>87</td></tr>
<tr><td>FS</td><td>96 153</td><td>88 527</td><td>92</td></tr>
<tr><td>GP</td><td>264 609</td><td>217 089</td><td>82</td></tr>
<tr><td>KZN</td><td>357 963</td><td>298 867</td><td>83</td></tr>
<tr><td>LP</td><td>197 620</td><td>173 596</td><td>88</td></tr>
<tr><td>MP</td><td>135 131</td><td>104 565</td><td>77</td></tr>
<tr><td>NW</td><td>119 714</td><td>104 287</td><td>87</td></tr>
<tr><td>NC</td><td>82 850</td><td>75 186</td><td>91</td></tr>
<tr><td>WC</td><td>198 769</td><td>173 894</td><td>87</td></tr>
<tr><td>Total</td><td>1 656 629</td><td>1 412 646</td><td>85</td></tr>
</table>
</td>
<td>(5%)</td>
<td>The deviation falls within the 5% acceptable variance.</td>
</tr>
<tr>
<td>16.</td>
<td>Improved organisational efficiency.</td>
<td>Improve the ability to respond to customer calls.</td>
<td>Number of calls answered.</td>
<td>*</td>
<td>*</td>
<td>4.8 million calls answered.</td>
<td>Not Achieved
4 794 764 calls were answered.</td>
<td>(5 236)</td>
<td>• The Agency answered more than 5 million calls during the reporting period.</td>
</tr>
</table>

Programme 2: Benefits Administration and Support Sub-programme 2.1: Benefits Administration									
No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement for 2025/26**	**Reasons for Deviations**
									However, approximately 400 000 calls were excluded from the total calls answered due to early termination of the calls. • This adjustment is linked to the ongoing data clean-up exercise aimed at improving the accuracy and integrity of call records, which impacted the final reported performance against the target.

<table>
<tr><th colspan="9">Programme 2: Benefits Administration and Support
Sub-programme 2.1: Benefits Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2023/2024</th><th>Audited Actual Performance 2024/2025</th><th>Planned Annual Target 2025/2026</th><th>Actual Achievement 2025/2026</th><th>Deviation from Planned Target to Actual Achievement for 2025/26</th><th>Reasons for Deviations</th></tr>
<tr><td>17.</td><td>Improved customer experience.</td><td>Informed citizenry.</td><td>Number of community outreach programmes conducted.</td><td>*</td><td>*</td><td>36 community outreach programmes conducted.</td><td>Achieved
48 outreach programmes were conducted.
These programmes were conducted across the nine regions as follows:
<table><tr><th>Region</th><th>No. of outreach events</th></tr><tr><td>EC</td><td>7</td></tr><tr><td>FS</td><td>4</td></tr><tr><td>GP</td><td>4</td></tr><tr><td>KZN</td><td>7</td></tr><tr><td>LP</td><td>4</td></tr><tr><td>MP</td><td>5</td></tr><tr><td>NW</td><td>5</td></tr><tr><td>NC</td><td>4</td></tr><tr><td>WC</td><td>8</td></tr><tr><td>Total</td><td>48</td></tr></table></td><td>12</td><td>Due to high demand of services, additional outreach programmes were conducted in the EC, KZN, MP, NW, and WC.</td></tr>
</table>

<table>
<tr><th colspan="8">Programme 2: Benefits Administration and Support
Sub-programme 2.1: Benefits Administration</th></tr>
<tr><th>No.</th><th>Outcome</th><th>Output</th><th>Output Indicator</th><th>Audited Actual Performance 2023/2024</th><th>Audited Actual Performance 2024/2025</th><th>Planned Annual Target 2025/2026</th><th>Actual Achievement 2025/2026</th><th>Deviation from Planned Target to Actual Achievement for 2025/26</th><th>Reasons for Deviations</th></tr>
<tr>
<td>18.</td>
<td>Improved customer experience.</td>
<td>Reduced beneficiary wait times.</td>
<td>Number of local offices implementing queue management system.</td>
<td>Achieved
Queue Management system implemented in 43 local offices.
These offices are located in the nine regions and detailed below:
<table>
<tr><th>Region</th><th>Number of Local Offices</th></tr>
<tr><td>EC</td><td>5</td></tr>
<tr><td>FS</td><td>3</td></tr>
<tr><td>GP</td><td>6</td></tr>
<tr><td>KZN</td><td>3</td></tr>
<tr><td>LP</td><td>3</td></tr>
<tr><td>MP</td><td>3</td></tr>
<tr><td>NW</td><td>7</td></tr>
<tr><td>NC</td><td>10</td></tr>
<tr><td>WC</td><td>3</td></tr>
<tr><td>Total</td><td>43</td></tr>
</table>
</td>
<td>Achieved
Queue Management system was implemented in 47 local offices.
These offices are located in the following regions as detailed below:
<table>
<tr><th>Region</th><th>Number of Local Offices</th></tr>
<tr><td>EC</td><td>5</td></tr>
<tr><td>FS</td><td>5</td></tr>
<tr><td>GP</td><td>5</td></tr>
<tr><td>KZN</td><td>5</td></tr>
<tr><td>LP</td><td>5</td></tr>
<tr><td>MP</td><td>2</td></tr>
<tr><td>NW</td><td>15</td></tr>
<tr><td>NC</td><td>5</td></tr>
<tr><td>Total</td><td>47</td></tr>
</table>
</td>
<td>269 local offices implementing queue management system.</td>
<td>Not Achieved
Queue Management system was implemented in 264 local offices.
These offices are in the following regions as detailed below:
<table>
<tr><th>Region</th><th>Number of Local Offices</th></tr>
<tr><td>EC</td><td>40</td></tr>
<tr><td>FS</td><td>9</td></tr>
<tr><td>GP</td><td>28</td></tr>
<tr><td>KZN</td><td>71</td></tr>
<tr><td>LP</td><td>40</td></tr>
<tr><td>MP</td><td>34</td></tr>
<tr><td>NW</td><td>11</td></tr>
<tr><td>NC</td><td>19</td></tr>
<tr><td>WC</td><td>12</td></tr>
<tr><td>Total</td><td>264</td></tr>
</table>
</td>
<td>(5)</td>
<td>Late delivery of equipment affected QMS implementation in the WC region.</td>
</tr>
</table>

Sub-programme: 2: Payment Administration

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

Programme 2: Benefits Administration and Support Sub-programme 2.2: Payment Administration									
No.	**Outcome**	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from Planned Target to Actual Achievement for 2025/26**	**Reasons for Deviations**
19.	Reduced levels of poverty.	Direct transfers (payments) into correct beneficiaries' accounts.	Percentage of successful payment transfers paid into correct beneficiary accounts.	**Achieved** For the period ending March 2024, an average of 99.98% per month of social grant payments were successfully processed through the banking system.	**Achieved** For the period ending March 2025, a monthly average of 99.96% social grant payments were successfully processed through the banking system. The number of beneficiaries paid monthly is detailed below:	99% of successful payment transfers paid into correct beneficiary accounts.	**Achieved** For the period ending March 2026, a monthly average of 99.95% social grant payments were successfully processed through the banking system. The number of beneficiaries paid monthly is detailed below:	0.95%	Over-achievement is attributed to the intensified beneficiaries' bank accounts verification prior to effecting payments.

Programme 2: Benefits Administration and Support

Sub-programme 2.2: Payment Administration

No.	Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	Actual Achievement 2025/2026	Deviation from Planned Target to Actual Achievement for 2025/26	Reasons for Deviations

Performance breakdown:

Month	Apr-23	May-23	Jun-23
Payment File	11 718 120	11 764 444	11 794 688
Successful Payments	11 715 896	11 761 940	11 792 030
% Successful	99.98	99.98	99.98
Rejections	2 224	2 504	2 658
% Rejected	0.02	0.02	0.02

Month	July-23	Aug-23	Sep-23
Payment File	11 817 024	11 836 544	11 869 057
Successful Payments	11 814 382	11 833 970	11 866 251
% Successful	99.98	99.98	99.98
Rejections	2 642	2 574	2 806
% Rejected	0.02	0.02	0.02

Month	Oct-23	Nov-23	Dec-23
Payment File	11 889 592	11 894 520	11 928 608
Successful Payments	11 886 566	11 890 864	11 924 944
% Successful	99.97	99.97	99.97
Rejections	3 026	3 656	3 664
% Rejected	0.03	0.03	0.03

Month	Jan-24	Feb-24	Mar-24
Payment File	11 842 475	11 928 912	11 953 490
Successful Payments	11 839 464	11 925 728	11 950 793
% Successful	99.97	99.97	99.98
Rejections	3 011	3 184	2 697
% Rejected	0.03	0.03	0.02

Monthly Payment:

Month	Payment file	Rejections *(EFT70 + VET)*	Successfully processed No.	Successfully processed %
Apr '24	11 975 908	4 + 2 407	11 973 497	99.98
May '24	12 001 250	6 + 2 303	11 998 941	99.98
Jun '24	12 016 796	4 + 3 150	12 013 642	99.97
Jul '24	12 912 517	3 + 2 197	12 910 317	99.98
Aug '24	12 982 728	3 + 3 053	12 979 672	99.97
Sep '24	12 973 809	6 + 6 022	12 967 781	99.95
Oct '24	12 059 861	16 + 6 668	12 053 177	99.94
Nov '24	12 086 606	6 + 4502	12 082 098	99.96
Dec '24	12 104 977	7 + 5 877	12 099 093	99.95
Jan '25	12 972 283	3 + 10 437	12 961 843	99.92
Feb '25	12 964 504	6 + 4 750	12 959 748	99.96
Mar '25	**12 982 400**	**6 + 5 755**	**12 976 639**	**99.96**

Monthly Payment:

Month	Payment file	Rejections *(EFT70 + VET)*	Successfully processed No.	Successfully processed %
Apr '25	12 098 922	9 + 10 170	12 088 743	99.91
May '25	12 085 450	11 + 7 579	12 077 860	99.93
Jun '25	12 112 949	15 + 9 086	12 103 848	99.92
Jul '25	12 128 446	5 + 8 502	12 119 939	99.93
Aug '25	12 116 586	7 + 4 498	12 112 081	99.96
Sep '25	12 129 347	6 + 9 187	12 120 154	99.92
Oct '25	12 126 535	6 + 5 075	12 121 454	99.96
Nov '25	12 056 549	9 + 6 431	12 050 109	99.95
Dec '25	12 082 241	4 + 7 059	12 075 178	99.94
Jan '26	12 938 403	4 + 12 781	12 925 618	99.90
Feb '26	12 951 487	5 + 7 066	12 944 416	99.95
Mar '26	**12 870 213**	**3 + 6 379**	**12 863 831**	**99.95**

Table 9: Strategy to Overcome Areas of Under-Performance: Programme 2: Benefits Administration and Support

Target	Strategy
4.8 million calls answered.	Implementation of digital tools such as WhatsApp self-service as a means to reduce call volumes.
269 local offices implementing queue management system.	Remaining offices are to be completed in the new financial year 2026/27.

Table 10: Linking Performance with Budgets: Programme 2: Benefits Administration and Support

Programme/ Activity/ Objective	2024/25			2025/26		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Benefits Administration (Cash)	4 340 774	3 723 594	617 180	3 821 629	3 881 204	(59 574)
Add: Non-cash items	-	-	-	-	12 638	(12 638)
Total	**4 340 774**	**3 723 594**	**617 180**	**3 821 629**	**3 893 842**	**(72 212)**

The table reconciles with the statement of financial performance and the statement of comparison of budget and actual amounts. The R3 881 billion reported for 2025/26 comprises cash items only, whereas the R3 894 billion includes non-cash items.



4. REVENUE COLLECTION

Table 11: Revenue Collection

Sources of Revenue	2024/25			2025/26		
	Estimate	Actual Amount Collected	(Over)/ Under Collection	Estimate	Actual Amount Collected	(Over)/ Under Collection
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Revenue from exchange transactions	4 950	22 053	(17 103)	3 916	11 846	(7 930)
Finance income	939	1 199	(260)	981	1 249	(268)
Government grants	7 748 437	7 748 437	-	8 070 816	8 070 816	0
Total	**7 754 326**	**7 771 689**	**(17 363)**	**8 075 713**	**8 083 911**	**(8 198)**

The South African Social Security Agency derives the bulk of its revenue from allocations made through the National Revenue Fund, which serves as the primary source of funding for the Agency's operational activities. This funding enables the Agency to administer social grants and provide support to millions of vulnerable South Africans. The second largest source of revenue is generated from exchange transactions. Revenue from exchange transactions refers to income received where the Agency directly provides goods or services in return for consideration of approximately equal value. In the case of SASSA, this may include interest earned on investments and bank accounts, recoveries of previous overpayments, administrative fees, and other service-related income received through normal operational activities. Revenue from exchange transactions decreased by 46% year-on-year, reflecting lower receipts from these ancillary income streams during the period under review. The decline was mainly attributable to reduced interest earnings and a decrease in recoveries and other operational receipts compared with the previous financial year.

5. CAPITAL INVESTMENT

5.1 Capital Investment Maintenance

There were no planned capital projects for the 2025/26 financial year.

5.2 Asset Management Plan

SASSA's Assets Management Policy and Demand Plan, amongst others, are the basis for asset planning. The demand plan (asset procurement) is a yearly plan that is effective from the first day of April of each financial year. Progress is monitored through monthly reports. Such reports are consolidated quarterly for reporting to the National Treasury, while SASSA Assets Management Policy covers the life span of the assets, depreciation, and disposal, amongst others. Below is progress against such for the 2025/26 financial year.

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

Table 12: Asset depreciation

Assets Category	Useful Life
Land	Indefinite
Buildings	20 – 50 years
Furniture & Fixtures	5 – 17 years
Motor Vehicles	4 – 10 years
Office Equipment	5 – 17 years
IT Equipment	2 – 10 years
Finance Leases	Over the lease agreement term
Machinery & Equipment	2 – 17 years
Communication Equipment	2 – 17 years
Leasehold improvements	Over the lease agreement term
Intangible Assets	3 – 20 years

The breakdown in numbers for additions, disposals, and depreciation for the 2025/26 financial year is as follows:

Table 13: Asset additions, disposals and depreciation as at 2025/26 financial year

Category	Number of Assets at Beginning of Financial Year	Number of Additions	Number of Reclassification or Transfer	Number of Assets Disposed	Number of Assets at End of Financial Year
Land	1	0	0	0	1
Buildings	536	8	(88)	(3)	541
Leasehold improvements	43	2	88	(1)	44
Furniture & Fixtures	63 218	2 053	0	(1 777)	63 498
Motor Vehicles	1 847	191	0	(89)	1 949
Office Equipment	1 553	89	0	(70)	1 572
IT Equipment	54 653	11 596	0	(6 299)	59 960
Finance Leases	646	0	0	(60)	586
Machinery & Equipment	16 420	1 262	0	(526)	17 297
Communication Equipment	8 812	0	0	(2 357)	6 299
Intangible Assets	54	2	0	(4)	52
Total	**147 783**	**15 203**	**0**	**(11 186)**	**151 799**

Table 14: Asset holdings' change over the period under review, including information on disposals, scrapping and loss due to theft

Reconciliation of Property, Plant and Equipment – 2025							
	Opening Balance	Additions	Disposals	Transfers	Depreciation	Impairment	Closing Balance
Land	519 500	0	0	0	0	0	519 500
Buildings	181 020 405	2 694 263	(51 217)	(15 583)	(10 023 159)	(2 739 202)	170 885 507
Leasehold Improvements	18 044 287	0	(1 446)	15 584	(5 907 829)	0	12 150 596
Furniture & Fixtures	79 184 136	8 818 564	(1 007 196)	50 215	(9 093 234)	0	77 952 485
Motor Vehicles	311 151 360	81 695 784	(4 703 758)	0	(31 319 158)	0	356 824 228
Office Equipment	9 769 977	1 388 059	(47 692)	0	(1 031 602)	0	10 078 742
IT Equipment	416 185 679	129 244 768	(5 018 480)	(60 840)	(64 110 248)	0	476 240 879
Finance Leases	95 390	0	0	0	(95 390)	0	0
Machinery & Equipment	142 899 993	16 249 861	(1 266 751)	10 624	(12 916 231)	0	144 977 496
Communication Equipment	10 655 059	0	(2 424 512)	0	(819 353)	0	7 411 194
Intangible Assets	55 803 390	86 448,905	(23 953)	0	(7 901 534)	0	134 326 808
TOTAL	**1 225 329 176**	**326 540 204**	**(14 545 005)**	**0**	**(143 217 738)**	**(2 739 202)**	**1 391 367 435**

The Agency's opening carrying value for property, plant and equipment and intangible assets as of 1 April 2025 was R1.225 billion.

During the period under review, additions amounted to R326.5 million, comprising R240.0 million for property, plant and equipment and R86.4 million for intangible assets.

Disposals amounted to R14.5 million, depreciation and amortisation amounted to R143.2 million, and impairment losses amounted to R2.7 million).

The closing carrying value of property, plant and equipment and intangible assets as of 31 March 2026 was R1.391 billion.

Agency Assets Register increased with the value of R166 million for Property Plant and Equipment, and Intangible Assets.

5.3 Measures Taken to Ensure that the Public Entity's Assets Register Remained Up-to date During the Period Under Review

When assets are procured, the assets' clearing account is used. This is a suspense account that is cleared monthly.

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

The assets are physically verified half-yearly, and their condition noted. For assets not found, and not reported to have been stolen or lost, the loss control process is followed to ensure accountability for such assets.

For the movement of assets, a transfer form is completed by the individuals involved in the movement of affected assets and such a form becomes the source documents for the updating of the assets register.

The assets lose value each month through depreciation on the system and the register is automatically updated after depreciation has run to completion.

Lost assets, similar to unverified assets, are also updated as such and they are managed through the damage and loss process, and when the process is finalised, they are updated on the assets register as write-offs/recoverable debt or whatever method that is approved by the Loss Control Committee.

Assets that are donated, scrapped, and auctioned are updated as such in the assets register once they are disposed through the disposal process as approved by the delegated authority. Assets reconciliation is done to ensure that the Trial Balance and Fixed Assets Register agree on the assets captured on the register with what is paid for.

5.4 The Current State of the Public Entity's Capital Assets

Table 15: Current State of Capital Assets

Condition	Number of assets	Percentage
Excellent	38 536	25
Good	54 975	36
Fair	48 284	32
Poor	8 906	6
Broken	1 098	1
Total	**151 799**	**100**




FP&M SETA
FP&M SETA
FP&M SETA
KFW



PART C

GOVERNANCE

1. INTRODUCTION

Corporate governance embodies processes and systems by which public entities are directed, controlled, and held to account. In addition to legislative requirements based on a public entity's enabling legislation and the Companies Act (Act 71 of 2008), corporate governance regarding public entities is applied through the precepts of the Public Finance Management Act (PFMA) (Act 1 of 1999, as amended) and run in tandem with the principles contained in the King Report on Corporate Governance. Corporate governance is the responsibility of Parliament, the Executive, the Accounting Authority, and the public entity's management. Below is a list of governance structures and dates to which SASSA engaged with the Parliamentary committees during the 2025/26 financial year.

2. PORTFOLIO COMMITTEES TO WHICH SASSA REPORTED: 2025/26

Table 16: Portfolio Committees

Committee	Subject	Date
Portfolio Committee	DSD and SASSA 2025/26 Annual Performance Plans, with Deputy Minister.	23 April 2025
Portfolio Committee	DSD, SASSA & NDA 2025/26 Annual Performance Plan; with Minister.	18 June 2025
Standing Committee on Appropriations	Appropriation Bill: DSD briefing; with Minister.	8 July 2025
Portfolio Committee	SASSA and Postbank contract termination; with Minister.	27 August 2025
Portfolio Committee	South African Reserve Bank briefing on expiry of SASSA and Postbank contract, Briefing by Postbank on implementation of SARB variations; with Minister.	2 September 2025
Portfolio Committee	DSD, SASSA and NDA audit action plans and implementation of AGSA recommendations; with the Minister and Deputy Minister.	10 September 2025
Portfolio Committee	DSD Q1 2025/26 Performance; SASSA Biometric Verification Process; with Deputy Minister.	17 September 2025
Portfolio Committee	Social Development Portfolio Audit Outcomes; DSD & SASSA 2024/25 Annual Reports (with Minister).	8 & 9 October 2025
Portfolio Committee	Briefing by DSD/SASSA on the investigation of vulnerabilities in SASSA systems and update on the verification process as directed by the National Treasury.	19 November 2025

3. EXECUTIVE AUTHORITY

Table 17: Reports submitted to the Executive Authority

Report	Date
SASSA 2024/25: 4th Quarter report	30 April 2025
SASSA 2025/26: 1st Quarterly report	31 July 2025
SASSA Audited Annual Report 2024/25	31 August 2025
SASSA 2025/26: 2nd Quarterly report	31 October 2025
SASSA 2025/26: 3rd Quarterly report	31 January 2026

4. RISK MANAGEMENT

SASSA maintained an effective system of risk management during the year under review. Risk management is embedded within the Agency's governance, strategic planning, operational management, and performance processes and is applied consistently across all risks categories.

SASSA has established a proactive and accountable risk management culture, supported by leadership commitment and clear accountability for risk ownership at executive and senior management levels. Risk awareness is promoted throughout the Organisation, and employees are informed of their roles and responsibilities relating to the identification, management, and escalation of risks.

The Agency is adequately capacitated to manage risk through a dedicated enterprise risk management function under the Chief Risk Officer, supported by management and appropriate governance structures.

Risk Management Framework

For the year under review, SASSA has reviewed and updated its risk management documentation, including the Risk Management Policy, Risk Management Framework, Risk Management Strategy and Implementation Plan aligned with the Public Sector Risk Management Framework (PSRMF) and provide guidance on risk governance, assessment methodologies, reporting, and escalation processes.

The Agency conducts regular strategic and operational risk assessments to evaluate risks and develop effective risk mitigators, monitor unacceptable residual risk levels, and identify new and emerging risks. Risks are monitored regularly through management reporting, performance reviews, and oversight committees.

The CEO has established a Risk Management Committee (RMC) to provide oversight of the system on risk management. The RMC met quarterly during the reporting period to review the Agency's risk profile, monitor mitigation of risks exceeding tolerance levels, and consider emerging risks. The Committee reported regularly to the CEO and the Audit committee on the effectiveness of enterprise risk management.

The Audit Committee provided independent oversight and advisory support on risk management, and alignment with internal controls and governance processes. Risks exceeding tolerance levels were escalated to executive management, the RMC, and the CEO.

5. INTERNAL CONTROL UNIT

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

a. Coordination of Loss Control Process

- In compliance with sections 83 to 86 of the PFMA (1999, as amended), SASSA identified and recorded all allegations of irregular expenditure, fruitless and wasteful expenditure, as well as damages and losses, and thereafter investigated and took appropriate action(s) against the employees responsible.
- The unit performed investigations of irregular expenditure, fruitless and wasteful expenditure and damages and losses cases, and compiled determination test reports in line with National Treasury PFMA Compliance and Reporting Framework issued in January 2023. The determination outcome reports were submitted to delegated structures where necessary, and approved by the delegated authority for implementation. The matters relating to irregular expenditure are submitted to National Treasury for condonation of the expenditure once the Agency has implemented consequence management or disciplinary process against affected employees. The expenditure not condoned by National Treasury is then submitted to the Accounting Authority for approval to remove from the register in compliance with National Treasury PFMA Compliance and Reporting Framework issued in January 2023.
- The unit facilitated and convened meetings of the Loss Control Committee, rendered secretariat support, and prepared submissions for consideration by the delegated authority to enable the approval of determination test reports arising from investigated cases.

b. Coordination of the Audit

- The Internal Control Unit coordinated AGSA audits throughout the reporting period by ensuring the timely submission of requested information to the audit team, providing audit-related guidance to business units, maintaining accurate registers of information requests and findings, and following up on outstanding audit matters.

- The unit also facilitated Audit Steering Committee meetings, which served as a platform to review audit progress and deliberate on related matters. In addition, the management report and audit report were considered in these meetings before submission to the Audit Committee for consideration of the audit outcome.
- Upon conclusion of the audit, an Audit Action Plan was developed for implementation by the affected branches and regions to address findings and strengthen controls aimed at preventing recurrence. Progress against the plan was monitored monthly and, where required, reports were submitted to AGSA, the Audit Committee and EXCO. The unit further coordinated inputs on the status of the records review report, which addressed high-risk areas identified and communicated by AGSA, and requested management commitments and interventions to ensure these risks were addressed during the audit process and beyond.

Following receipt of the audit outcome from the Auditor-General of South Africa (AGSA), the unit continued to assess and monitor the effectiveness of internal controls by analysing progress made by branches and units in implementing the control measures contained in the Audit Action Plan.

6. INTERNAL AUDIT

Purpose and Mandate

The Internal Audit Function of SASSA is established in terms of the Public Finance Management Act (PFMA), National Treasury Regulations, and the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors (IIA). The purpose of Internal Audit is to provide independent, objective assurance and consulting services designed to add value and improve the Agency's operations. Internal Audit assists SASSA in accomplishing its objectives through a systematic and disciplined approach to evaluating and improving the effectiveness of governance, risk management, internal controls, and compliance processes.

Strategy of the Internal Audit Function

The Internal Audit strategy is aligned to the strategic objectives, risk profile, and operational priorities of SASSA, with particular focus on strengthening governance, improving service delivery, enhancing accountability, and supporting the digital grants ecosystem. The strategy is risk-based and seeks to provide assurance over high-risk areas including grants administration, ICT and cybersecurity, supply chain management, financial management, compliance, and performance information. The function also aims to progressively enhance data-driven auditing capabilities and continuous auditing methodologies.

Charter, Methodology, and Internal Audit Plans

The Internal Audit Charter formally defines the purpose, authority, responsibility, and reporting lines of the Internal Audit Function and is approved by the Audit Committee (AC). Internal Audit applies a risk-based audit methodology in line with the IIA Standards and leading governance practices. The methodology incorporates planning, fieldwork, reporting, follow-up reviews, and stakeholder engagement processes.

Annual and rolling internal audit plans are developed based on the institutional risk assessment, management concerns, emerging risks, regulatory requirements, and requests from governance structures.

Independence and Objectivity

The Internal Audit Function maintains organisational independence by functionally reporting to the Audit Committee and administratively to the Chief Executive Officer. Internal auditors are required to perform their work objectively, impartially, and without undue influence from management. Mechanisms are in place to safeguard the independence of the function, including unrestricted access to records, personnel, systems, and governance structures relevant to audit activities.

Internal Audit Modality

SASSA primarily utilises an in-house Internal Audit capability to execute the approved risk-based Internal Audit Plan, supported by dedicated specialised expertise in Information Technology auditing, compliance management, and regulatory assurance. This integrated approach enables the Internal Audit Function to provide comprehensive assurance over governance, digital transformation initiatives, regulatory compliance obligations, information systems, cybersecurity controls, and operational processes across the Agency.

Staffing

The Internal Audit Function is led by the Chief Audit Executive (CAE) and comprises multidisciplinary audit professionals with competencies in governance, risk management, finance, compliance, and ICT auditing.

The function continuously seeks to strengthen capacity through professional development, skills transfer initiatives, and strategic co-sourcing arrangements to address evolving risks and technical audit requirements.

Quality Assurance and Improvement Programme

Internal Audit maintains a Quality Assurance and Improvement Programme (QAIP) to assess the efficiency, effectiveness, and compliance of the function with the IIA Standards and applicable governance requirements. The programme includes ongoing internal assessments, supervisory reviews, performance monitoring, and periodic external quality assessments. The most recent external quality assessment was conducted during the 2024/25 financial year, with the function achieving a rating of General Conformance (GC). The QAIP supports continuous improvement in audit methodologies, reporting quality, and overall service delivery.

Stakeholder Relationships

The Internal Audit Function maintains constructive and professional relationships with key stakeholders, including the Risk Management Committee, the Audit Committees of both SASSA and DSD, Executive Management, external auditors, oversight bodies, and relevant government departments, thereby supporting coordinated assurance, transparency, and the timely resolution of audit findings and emerging risks.

Value-add of Internal Auditing

Internal Audit adds value by providing independent assurance on the adequacy and effectiveness of governance, risk management, and internal control processes. The function contributes towards improved accountability, strengthened compliance, enhanced operational efficiency, fraud risk mitigation, and informed decision-making. Internal Audit also supports management in identifying control weaknesses, improving business processes, and strengthening the integrity of service delivery systems within SASSA.

Summary of Audit work performed

The Internal Audit function achieved substantial progress in the implementation of the approved Internal Audit Plan during the financial year under review, with most planned audits successfully completed and reported to both Management and the Audit Committee. The audits covered key governance, financial management, performance information, grants administration, risk management, and information technology control environments. In addition to the planned assurance activities, Internal Audit also responded to emerging risks and management requests through ad hoc reviews, including SRD-related engagements, probity audits, and support provided during the annual financial reporting process.

While overall implementation remained satisfactory, a limited number of projects were either cancelled, deferred, or remained at reporting stage due to operational reprioritisation, dependency on external requests, and capacity constraints experienced during the year. Notwithstanding these challenges, Internal Audit maintained effective oversight of critical risk areas and continued to provide independent assurance aimed at strengthening governance, improving control effectiveness, and addressing matters previously raised through external audit processes.

Herewith the status of implementation of IA findings for 2025/26 financial year:

Corrective Action Status	No of findings		
	2025/26	2024/25	2023/24
Implemented	38	51	63
Partially Implemented	8	0	0
Pending Follow Up/Not yet Due	13	43	36
Not Implemented	3	35	0
Total	**62**	**129**	**99**

7. AUDIT COMMITTEES

The Audit Committee provided governance oversight in relation to the Agency's internal control environment, financial, performance, compliance, and risk management activities.

Purpose and Mandate

The Audit Committee has complied with Treasury Regulation 3.1.13 and Section 77 of the Public Finance Management Act (No. 1 of 1999), in fulfilling its obligations and the discharge of its mandate. In doing so, the Audit Committee has developed and adopted as its formal terms of reference an Audit Committee Charter. This Charter has been used by the Audit Committee to govern its affairs and all the committee's duties set forth therein were discharged, apart from examining changes in the accounting policies and practices.

Independence

The Audit Committee operates independently from management and executes its responsibilities objectively and without undue influence. The Committee is satisfied that all members remain independent and free from any actual or perceived conflicts of interest that may impair their judgement or effectiveness in discharging their fiduciary responsibilities. Members are required to declare interests at the commencement of meetings and on an ongoing basis.

Protecting the Independence of the Internal Audit Function

The Audit Committee safeguards the independence, objectivity, and effectiveness of the Internal Audit Function by ensuring that Internal Audit maintains unrestricted access to records, personnel, and the Committee itself. The Committee oversees the approval of the Internal Audit Charter, and annual risk-based audit plans, whilst ensuring that Internal Audit remains functionally accountable to the Audit Committee.

Performance Against Statutory Duties

During the financial year, the Audit Committee discharged its statutory responsibilities in accordance with the PFMA, Treasury Regulations, and the Audit Committee Charter. The Committee reviewed the adequacy and effectiveness of internal controls, financial and performance information, risk management processes, compliance management, governance processes, and the implementation of corrective actions arising from audit findings.

Combined Assurance

The Audit Committee continued to oversee the development of the combined assurance model to enhance coordinated assurance across the Agency. This included reliance on assurance provided by management, Internal Audit, risk management, fraud investigations, and external assurance providers. This assurance approach assisted in identifying key control weaknesses, reducing duplication of assurance efforts, and strengthening governance oversight.

Composition of the Audit Committee

The Audit Committee comprises suitably qualified and experienced independent external members appointed by the Accounting Authority. Collectively, members possess expertise in governance, auditing, accounting, risk management, information technology, legal compliance, and public sector administration. The Committee is satisfied that members' responsibilities outside the Audit Committee do not impair their ability to effectively execute their duties and responsibilities.

Meeting Attendance

The Audit Committee met regularly during the financial year in accordance with its approved annual work plan and statutory requirements. Attendance by members remained satisfactory and enabled the Committee to effectively discharge its oversight responsibilities. Meetings were also attended by management, Internal Audit, Risk Management, the Auditor-General of South Africa, National Treasury and Department of Social Development (DSD).

Stakeholder Relationships

The Audit Committee maintained constructive and transparent relationships with key stakeholders, including the Accounting Authority, Executive Management, Internal Audit, the Auditor-General South Africa, DSD Audit Committee and National Treasury. These engagements contributed towards strengthening governance, accountability, and oversight within the Agency.

Key Concerns Raised

The Audit Committee remains concerned about persistent weaknesses in the areas of performance information management, records management, and cybersecurity, as these deficiencies continue to adversely affect the reliability and integrity of reporting, the safeguarding and accessibility of critical records, and the Organisation's resilience against evolving cyber threats. These challenges may further undermine the effectiveness of governance, service delivery, and the successful implementation of the Organisation's digital transformation initiatives. The Committee is also concerned about the slow rate of implementation of the Demand Management Plan, which may negatively impact procurement planning, operational efficiency, and the timely achievement of strategic objectives.

Resolution of Audit Committee Recommendations

The Audit Committee monitored the implementation of recommendations issued by Internal Audit, the Auditor-General South Africa, and the Committee itself. Progress on corrective actions was tracked through management action plans and regular progress reporting to ensure accountability and timely resolution of identified findings and control deficiencies.



Composition of the Audit Committee and Meeting Attendance

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

Table 18: Composition of the Audit Committee and Meeting Attendance

Name	Qualifications	Professional Affiliation *(e.g., SAICA, IIA, IOD(SA))*	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting *(Yes/No)*	No. of other ACs that the member served on during the reporting period *(whether in the public sector or not)*	No. of other governance structures the member served on during the reporting period, *e.g., Boards, Risk Committee, IT Committee, etc, whether in this or any other institution(s)*
			Start date	End date	Ordinary Meetings	Special Meetings			
Adv L L Peter: Chairperson	• Doctor of Law (LLD) Candidate UFH. • Master of Science (MSc. Med.) Wits University. • Master of Law (LLM) UWC. • Master of Philosophy (M.Phil.) UP. • Bachelor of Law (LLB) UWC. • Postgraduate Diploma (Compliance Management) UJ. • Postgraduate Diploma (Drafting & Interpretation of Contracts) UJ.		• 30 May 2021 – Acting Chairperson – 1 October 2023-30 April 2024 • Appointed as Chairperson – 1 May 2024 • Contract extended for 6 months (01 May 2026)	30 Sept 2026	4	5	Yes	3 Public Sector 2 Private	2 ICT 1 Board

Name	Qualifications	Professional Affiliation *(e.g., SAICA, IIA, IOD(SA))*	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting *(Yes/No)*	No. of other ACs that the member served on during the reporting period *(whether in the public sector or not)*	No. of other governance structures the member served on during the reporting period, *e.g., Boards, Risk Committee, IT Committee, etc, whether in this or any other institution(s)*
			Start date	End date	Ordinary Meetings	Special Meetings			
Ms S Mzizi: Member	• Certified Director – IODSA • ACG – CGISA • Post Graduate Diploma in Corporate Law – UJ • Post Graduate Certificate in Corporate Governance – UJ • ACMA CGMA – CIMA • B. Com Honours Financial Management – UJ • BTech Cost and Management Accounting – Tech Natal	ACG CIMA IoDSA	30 May 2019 – Re-appointed – 1 October 2023	30 Sept 2026	4	4	Yes	3 Public Sector	1 Board
Ms S Daya: Member	• BSc Computer Science and Applied Mathematics • Executive Masters in Digital Transformation and Innovation • Certified Information Technology Business Professional	ISACA IoDSA	1 October 2023	30 Sept 2026	3	4	Yes	1 Public Sector	1 Board 1 ICT
Dr L Mphahlele – Ntsasa: Member	• Bachelor of Science • Diploma in Data Metrics • Master of Business Administration • Doctor of Business Leadership	IoDSA IRMSA	1 October 2023	30 Sept 2026	4	5	Yes	3 Public Sector	1 Board

Name	Qualifications	Professional Affiliation *(e.g., SAICA, IIA, IOD(SA))*	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting *(Yes/No)*	No. of other ACs that the member served on during the reporting period *(whether in the public sector or not)*	No. of other governance structures the member served on during the reporting period, *e.g., Boards, Risk Committee, IT Committee, etc, whether in this or any other institution(s)*
			Start date	End date	Ordinary Meetings	Special Meetings			
Ms Neo Shabalala: Member	• Bachelor of Commerce (Information Technology) • Bachelor of Science – Honours (Information Systems). • Diploma in Business Administration and Management	IoDSA ISACA	1 October 2023	30 Sept 2026	4	5	Yes	7 Public Sector	1 ICT

Renumeration of Audit Committee Members

Remuneration of audit committee members as per the National Treasury guidelines.

- *Rates per meeting including 2 days of preparations: Chairperson:* ***R4 629.00x3 days; Member R2 809.00x 3 days***
- *Whether audit committee members who worked or are working for an organ of state are being remunerated:* ***None***
- *Total audit committee expenditure for the reporting period:* ***R557 000.00***

8. COMPLIANCE WITH LAWS AND REGULATIONS

To ensure compliance with applicable laws and regulations, SASSA developed and implemented various compliance checklists and delegations of authority. These include, but are not limited to, supply chain management, finance, human capital, and facilities.

9. FRAUD AND CORRUPTION

SASSA has an approved Fraud Prevention Strategy which has adopted a zero tolerance stance to fraud and corruption. Its anti-fraud and corruption strategic approach focuses on fraud and corruption governance, prevention, detection, investigations, and resolutions (corrective actions). SASSA has further developed the Fraud Prevention Implementation Plan to operationalise the implementation of the Fraud Prevention Strategy within the Agency and further deploys the anti-corruption measures such as anti-fraud and corruption awareness, Sting operations working in collaboration with National Credit Regulator (NCR) and the Law Enforcement Agencies (LEA) to address exploitation of grant beneficiaries by money lenders, corporate compliance inspections as part of fraud detection and the implementation of Anti-Fraud and Corruption Prevention mechanism to minimise the reduction in cases of fraud and corruption activities within the Agency.

Implementation of the Anti-Fraud and Corruption mechanisms are dissected below incorporating the pillars of the SASSA's Anti-Fraud Prevention Strategy:

a. Fraud and Corruption Governance

SASSA has established an internal Fraud Management and Compliance Department, which mainly focuses on the implementation of the anti-fraud and corruption prevention, detection and investigation of corrupt activities within the Agency. The Fraud Management and Compliance Department reports to SASSA's and the DSD's governance structures on a quarterly basis. The governance structures consist of, amongst others, the following: the SASSA and DSD Oversight Forum, Ethics Committee, Risk Management and Audit Committees.

b. Fraud and Corruption Investigations

Cases of fraud and corruption are mainly reported through the Office of the Public Service Commission (PSC's) National Anti-Corruption Hotline and other related reporting channels. Such cases are formally referred to by the Office of the Chief Executive Officer (CEO), Fraud Management and Compliance Department within SASSA for consideration, further assessment, investigation, and resolution.

In line with SASSA's approved Annual Performance Plan (APP targets), the Agency had planned to investigate 95% of the cases of fraud and corruption during 2025/26 financial year in terms of the performance against the planned target. Therefore, 99.8% (488 out of 487) of the reported cases of fraud and corruption were investigated and finalised. Based on the outcome of the trend and/or pattern analysis, most cases emanate from issues of grant fraud and corruption amongst other issues.

c. Fraud and Corruption Prevention

SASSA's Fraud Prevention Strategy was approved in March 2020. It addresses, amongst others, fraud trends associated with electronic grant applications and electronic payments. As part of preventing corrupt and fraudulent activities, SASSA planned to conduct 112 Anti-Fraud and Corruption Awareness Sessions during the 2025/26 financial year, and 137 awareness sessions were implemented across the nine (9) Regions.

The implemented Anti-Fraud and Corruption awareness programmes were integrated into induction training, planned awareness sessions, staff engagement sessions, and an Integrated Government Services Outreach Programme. Various mediums were utilised, including virtual remote meetings via MS Teams, in-person presentations, and the distribution of pamphlets that contained important fraud prevention messages and fraud reporting channels.

A total of 6 873 individuals were reached in the awareness sessions. This group is comprised of 804 SASSA employees, 897 stakeholders, and 5 173 members of the public, including social grant beneficiaries.

d. Fraud and Corruption Detection Measures Implemented

The fraud detection measures of SASSA resulted in the following activities being implemented:

Sting Operations were conducted between 1 April 2025 to 31 March 2026 Financial Year.

During the sting operations SASSA cards, bank cards, ID cards, ID books and hard cash were confiscated from the illegal money lenders. Furthermore, 5 cases were opened with the SAPS against the illegal money lenders.

Gauteng Kliptown Cases

In February 2025, a joint operation conducted by Crime Intelligence and the South African Police Service's Provincial Investigating Unit (Commercial Crime) resulted in the arrest of four suspects in Soweto. One of whom was identified as a SASSA official based at the Johannesburg Local Office. The arrests were effected on charges of fraud following the discovery of illegally obtained SASSA banking cards in the suspects' possession, with 139 SASSA cards seized as evidence. Subsequent profiling of the affected beneficiaries on SOCPEN further implicated seven additional officials, who were arrested between February and March 2025.

Quad 7 Cases

SASSA incurred financial prejudice amounting to R4 708 342.10, arising from payments generated in respect of the 84 Quad 7 identities. Criminal investigations into the matter are ongoing.

Cases implicating SASSA Employees and Arrests

Eastern Cape: Queenstown Local Office Reported five suspected OAG that were processed on the SOCPEN system and Investigations revealed that the grants were indeed processed on SOCPEN system fraudulently, criminal investigations ongoing.

Fraudulent ID Cases and Medical Referral Forms

Western Cape: Duplicate or fraudulent IDs related to cases where legitimate clients in Western Cape (WC) came to apply for the social grant, mostly Old Age Grants (OAG), and it was then detected that the ID number of the person was already in payment for a social grant (fraudulently) in another Region. The regions mostly affected were KwaZulu-Natal (KZN), Gauteng, and Eastern Cape (EC). Western Cape region conducted a preliminary investigation into the matter(s), whereafter the cases were referred to the relevant regions for further investigation and finalisation, investigations ongoing.

North West: Suspected fraudulent medical referral forms alleged to be completed at Brits Hospital. The Doctors who completed the referral forms do not exist, and the matter was referred to the North Region for further Investigation and possible referral to the Law Enforcement Agencies.

Public Service Commission's National Anti-Fraud and Corruption Hotline (0800 601011).

During the period 1 April 2025 to 31 March 2026, SASSA received a total of 817 cases through the Office of the Public Service Commission's National Anti-Corruption Hotline. Of these, 589 related to the COVID-19 Social Relief of Distress (SRD), while the remaining 228 related to a combination of the Disability Grant, Old Age Grant, Child Support Grant, and Foster Care Grant. The 589 COVID-19 SRD cases involved allegations that applicants discovered, upon applying for the grant, that applications had already been submitted using their identity numbers without their knowledge or consent. All cases were recorded in the fraud register and allocated to the relevant regions for investigation.

10. MINIMISING CONFLICT OF INTEREST

As part of the SCM value chain, every official involved in any transaction, including the end-user (custodian of goods and services), is required to declare his/her interest (if any) by completing a Declaration of Interest Form. The form is populated with all Directors of Companies whose bids are being evaluated, allowing all role players to verify and declare their interest. There is also a register to record any declarations made.

Declaration of interest is a standard practice in all sessions of the Bid Evaluation Committee and the Bid Adjudication Committee (BAC); records are kept (Declaration of Interest Forms), and the BAC minutes reflect that the process is undertaken as an agenda item. Additionally, segregation of functions is maintained to ensure that officials who capture transactions do not also approve them. Equally, the same official cannot nominate suppliers, issue RFQs, receive quotations, evaluate them, and issue orders. These business processes are streamlined so that there is segregation of duties. Where there is a shortage of personnel, it is ensured that the approver is different from the official who sourced quotations and the capturer is different from the approver of the transaction on the system.

All officials in the SCM environment are made aware of the SCM Code of Conduct for SCM Practitioners (Treasury Practice Note 4 of 2003) and are required to declare in writing that they are aware of the contents of the Code. The file for such declarations is kept for reference.

The Compliance Checklist, against which all SCM transactions are subjected for approval by the delegated authority, also checks if the Declaration of Interest form has been duly completed. The Compliance Checklist is an internal control mechanism to prevent irregular expenditure and is fully aligned with all applicable legislation, instructions and regulations that govern the SCM environment.

The service providers are compelled (mandatory requirement) to complete the Declaration of Interest Form as a retainable document with their bids or quotation. Additionally, the CSD reports are drawn from the Central Supplier Database to verify whether the service provider is not a government employee and to confirm the Directors against the SBD form.

11. CODE OF CONDUCT

During the 2025/26 financial year, the Agency intensified efforts to strengthen and institutionalise its ethics management capability as part of its broader commitment to good governance, integrity, accountability, and public trust. Building on the existing SASSA Code of Conduct, the Agency appointed The Ethics Institute to conduct a comprehensive Ethics Management Review, including an Ethics Management Maturity Assessment (EMMA), governance system reviews, ethics risk identification processes, benchmarking exercises, and stakeholder engagements. The assessment rated the Agency at Level 3 on a four-level ethics maturity scale, recognising significant progress made in establishing ethics management systems and governance infrastructure whilst identifying areas requiring further strengthening, particularly in relation to institutionalisation, implementation capacity, and long-term sustainability of the ethics management programme.

The Agency continued strengthening implementation of Section 8(2) of the SASSA Act through the internally developed e-Disclosure System used for the electronic disclosure of employees' financial interests. In addition, the Agency developed and approved a Lifestyle Review and Audit Framework, including policy, Standard Operating Procedures, ethical and lifestyle risk assessment criteria, governance oversight mechanisms, and business cases for the appointment of specialised service providers to support lifestyle review verification and lifestyle audit processes. These initiatives are intended to strengthen preventive governance capability and enhance early identification and management of ethical and corruption-related risks.

The Governance Unit further continued implementation of the Ethics Communication and Training Programme through newly developed district dialogue engagements and the hosting of a National Ethics Workshop involving ethics stakeholders from Head Office and Regional Offices. The first Ethics Committee term expired, and a new Committee has been established which will continue to provide strategic oversight on ethics management matters, including implementation of ethics maturity improvement interventions arising from the Ethics Management Review. Collectively, these initiatives represent an important step towards strengthening the Agency's ethical culture and long-term anti-corruption capability.

12. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

SASSA recognises that a safe and conducive working environment is essential to effective service delivery. Accordingly, the Agency has an approved Occupational Health and Safety (OHS) Policy, which provides the framework for managing health and safety matters. It provides for the establishment of OHS Committees at national, head office, regional office and district levels to support compliance with the Occupational Health and Safety Act, 1993 (Act 85 of 1993). In line with these provisions, SASSA has established OHS Committees at Head Office and across the regions.

In addition, OHS representatives have been appointed and trained to identify workplace risks and hazards within SASSA offices. Where risks are identified, corrective actions are implemented in collaboration with landlords to ensure that health and safety standards are maintained. OHS representatives also play a critical role in promoting employee compliance with the requirements of the Act and the Agency's OHS Policy.

Subject to the terms and conditions of individual lease agreements, landlords continue to improve and maintain leased offices to ensure that facilities remain fit for purpose and that services are delivered in an appropriate environment. For offices located in state-owned facilities, the Local Office Improvement Project (LOIP) serves as the mechanism through which office upgrades and maintenance are coordinated to support habitability and service delivery. In addition, Regional Executive Managers (REMs) have attended legal liability training, which strengthens understanding of statutory responsibilities, supports compliance with the Occupational Health and Safety Act, reduces organisational exposure to legal risk, and contributes to a safer and more productive working environment.

13. AUDIT COMMITTEE REPORT

The Audit Committee provided governance oversight in relation to the SASSA's internal control environment, financial, performance, compliance, and risk management activities. I am pleased to present this Audit Committee report for the financial year that ended on 31 March 2026.

Audit Committee Responsibility

The Audit Committee has complied with Treasury Regulation 3.1.13 and Section 77 of the Public Finance Management Act (No. 1 of 1999), in fulfilling its obligations and the discharge of its mandate. In doing so, the Audit Committee has developed and adopted as its formal terms of reference an Audit Committee Charter. This Charter has been used by the Audit Committee to govern its affairs and all the committee's duties set forth therein were discharged, apart from examining changes in the accounting policies and practices.

Key objectives and activities of the Audit committee

The Audit Committee is a formally constituted committee mandated, amongst others, to assist the Accounting Authority and management in fulfilling their responsibilities relating to financial and performance reporting, internal control systems, risk management, audit processes, and compliance with applicable laws, regulations, and codes of conduct. The Committee discharges these responsibilities through the provision of independent oversight and objective advice.

During the year under review, the Audit Committee held private sessions with Internal Audit to deliberate on matters requiring confidentiality and to review proposed audit approaches, plans, staffing, and the overall organisation of the audit function. The Committee also convened regular meetings with management, during which it received and considered presentations on various management reports.

Internal Control Environment

The Audit Committee assessed the system of internal controls and determined that the control environment was partially effective during the year under review. Several findings highlighted weaknesses in key control areas, including inadequate records management relating to missing beneficiary files and files without corresponding digital records, deficiencies in the reliability and integrity of reported performance information relating to the customer care indicator, where reported achievements were not adequately supported by the available portfolio of evidence, as well as cybersecurity control weaknesses which, if not adequately addressed, could compromise the Organisation's digital transformation and automation initiatives. In addition, instances of potential losses arising from grant irregularities were reported to the Committee through Internal Audit, Fraud Management, and Compliance functions.

The Audit Committee engaged management on these matters and is satisfied that appropriate corrective measures and mitigating controls have been implemented to address the identified weaknesses and strengthen the overall control environment.

The Internal Audit Committee Charter underwent review by the internal audit and received approval from the Audit Committee. Likewise, the Audit Committee Charter underwent review by the Audit Committee and was approved by the Minister.

Key Areas of Concern

The Audit Committee remains concerned about persistent weaknesses in the areas of performance information management, records management, and cybersecurity, as these deficiencies continue to adversely affect the reliability and integrity of reporting, the safeguarding and accessibility of critical records, and the Organisation's resilience against evolving cyber threats. These challenges may further undermine the effectiveness of governance, service delivery, and the successful implementation of the Organisation's digital transformation initiatives. The Committee is also concerned about the slow rate of implementation of the Demand Management Plan, which may negatively impact procurement planning, operational efficiency, and the timely achievement of strategic objectives.

In-Year Management and Monthly/Quarterly Report

The public entity has submitted monthly and quarterly reports to the Executive Authority on time. The Audit Committee has considered these reports as part of its standard quarterly meetings and has provided guidance and oversight to the Accounting Authority based on the information contained in these quarterly reports.

Auditor-General's Report and Implementation of Prior Year Audit Findings

The Audit Committee has reviewed the public entity's implementation plan for audit issues raised in the prior year and it is satisfied that these issues are receiving appropriate management attention. Whilst the Audit Committee is satisfied that the remedial actions for audit issues raised in prior years are adequate, the Committee is concerned that there are still repeat findings and has requested the Accounting Authority together with the management team to intensify efforts to avoid repeat findings in coming years.

The Audit Committee considered and evaluated the Annual Financial Statements (AFS) and the Annual Performance Report (APR) for the financial year ended 31 March 2026 and recommended their approval by the Accounting Authority prior to submission to the Auditor-General of South Africa (AGSA) for external audit.

The Audit Committee further considered the audit outcomes, including the audit and management reports presented by AGSA on 29 July 2026, which detailed the audit findings and matters that remained unresolved at the time of the meeting. In discharging its oversight responsibilities, the Committee encouraged both AGSA and management to continue engaging constructively to ensure that the outstanding matters are appropriately resolved, while also providing its observations on selected findings where further clarification and consideration were deemed necessary.

The Committee welcomes the achievement of an unqualified audit opinion, which reflects positively on the credibility of the annual financial statements. Notwithstanding this achievement, the Committee remains concerned about the number and significance of the material findings reported, particularly those relating to the usefulness and reliability of performance information. These findings highlight the need to strengthen internal controls, enhance the quality of performance reporting, and improve management oversight to ensure accurate, complete, and reliable reporting of organisational performance.

Furthermore, the Committee has expressed concern regarding the governance and compliance risks associated with procurement deviations and contract variations. While these matters did not result in audit findings by AGSA during the current audit cycle, the Committee is of the view that they warrant continued oversight due to their potential impact on governance, value for money, transparency, and public confidence. The Committee has therefore encouraged management to strengthen preventative and monitoring controls in these areas to mitigate future risks and to uphold the highest standards of accountability, ethical governance, and sound financial management.



Adv L L Peter

Chairperson of the Audit Committee

South African Social Security Agency

Date: 31 July 2026



14. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the requirements of the Broad-Based Black Economic Empowerment Amendment Act (B-BBEE Act) of 2013 and as determined by the Department of Trade and Industry.

Table 19: B-BBEE Compliance Performance Information

Has the Department/Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	**Response Yes/No**	**Discussion**
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	N/A	N/A
Developing and implementing a preferential procurement policy?	Yes	SASSA's SCM policy is fully aligned with Preferential Procurement Policy Framework Act and its Regulations, 2022. To that effect, it has since developed its SCM and Preferential Procurement Policy, effective from January 2023. Such policy advocates specific goals to empower women, youth and people with disabilities in accordance with B-BBEE Act and its code of good practice.
Determining qualification criteria for the sale of state-owned enterprises?	N/A	N/A
Developing criteria for entering into partnerships with the private sector?	No	The nature of the partnerships envisaged in this instance is collaborative with no procurement involved.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad-Based Black Economic Empowerment?	N/A	N/A





PART D

HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

1.1 Overview of HR Matters at the Public Entity

Set HR priorities for the year under review and the impact of these priorities

To ensure sufficient capacity to meet service delivery requirements, the Agency filled 93% (7 009) of its funded permanent posts, including 108 posts filled through internal promotions. Of these promotions, 41 were awarded to females and 67 to males. In addition, the Agency appointed 25 interns as part of responding to the President's call of capacitation of unemployed graduates. The latter improved operational efficiency by appointing 328 contract workers (9 at Head Office, 76 Debtors Clerks, 3 Grant Administrators, 237 Grant Reviews and 1 RMC) to support administrative functions. This brought the total number of permanent and contract employees to 7 362.

The strengthened organisational capacity enhances SASSA's ability to effectively deliver on its mandate and contributes to Outcome 1 of the National Development Plan 2030, which seeks to reduce poverty, inequality, and vulnerability.

Workforce Planning Framework and Key Strategies to Attract and Recruit a Skilled and Capable Workforce

During the period under review, and in line with the requirements of the Human Resource Plan, the Agency funded 410 critical posts within the constraints of the available Compensation of Employees (CoE) budget. To promote inclusive recruitment and ensure alignment between the Human Resource Plan and Employment Equity objectives, the Agency intensified its recruitment efforts by sharing advertised vacancies with the Department of Employment and Labour, as well as organisations representing persons with disabilities.

In addition, the SASSA adopted a targeted headhunting approach through its appointed recruitment agency, Interdot, to strengthen talent attraction and improve the sourcing of suitably qualified candidates for critical positions.

Employee Performance Management Framework

During the financial year under review, SASSA implemented its performance management policies for members of the Senior Management Service (SMS), Middle Management Service (MMS), and non-MMS employees. In line with regulatory requirements, employees concluded and signed their performance agreements/contracts within two (2) months of the commencement of the financial year, by 31 May 2025. Performance assessments were subsequently conducted to evaluate the extent of employee contributions towards the achievement of the Agency's strategic objectives and performance targets.

The Agency maintained a sustained level of organisational performance during the reporting period, supported by a committed workforce aligned to service delivery priorities. Through the effective implementation of performance management processes, employees continued to contribute meaningfully towards the achievement of SASSA's mandate and strategic goals.

Learning and Development

During the reporting period, the Agency remained committed to employee development and organisational capacity building by complying with the requirements of the Skills Development Act, allocating 1% of its employee payroll budget towards training and development initiatives. This investment sought to enhance employee competencies, improve organisational performance, and support the effective delivery of social assistance services.

In compliance with the Skills Development Levies Act, the Agency submitted its Workplace Skills Plan (WSP) and Annual Training Report (ATR) to HWSETA on 30 April 2025. These submissions ensured alignment between organisational skills development priorities and national human capital development objectives.

In implementing its training and development programme, the Agency placed particular emphasis on capacitating frontline employees through customer care and emotional intelligence training to strengthen client engagement, improve responsiveness, and enhance the quality-of-service delivery at local offices. In addition, targeted ICT training programmes were rolled out to equip employees with skills in automation and digitisation, thereby supporting SASSA's modernisation agenda and improving organisational readiness for increasingly technology-driven service delivery processes.

Leadership Development Programmes

SASSA contracted Regenesys Business School to implement a Leadership Development Programme aimed at empowering and capacitating young women managers with the competencies required to effectively assume leadership responsibilities. The programme formed part of the Agency's broader commitment to leadership development, gender empowerment, and organisational sustainability.

This initiative is aligned with the Directive on the Professionalisation of the Public Service and promotes the ethical and professional values envisaged in Section 195 of the Constitution of the Republic of South Africa. During the reporting period, a cohort of 40 women leaders at senior and middle management levels participated in the programme. Through this intervention, the Agency strengthened leadership capability and succession planning by equipping participants with practical management, governance, and strategic leadership skills necessary to drive organisational performance and service delivery excellence.

Employee Wellness Programmes

The Agency remains committed to the implementation of Employee Wellness Programmes through a co-sourcing model, whereby a professional service provider offers psychosocial support services to employees and their immediate family members. These services are aimed at promoting employee wellbeing, improving productivity, and fostering a healthy and supportive work environment.

The services deal with the following elements:

- **Work Relationships:** Performance management, absenteeism/extended leave, medical boarding, conflicts with managers or colleagues, dissatisfaction with management styles, and burnout
- **Personal Relationships:** Spouse/partner conflicts, divorce/separation
- **Emotional:** Bereavement

Employee Wellness services continued to be provided during the reporting period to support employees and their immediate family members in managing both personal and work-related challenges through accessible face-to-face and virtual counselling platforms. A total of 396 employees utilised psychosocial support services, demonstrating the Agency's continued commitment to employee wellbeing and resilience.

In addition, proactive wellness initiatives reached 3 939 employees and focused on promoting psychological safety, burnout prevention and recovery, leadership alignment, conflict resolution, mental health awareness, depression management, equality, and the prevention of workplace harassment. These interventions contributed towards fostering a healthier, more supportive, and productive working environment.

Policy Development

The development of the SASSA Human Resource Management Policy, mandated in terms of Section 7(2)(a) of the South African Social Security Agency Act 9 of 2004, is at an advanced stage. The formulation of the policy is a collaborative process involving the Minister of the Department of Public Service and Administration, the Minister of Finance, and the Minister of the Department of Social Development, in line with legislative requirements. Once finalised, the policy is expected to strengthen human resource governance and provide a comprehensive framework for the effective management of human capital within the Agency.

During the reporting period, the Agency also reviewed its Staffing Practices Policy to strengthen recruitment, selection, and staff utilisation processes, with the aim of improving organisational efficiency, fairness, and alignment with operational requirements.

Furthermore, the Human Capital Development Policy was developed and extensively consulted with key stakeholders, including organised labour, to ensure inclusivity and alignment with organisational needs. The policy is scheduled for submission to EXCO for consideration and approval.

1.2 Achievement Highlights

In advancing inclusive employment and workplace diversity, SASSA exceeded the government's 3% employment target for persons with disabilities by achieving 3.08%, demonstrating measurable progress in promoting equal opportunity, equity, and the meaningful inclusion of persons with disabilities within the workforce.

Furthermore, youth employment accounted for 12% of the Agency's workforce, contributing to national efforts aimed at reducing the high youth unemployment rate, which remains at approximately 46%. This intervention supports the objectives of the Presidential

Youth Employment Intervention (PYEI) by creating opportunities for young people to gain workplace experience, develop critical skills, and participate meaningfully in the economy, thereby contributing to inclusive economic growth and social development.

In addition, SASSA implemented Early Retirement and Voluntary Exit Programmes in support of government's workforce rationalisation objectives and efforts to contain the public service wage bill.

During the reporting period, 130 employees exited the Agency through these initiatives. As vacancies arising from these exits are progressively filled, the Agency intends to prioritise youth employment, whilst advancing succession planning, organisational sustainability, and the long-term objective of reducing compensation costs in a balanced and sustainable manner.

1.3 Organisational Structure Review Project

The Agency finalised its five-year Strategic Plan (2025/26 – 2029/30) for the 7th Administration, which introduced revised strategic priorities and objectives aimed at strengthening service delivery, operational efficiency, and institutional sustainability. In response to these new strategic imperatives, the Agency commenced a comprehensive review of its organisational structure to improve organisational efficiency and ensure alignment between its mandate, operating model, and future service delivery requirements.

The proposed organisational structure is currently at the consultation stage with the Department of Public Service and Administration (DPSA). In line with the prescribed governance processes, concurrence from the Minister for DPSA and the Minister of Finance will be sought before the structure is submitted for final approval.

The proposed organisational redesign takes into account the increasing automation and digitisation of business systems, which are expected to significantly improve operational efficiency and streamline service delivery processes. As a result, the total number of posts on the organisational structure is projected to decrease from 18 956 to 8 115, representing a reduction of 10 841 positions over time. This transition is expected to yield several positive outcomes, including improved organisational efficiency, a more sustainable compensation structure, enhanced productivity, and better alignment of human resources with the Agency's evolving service delivery model.

Job Evaluation

Following approval by the Minister for the Department of Public Service and Administration (DPSA), the Agency adopted the new public service job evaluation framework, namely the Compensate, Evaluate and Job Grading System (CEGS), which was implemented with effect from 1 June 2025.

Accordingly, with effect from 1 June 2025, all funded and vacant positions are subjected to a job evaluation process prior to being advertised for recruitment. This approach ensures that positions are appropriately graded, aligned with organisational requirements, and consistent with the principles of equity, standardisation, and sound human resource management within the public service.

1.4 Future HR Plans/Goals

The Agency remains concerned about the impact of high vacancy levels on operational efficiency and service delivery and has therefore set a target of maintaining a minimum occupancy rate of 95% of funded posts at all times. To advance transformation, diversity, and inclusive workforce participation, the Agency has established the following employment equity and workforce representation targets:

- **3%** of funded posts (filled and vacant funded positions) to be occupied by persons with disabilities;
- **42%** representation of women in Top Management positions;
- **46%** representation of women at Senior Management Service (SMS) level; and
- **10%** representation of youth across funded posts, including student interns participating in work-integrated learning programmes and graduate internship initiatives

The anticipated approval of the SASSA Human Capital Management and Development Policy will provide an enabling framework for the comprehensive review and alignment of all human resource management-related policies. Key focus areas will include recruitment and selection, learning and development, performance management, compensation, talent management, and succession planning. This process seeks to strengthen alignment between the Agency's workforce, business processes, and organisational operating philosophy to improve performance and institutional effectiveness.

Furthermore, the approval of the revised organisational structure will be followed by a structured matching and placement process to align employees with new positions. This will be complemented by targeted re-skilling and upskilling initiatives informed by the outcomes of the Agency's skills audit, ensuring that employees are adequately equipped to support evolving operational requirements and a more digitised service delivery environment.

In addition, the review of the five-year Human Resource Plan requires stronger integration with the Employment Equity Plan and Human Capital Development Plan to ensure coordinated implementation, improved workforce planning, and alignment with the Agency's long-term strategic priorities.



2. HUMAN RESOURCE OVERSIGHT STATISTICS

Table 20: Personnel Cost by Programme

Programme	Total expenditure for the entity	Personnel expenditure	Personnel expenditure as a % of total expenditure	No. of employees*	Average personnel cost per employee
	(R'000)	(R'000)			(R'000)
1. ADMINISTRATION	**3 606 668**	**1 136 107**	**31.50%**	**1 788**	**4 848**
Executive Management	156 620	105 343	67.26%	121	871
Internal Audit & Risk Management	64 355	47 949	74.51%	65	738
Corporate Services	1 743 946	349 705	20.05%	546	640
Finance	603 661	520 193	86.17%	939	554
Information & Communications Technology	1 008 681	87 224	8.65%	94	928
Strategy & Business Development	29 405	25 693	87.38%	23	1 117
2. GRANTS ADMINISTRATION	3 893 842	2 687 686	69.02%	6 048	444
TOTAL	**7 500 510**	**3 823 792**	**50.98%**	**7 836**	**5 292**

Please note: The total expenditure includes loss on disposal of assets.

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

Table 21: Personnel Cost by Location

Location	Total expenditure for the entity	Personnel expenditure	Personnel expenditure as a % of total expenditure	No. of employees*	Average personnel cost per employee
	(R'000)	(R'000)			(R'000)
Head Office	2 202 308	311 254	14.13%	381	817
Eastern Cape	850 971	592 053	69.57%	1 269	467
Free State	400 721	261 345	65.22%	528	495
Gauteng	609 329	393 897	64.64%	892	442
KwaZulu-Natal	1 031 120	695 904	67.49%	1 490	467
Limpopo	559 250	398 043	71.17%	807	493
Mpumalanga	448 737	284 844	63.48%	593	480
Northern Cape	385 095	248 861	64.62%	505	493
North West	506 517	310 248	61.25%	685	453
Western Cape	506 463	327 344	64.63%	686	477
Total	**7 500 510**	**3 823 792**	**50.98%**	**7 836**	**488**

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

Table 22: Personnel Cost by Salary Band

Level	Personnel expenditure	% of personnel expenditure to total personnel cost	No. of employees*	Average personnel cost per employee
	(R'000)			(R'000)
Top Management	20 480	0.5%	12	1 707
Senior Management	268 480	7.0%	191	1 406
Professional Qualified	491 099	12.8%	457	1 075
Skilled	1 342 869	34.9%	2 275	590
Semi-Skilled	1 698 068	44.1%	4 485	379
Unskilled	26 865	0.7%	416	65
TOTAL	**3 847 859**	**100.0%**	**7 836**	**491**

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

Table 23: Performance Rewards by Salary Band

Salary band	No. of Employees	Performance Rewards	Personnel expenditure	% Percentage of Performance Rewards to total personnel cost
			(R'000)	
Top Management	-	-	20 480	-
Senior Management	-	-	268 480	-
Professional Qualified	-	-	491 099	-
Skilled	-	-	1 342 869	-
Semi-skilled	-	-	1 698 068	-
Unskilled	-	-	26 865	-
Total	**-**	**-**	**3 847 859**	**-**

Table 23 is no longer applicable due to discontinued performance rewards.

Table 24: Training Costs by Head Office Branch and Region

Programme/Activity/Objective	Personnel expenditure	Training expenditure	Training expenditure as a % of personnel cost	No. of employees trained	Avg. training cost per employee
	(R'000)	(R'000)			(R'000)
Executive Management (Office of the CEO)	24 477	-	0.54%	8	0
Internal Audit & Risk Management	20 223	-	1.39%	17	0
Corporate Services	81 348	3 774	0.39%	42	89.87
Finance	67 480	33	0.26%	21	1.59
Information & Communications Technology	47 155	17	0.88%	17	0.99
Grants Administration	44 878	-	1.11%	47	0
Strategy & Business Development	25 693	-	0.11%	1	0
Head Office (Total)	**311 254**	**3 825**	**0.55%**	**153**	**92.45**
Eastern Cape	592 053	2 114	0.40%	292	7.2
Free State	261 345	662	0.35%	153	4.3
Gauteng	393 897	2 392	0.66%	169	14.2
KwaZulu-Natal	695 904	5 185	0.78%	1 276	4.1
Limpopo	398 043	1 632	0.47%	447	3.7

Programme/Activity/Objective	Personnel expenditure	Training expenditure	Training expenditure as a % of personnel cost	No. of employees trained	Avg. training cost per employee
	(R'000)	(R'000)			(R'000)
Mpumalanga	284 844	1 942	0.72%	248	7.8
Northern Cape	248 861	449	0.28%	621	0.7
North West	310 248	2 058	0.74%	415	5.0
Western Cape	327 344	1 050	0.39%	161	6.5
Total	**3 823 792**	**21 310**	**0.60%**	**3 935**	**145.92**

Table 25: **Employment and Vacancies per Head Office Branch and Region**

Head Office Branches and Regions	2024/2025 No. of Employees	2025/2026 Approved Posts	2025/2026 No. of Employees***	2025/2026 Vacancies	% of Vacancies
The South African Social Security Agency#	2	2	2	-	0.0%
Fraud & Compliance	9	43	10	33	76.7%
Chief Operations Management	20	73	20	53	72.6%
Internal Audit & Risk Management	24	57	21	36	63.2%
Corporate Services	98	227	103	124	54.6%
Finance	79	182	80	102	56.0%
Information & Communications Technology (ICT)	45	113	43	70	61.9%
Grants Operations	55	82	56	26	31.7%
Policy Implementation Support	9	19	8	11	57.9%
Strategy & Business Development	22	117	21	96	82.1%
Eastern Cape	1 205	3 369	1 210	2 159	64.1%
Free State	527	1 811	502	1 309	72.3%
Gauteng	831	2 046	819	1 227	60.0%
KwaZulu-Natal	1 435	3 264	1 409	1 855	56.8%
Limpopo	771	1 820	769	1 051	57.7%
Mpumalanga	538	1 443	551	892	61.8%
Northern Cape	491	1 315	479	836	63.6%
North West	645	1 611	606	1 005	62.4%
Western Cape	686	1 362	653	709	52.1%
Total	**7 492**	**18 956**	**7 362**	**11 594**	**61.2%**

*** Represents all employees (permanent and contract) in service as at 31 March 2026

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

Table 26: **Employment and Vacancies per Occupational Group**

Programme/Activity/ Objective (Occupational Group)	2024/2025 No. of Employees	2025/2026 Approved Posts	2025/2026 No. of Employees	2025/2026 Vacancies	% of Vacancies
Top Management	9	18	11	7	38.9%
Senior Management	182	304	180	124	40.8%
Professional Qualified	436	889	428	461	51.9%
Skilled	2 206	6 781	2 172	4 609	68.0%
Semi-skilled	4 368	10 650	4 318	6 332	59.5%
Unskilled	291	314	253	61	19.4%
Total	**7 492**	**18 956**	**7 362**	**11 594**	**61.2%**

On average, the posts remained vacant for a minimum period of six (6) months, primarily due to the reprioritisation of critical vacancies and constraints in the Cost of Employees (CoE) budget. During the period under review, the Agency was able to fund only 410 vacant posts. Internal promotions were effected as follows: three (3) at Top Management level, four (4) at Senior Management level, sixteen (16) at professional (middle management) level, with the remaining appointments at skilled supervisor level. To enhance the recruitment of previously disadvantaged groups, the Agency shared advertised positions with the Department of Employment and Labour and organisations for persons with disabilities. In addition, headhunting through recruitment was utilised as an attraction strategy.

Table 27: Employment changes

Salary Band	Employment at beginning of period	Appointments	Terminations	Employment at end of the period***
Top Management	9	1	2	8
Senior Management	179	6	19	166
Professional Qualified	428	6	37	397
Skilled	2 196	8	142	2 062
Semi-skilled	4 388	200	288	4 300
Unskilled	292	250	200	342
Total	**7 492**	**471**	**688**	**7 275**

*** Represents all employees (permanent and contract) in service as at 31 March 2026

Table 28: Reason for Staff Leaving

Reason	Number	% of total no. of staff leaving
Death	28	0.4%
Resignation	103	1.4%
Dismissal	61	0.8%
Retirement	213	2.9%
Ill health	4	0.1%
Expiry of contract	265	3.6%
Other – Transfer	14	0.2%
Total	**688**	**9.5%**

The percentage is calculated by comparing the total number of employees who terminated service (688) with the number of employees at the start of the reporting period (7 492).

Resignations and retirements accounted for the highest number of exits from the Agency.

The Agency recorded a Voluntary Attrition Rate of 9%, which is within the acceptable annual norm of 5-10%. This rate was influenced by the Early Retirement and Voluntary Exit Programmes.

Table 29: Labour Relations – Misconduct and Disciplinary Actions

Nature of disciplinary action	Number
Verbal Warning	12
Written Warning	331
Final Written warning	40
Dismissal	60
Corrective counselling	19
Demotion	0
Suspension Without Pay	6
Total	**468**

The total number of the 61 employees dismissed includes both backlog and current cases. Fifty-three (53) cases from backlog and seven (7) from current cases and one (1) employee was terminated because of abscondment. All the dismissed employees lodged a leave of an appeal through the minister of social development, and the same appeals were adjudicated by the appeals committee and their dismissals were confirmed. The labour relations have accumulated this achievement through the centralisation of all the fraudulent and sexual harassment cases to the head office for the effective implementation and continuous monitoring. All labour relations cases that were received under the period of review are five hundred and thirty-three (533) and four hundred and ninety (490) cases were finalised. SASSA has no outstanding appeal for the period of 2025-26.

Table 30: Equity Target and Employment Equity Status

Levels	MALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	4	4	1	1	0	1	0	1
Senior Management	80	83	7	8	3	3	2	3
Professional Qualified	198	204	21	22	7	9	6	8
Skilled	818	846	71	77	24	26	14	16
Semi-skilled	1 408	1425	143	154	14	16	9	10
Unskilled	68	9	5	1	0	0	0	1
Total	**2 576**	**2 571**	**248**	**263**	**48**	**55**	**31**	**39**

Levels	FEMALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	6	4	0	1	0	0	0	1
Senior Management	79	81	2	3	3	3	4	4
Professional Qualified	176	177	9	13	4	4	7	10
Skilled	1 097	1078	91	96	23	24	34	36
Semi-skilled	2 474	2 486	215	214	21	22	34	37
Unskilled	169	4	10	0	1	0	0	0
Total	**4 001**	**3 830**	**327**	**326**	**52**	**53**	**79**	**88**

Levels	DISABLED STAFF			
	Male		Female	
	Current	Target	Current	Target
Top Management	0	0	0	0
Senior Management	3	3	0	2
Professional Qualified	5	6	3	5
Skilled	29	30	23	26
Semi-Skilled	67	65	94	83
Unskilled	1	0	2	0
Total	**105**	**104**	**122**	**116**

The organisation is still in the initial phase of the first year of the new five-year EE Plan, which commenced on 1 September 2025. As at 31 March 2026, the Agency is operating with a total current workforce of 7 362, including 227 employees with disabilities, who account for 3.08% of the workforce.



PART E

PFMA COMPLIANCE REPORT

1. IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES

1.1 Irregular Expenditure

a) Reconciliation of irregular expenditure

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance	10 692	75 708
Adjustment to opening balance	-	-
Opening balance as restated	10 692	75 708
Add: Irregular expenditure confirmed	42	1 470
Less: Irregular expenditure condoned	1 590	21 916
Less: Irregular expenditure not condoned and removed	8 639	43 949
Less: Irregular expenditure recoverable[9]	-	-
Less: Irregular expenditure not recoverable and written off	-	-
Less: Irregular expenditure cleared (found not irregular §	198	621
Closing balance	**307**	**10 692**

§ The irregular expenditure cleared is the expenditure that was confirmed as irregular during the assessment and confirmation process; however, evidence emerged during the determination test which proved that the expenditure was not irregular.

Reconciling notes

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure that was under assessment	-	-
Irregular expenditure that relates to the prior year and identified in the current year	-	-
Irregular expenditure for the current year	42	1 470
Total	**42**	**1 470**

b) Details of irregular expenditure (under assessment, determination, and investigation)

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure under assessment	1 096	-
Irregular expenditure under determination	307	10 692
Irregular expenditure under investigation	-	-
Total	**1 403**	**10 692**

c) Details of irregular expenditure condoned

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure condoned	1 590	21 916
Total	**1 590**	**21 916**

9 Transfer to receivables

d) Details of expenditure removed (not condoned)

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure NOT condoned and removed	8 639	43 949
Total	**8 639**	**43 949**

e) Details of irregular expenditure recoverable

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure recoverable	-	-
Total	**-**	**-**

f) Details of current and previous year irregular expenditure written off (irrecoverable)

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure written off	-	-
Total	**-**	**-**

g) Details of irregular expenditure where an institution is involved in an inter-institutional arrangement (where such institution is responsible for the non-compliance)

Description	2025/2026	2024/2025
	R'000	R'000
Social Relief of Distress	-	151
Total	**-**	**151**

SASSA is administering the social assistance grants programme on behalf of the Department of Social Development. Social Relief of Distress is one of the grants paid to eligible beneficiaries in the form of money or otherwise. So, the above irregular expenditure relates to Social Relief of Distress grant in the form of school uniform bought for qualifying learners and the bid was awarded to a supplier that had a director who is a state employee.

h) Details of disciplinary or criminal steps taken as a result of irregular expenditure

Disciplinary steps taken
Though there was no irregular expenditure that occurred from criminality, various disciplinary steps such as verbal, written warnings etc. were issued to employees who were found to have committed irregularities. The disciplinary outcomes were utilised as evidence to support requests for condonation submitted to the National Treasury for consideration and approval and this is in compliance with National Treasury PFMA compliance and reporting framework issued in January 2023.

1.2 Fruitless and Wasteful Expenditure

a) Reconciliation of fruitless and wasteful expenditure

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance[§]	82 162	84 299
Adjustment to opening balance	-	10
Opening balance as restated	82 162	84 309
Add: Fruitless and wasteful expenditure confirmed	105	18
Less: Fruitless and wasteful expenditure recoverable	74 806	2 017
Less: Fruitless and wasteful expenditure not recoverable and written off	-	-
Less: Fruitless and wasteful expenditure cleared[§§]	3 299	148
Closing balance	**4 162**	**82 162**

§ The opening balance of 2025/26 is not the same as the Annual Report 2024/25 closing balance as adjustments were made in line with paragraph 7.8 of National Treasury PFMA compliance and reporting framework issued in January 2023.

§§ The fruitless and wasteful expenditure cleared is the amount that upon conducting a determination test, it was established that the employees affected took reasonable steps to avoid it, and hence the Agency bore such a financial loss.

Reconciling notes

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure that was under assessment	-	-
Fruitless and wasteful expenditure that relates to the prior year and identified in the current year	10	4
Fruitless and wasteful expenditure for the current year	105	18
Total	**115**	**22**

b) Details of fruitless and wasteful expenditure (under assessment, determination, and investigation)

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure under assessment	-	-
Fruitless and wasteful expenditure under determination	4 162	82 162
Fruitless and wasteful expenditure under investigation	-	-
Total	**4 162**	**82 162**

The 4.1 million includes a significant case of R4 million which is being pursued through legal process against external party.

c) Details of fruitless and wasteful expenditure recoverable

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure recoverable	74 806	2 017
Total	**74 806**	**2 017**

d) Details of fruitless and wasteful expenditure not recoverable and written off

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure written off	-	-
Total	**-**	**-**

e) Details of disciplinary or criminal steps taken as a result of fruitless and wasteful expenditure

Disciplinary steps taken
Though there was no fruitless and wasteful expenditure that occurred due to criminality, the Agency has instituted a recovery process against employees who were found to have caused the expenditure referred to in paragraph (c) above.

1.3 Additional Disclosure Relating to Material Losses in Terms of PFMA Section 55(2)(b)(i) &(iii))

Malmesbury Disability Grant Fraud

On 5 September 2025, fourteen (14) SASSA grant beneficiaries were found guilty of fraud and sentenced in the Malmesbury Regional Court after they entered into a plea and sentencing agreement with the State. The sentence follows an extensive investigation between the SASSA Fraud and Compliance Unit and HAWKS in the Western Cape which resulted in their arrest in February 2023.

Twelve (12) of the accused were sentenced to three years imprisonment, wholly suspended for five years, three years correctional supervision, community service as well as house-arrest. Two (2) of the accused were sentenced to two years imprisonment, wholly suspended for five years, two years correctional supervision, community service as well as house-arrest.

The investigation revealed that the accused submitted fraudulent Disability Grant applications to the SASSA Malmesbury Service Point indicating that they were all diagnosed with “Severe Hearing Loss” by an Audiologist. These applications were processed and approved as permanent disability grants. Investigations revealed that these Audiologist reports were fraudulent and that they did not suffer from this disability.

These applications were facilitated by a private individual, also a SASSA beneficiary, and a SASSA official. The private individual is still to go on trial as she did not enter into plea agreements with the state. The SASSA official was disciplined internally, found guilty and subsequently dismissed. He was also charged criminally but subsequently died.

The combined total loss suffered by SASSA relating to these 14 cases, amounts to R376 142.38. All these convicted people have signed agreements to pay back the losses suffered by SASSA which form part of the plea and sentencing agreement. A combined total amount of R7 300.00 has been paid back to SASSA by the 14 convicted people until March 2026.

ORACLE Matter

This matter is still being investigated by the SAPS GP Commercial Crime Unit. During a meeting on 17 March 2026 between the Investigating Officer, the Prosecutor and Control Prosecutor as well as SASSA Investigators, the Prosecutor requested more information from the IO regarding analysis of the various bank statements. The IO is reporting back to the Prosecutor on her findings on 21 May 2026 and the next court appearance date will also then be communicated. One (1) person has been arrested, and his last court appearance was on 7 May 2026.

1.4 Other Damages, Theft, and Losses

These are not losses in terms of the above section but are losses in respect of damages, theft, and losses such as loss of laptops by officials, car accidents where SASSA’s motor vehicles were involved, etc. These are cases dealt with internally and do not require criminal steps to be taken against the affected officials. The details as per table below:

Description	2025/2026	2024/2025
	R’000	R’000
Opening balance	4 569	4 476
Less: Prior year error	-	-
As Restated	4 569	4 476
Add: Damages, theft and losses confirmed	1 430	2 733
Add: Damages and Losses – identified in the current year but incurred in the prior year	-	1 748
Less: Damages, theft and losses written off	-	--
Less: Damages, theft, and losses recoverable	2 330	2 002
Less: Damages, theft, and losses absorbed	1 617	2 383
Less: Damages, theft, and losses – credit notes received	452	3
Closing balance	**1 600**	**4 570**

2. LATE AND/OR NON-PAYMENT OF SUPPLIERS

Description	Number of invoices	Consolidated Value
	No.	Rands
Valid invoices received	2 678	3 234 204 942.75
Invoices paid within 30 days or agreed period	2 677	3 234 204 292.56
Invoices paid after 30 days or agreed period	1	650.19
Invoices older than 30 days or agreed period (unpaid and without dispute)	-	-
Invoices older than 30 days or agreed period (unpaid and in dispute)	-	-

3. SUPPLY CHAIN MANAGEMENT

3.1 Procurement by Other Means

Project description	Name of supplier	Type of procurement by other means	Value of contract
			R'000
Annual Fee Registration	The Institute of Internal Auditors – South Africa	Sole Supplier	57
ACL Data Analytics Tool (Software)	Surtech Solutions RSA (Pty) Ltd	Sole Supplier	581
Conference	SASA	Sole Supplier	21
Conference	SASA	Sole Supplier	17
Software Licences	BankServ Africa	Sole Supplier	170
Training Services	Library and information Association of South Africa	Sole Supplier	35
Training Services	Onenji Business Solutions	Sole Supplier	225
18th Annual Fraud Conference	Association of Certified Fraud Examiners South Africa	Sole Supplier	33
Contract Drafting Training	Enterprises University of Pretoria	Sole Supplier	59
Learn Package – CCISO	EC – Council	Sole Supplier	1
Software Licences	ORACLE	Sole Supplier	148 120
Emergency repair of air conditioners in the server room	Silver Streak 530	Emergency	34
Emergency repair of roof and ceiling	Ratanang Trading	Emergency	55
Emergency repair of Leakage sewerage pipe	NTC Plant Hire	Emergency	10
Emergency Toilet hire for Thaba-Nchu Local Office	Ranzo Holdings	Emergency	96
Request for 10 security guards for ICROP event at QwaQwa	Xilota Security Services	Emergency	10
Unlocking of a digital safe for keys (Maintenance and Repair)	Nyawa Holdings	Emergency	9
Deviation for the Western Cape Department of Health and Wellness for the Emergency medical services at the SASSA ministerial outreach held on 27 June 2025	Department of Health	Sole Supplier	5
AMDP to facilitate integrated management development programmes	National School of Government (NSG)	Sole Supplier	394
EMDP to facilitate integrated management development programmes	National School of Government (NSG)	Single source	133

Project description	Name of supplier	Type of procurement by other means	Value of contract
			R'000
Single source procurement for outside broadcast (OB) and live streaming to broadcast the latest SASSA content and to speak on the current grant priorities, as well as outreach impact in the community during the ministerial outreach at Mbekweni area (Paarl), Radio Advertising (Commercial Radio).	Radio KC	Sole Supplier	12
EDP to facilitate integrated management development programmes	National School of Government (NSG)	Emergency	6
Medical Services	Department of Health	Emergency	12
Eden FM Radio	Eden FM Radio	Single source	158
Medical Services	Department of Health	Emergency	6
DSTV Description	Multi Choice South Africa	Sole Supplier	62
Media Activations	Eastern Cape Community Hub	Sole Supplier	96
Cleaning, Sanitation, Pool Car Wash, Fumigation and Pest Control Services for SASSA Eastern Cape Region on a month-to-month basis on a month-to-month basis not exceeding three months for Cluster 1 (Regional Office / Amathole District and Local Offices) and Cluster 2 (OR Tambo and Alfred Nzo District and Local Offices)	Ayavuya		4 182
Compulsory Induction Programme (CIP 4-5)	National School of Government	Sole Supplier	100
Project Khaedue: Field Assignment	National School of Government	Sole Supplier	174
Project Khaedue: Methods and Perspective	National School of Government	Sole Supplier	174
Eduweek for Employee Assistance Professional Association of South Africa	Employee Assistance Professionals Association of South Africa	Sole Supplier	36
Airtime Space on Community radio station of the Eastern Cape Community Radio Forum (ECCRF) for 1 Outside Broadcast with promotional advert for the Ministerial ICROP that was held in Queenstown on 18 July 2025	Eastern Cape Community Hub	Sole Supplier	97
Procurement of Media Space	South African Broadcasting Corporation	Sole Supplier	69
Procurement of Media Space	Eastern Cape Radio Forum	Sole Supplier	157
Cleaning, Sanitation, Pool Car Wash, Fumigation and Pest Control Services for SASSA Eastern Cape Region on a month-to-month basis on a month-to-month basis not exceeding three months for Cluster 1 (Regional Office / Amathole District and Local Offices) and Cluster 2 (OR Tambo and Alfred Nzo District and Local Offices)	Ayavuya Trading & Projects	Multiple source – finalisation of procurement process	3 198
Request to deviate from procurement processes by obtaining written price quotations not within the threshold determined by National Treasury for the appointment of service providers for the provision of Cleaning Service for period of two months.	Coalition Trading 1237 t/a Creative Solutions	Multiple source – finalisation of procurement process	1 775

Project description	Name of supplier	Type of procurement by other means	Value of contract
			R'000
Request to deviate from procurement processes by obtaining written price quotations not within the threshold determined by National Treasury for the appointment of service providers for the provision of Cleaning Service for period of four months.	Coalition Trading 1237 t/a Creative Solutions	Multiple source – finalisation of procurement process	3 726
Supply, Delivery and Installation of 30 HPE Aruba Wireless Access Points as well as the Supply and Delivery of 10 HPE Aruba network switches from service providers that are accredited HPE partners	Datacentrix (Pty) Ltd	Multiple source – finalisation of procurement process	1 246
Cleaning Services	Sybil and Magret CC	Multiple source – finalisation of procurement process	4 000
Cleaning Services	Sybil and Magret CC	Multiple source – finalisation of procurement process	4 000
Cleaning Services	Sybil and Magret CC	Multiple source – finalisation of procurement process	3 245
Cleaning Services	Ndawonye Simandla	Multiple source – finalisation of procurement process	3 074
Cleaning Services	Ndawonye Simandla	Multiple source – finalisation of procurement process	3 000
Cleaning Services	Ndawonye Simandla	Multiple source – finalisation of procurement process	2 284
Cleaning Services	Mdedeleni Enterprise	Multiple source – finalisation of procurement process	5 000
Cleaning Services	Mdedeleni Enterprise	Multiple source – finalisation of procurement process	2 000
Cleaning Services	Sbonisiwe Investment	Multiple source – finalisation of procurement process	7 000
Cleaning Services	Sbonisiwe Investment	Multiple source – finalisation of procurement process	5 000

Project description	Name of supplier	Type of procurement by other means	Value of contract
			R'000
Cleaning Services	Mafu Holdings KZN (Pty) Ltd	Multiple source – finalisation of procurement process	3 000
Appointment of a service provider through quotations for the provision of security guarding services at the South African Social Security Agency (SASSA) Limpopo Region for a period of three months, on a month to month (1 July 2025 to 30 September 2025).	Mushoma Security Services and projects	Multiple source – finalisation of procurement process	7 318
Khaedu Training for 30 Officials	NSG	Sole supplier	178
18th Annual Association of Certified Fraud Examiners Africa Conference and Exhibition for four (4) Officials	Association of Certified Fraud Examiners South Africa Chapter	Sole supplier	66
EPMD Training	NSG	Sole supplier	158
Khaedu Training for 30 employees	NSG	Sole supplier	178
User Behaviour Analytics (UBA) Solution	Liquid Intelligent Technologies	Limited Bidding	12 199
Total			**227 051**

3.2 Contract variations and expansions

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Original contract value	Value of previous contract expansion/s or variation/s (if applicable)	Value of current contract expansion or variation
			R'000	R'000	R'000
Extension of the existing contract with Six Sense Consulting (Contract to recruit and appoint sixteen (16) contract workers) to provide investigation duties for a period of three (3) months	Six Sense Consulting	Expansion	1688	-	1 642
A Request for Approval to Extend the Contract for Physical Security Services in Limpopo Region on a Month-to-Month Basis for a Period not Exceeding Three (3) Months Starting 1 April 2025 to 30 June 2025	Sakhile Ezweni Group (Pty) Ltd	Expansion	62 643	-	6 403
Bulk SMS	Vodacom (Pty) Ltd	Expansion	20 000	-	10 000
Expansion of the scope of the cleaning contract between SASSA Western Cape and Greystone Trading 389 CC T/A Pronto Kleen in terms of the SASSA's Supply Chain Management Preferential Procurement Policy Paragraph 13.6. 6 and SASSA's Supply Chain Delegation 3.17.	Greystone Trading 389 CC T/A Pronto Kleen	Expansion	15 020	-	3 994

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Original contract value	Value of previous contract expansion/s or variation/s (if applicable)	Value of current contract expansion or variation
			R'000	R'000	R'000
Lease Agreement Between SASSA and Mogale City Local Municipality for a period of sixty (60) months for Kagiso Local Office	Mogale City Local Municipality	Expansion	27	802	1 969
Lease agreement. in excess of 15% variation of the original contract for Reiger Park Local Office	St Anthonys Education Centre	Expansion	117	555	838
Lease Agreement for the Soweto Local Office with a further 36-months lease period	Redefine Properties	Expansion	8 132	4 091	11 215
The contract to provide SASSA with ICT Infrastructure and End User Support, Maintenance and Service Desk	Alteram Solutions (Pty) Ltd	Expansion	253 998	-	38 367
Oracle EBS Support and Maintenance services	Waymark Infotech (Pty) Ltd	Extension	108 375	6 021	18 063
Request to obtain approval to deviate from National Treasury SCM instruction No.3 if 2021/2022 to exceed 15% of the original contract value for the extension of the current physical security services contract on a month-to-month basis for a period not exceeding one month with effect from 1 July 2025 to 31 July 2025	Mushoma Security Services and Projects CC	Expansion	72 865	13 230	2 205
Request for extension of existing contract with Six Sense Consulting (Contract to recruit and appoint sixteen (16) contract workers) to provide investigation duties, on a month to month, not exceeding three (3) Months effective 1 July 2025 – 31 September 2025.	Six Sense Consulting	Expansion	1 687	1 642	1 642
Request for the approval of contract variation for 11 of the 12 Cooperatives and/or SMMEs currently contracted to manufacture, supply and deliver school uniform for SASSA in Gauteng Region	Mandlangempise Barnding Sequence	Variation	168 000	-	14 996
Request for the approval of contract variation for 11 of the 12 Cooperatives and/or SMMEs currently contracted to manufacture, supply and deliver school uniform for SASSA in Gauteng Region	Sinqobile Sewing Primary Co-operative Limited	Expansion	168 000	-	14 996

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Original contract value	Value of previous contract expansion/s or variation/s (if applicable)	Value of current contract expansion or variation
			R'000	R'000	R'000
Request for the approval of contract variation for 11 of the 12 Cooperatives and/or SMMEs currently contracted to manufacture, supply and deliver school uniform for SASSA in Gauteng Region	Dressing Master for Woman 2 Women Primary co-operative	Expansion	168 000	-	14 996
Request for the approval of contract variation for 11 of the 12 Cooperatives and/or SMMEs currently contracted to manufacture, supply and deliver school uniform for SASSA in Gauteng Region	Ditholo Primary Co-operative	Expansion	168 000	-	14 996
Request for the approval of contract variation for 11 of the 12 Cooperatives and/or SMMEs currently contracted to manufacture, supply and deliver school uniform for SASSA in Gauteng Region	Sagwati Consulting and Trading Enterprise		168 000	-	14 996
Request for the approval of contract variation for 11 of the 12 Cooperatives and/or SMMEs currently contracted to manufacture, supply and deliver school uniform for SASSA in Gauteng Region	Anani Primary Co-operative	Expansion	168 000	-	14 996
Request for the approval of contract variation for 11 of the 12 Cooperatives and/or SMMEs currently contracted to manufacture, supply and deliver school uniform for SASSA in Gauteng Region	Rebohle Primary Co-operative Limited	Expansion	168 000	-	14 996
Request for the approval of contract variation for 11 of the 12 Cooperatives and/or SMMEs currently contracted to manufacture, supply and deliver school uniform for SASSA in Gauteng Region	Ndalo Primary Co-operative Limited	Expansion	168 000	-	14 996
Request for the approval of contract variation for 11 of the 12 Cooperatives and/or SMMEs currently contracted to manufacture, supply and deliver school uniform for SASSA in Gauteng Region	Bambelela Investment Holdings JV Dzanar Manufacturing	Variation	168 000	-	14 996
WAN Services contract with MTN (Pty) Ltd	MTN (Pty) Ltd	Expansion	204 493	-	47 610

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Original contract value	Value of previous contract expansion/s or variation/s (if applicable)	Value of current contract expansion or variation
			R'000	R'000	R'000
Cleaning Services at SASSA Head Office	Medilac Group (Pty) Ltd	Expansion	3 066	-	300
Oracle EBS Support and Maintenance	Waymark Infotech (Pty) Ltd	Expansion	108 375	12 042	6 020
Extension of the Lease Agreement for the Limpopo Regional Office by a Period of two (2) years	Omtay Property Holding Trust	Expansion	18 526	130 604	26 364
Request for Approval to extend the Current Contract for Beneficiary Records Management with TDW for a period of one (1) month (1 January 2026 to 31 January 2026)	The Document Warehouse (TDW)	Expansion	480 182	12 821	76 829
Extension of the current Oracle EBS Support and Maintenance Services contract for a period of two (2) months	Waymark Infortech	Expansion	108 375	6 021	6 021
Request for Approval to extend the Current Contract for Beneficiary Records Management with TDW for a period of one (1) month (1 January 2026 to 31 January 2026)	The Document Warehouse (TDW)	Expansion	480 183	76 829	12 821
Extension of the current Oracle EBS Support and Maintenance Services contract for a period of two (2) months	Waymark Infortech	Expansion	108 375	6 021	6 021
Request for Approval to extend the Current Contract for Beneficiary Records Management with TDW for a period not exceeding three (3) months as from (1 March 2026 to 31 May 2026)	The Document Warehouse (TDW)	Expansion	480 183	12 821	32 000
Request for Approval to extend the Current Contract for Physical Security Services at Limpopo Region on a Month-to-Month for a Period not Exceeding two (2) Months (1 March 2026 to 30 April 2026)	Mushoma Security Services and Projects	Expansion	7 318	12 197	4 879
Cleaning, Sanitation, Pool Car Wash, Fumigation and Pest Control Services for SASSA Eastern Cape Region on a month-to-month basis on a month-to-month basis not exceeding three months for Cluster 1 (Regional Office / Amathole District and Local Offices) and Cluster 2 (OR Tambo and Alfred Nzo District and Local Offices)	Ayavuya Trading & Projects	Expansion	2 037	-	90
TOTAL					**452 297**



20 YEARS OF SASSA ANNIVERSARY 2006-2026
Restoring dignity and transforming lives

PART F

FINANCIAL INFORMATION

Report of the auditor-general to Parliament on the South African Social Security Agency

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the South African Social Security Agency (SASSA), set out on pages 112 to 153, which comprise the statement of financial position as at 31 March 2026, statement of financial performance, statement of changes in net assets, the cash-flow statement and the statement of comparison of budget information with actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of SASSA as at 31 March 2026 and its financial performance and cash flows for the year then ended, in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Management Act 1 of 1999 (PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.
4. I am independent of the entity in accordance with the International Ethics Standards Board for Accountants' International Code of ethics for Professional Accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter

6. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Contingencies

7. With reference to contingent liabilities of R457 million disclosed in note 27 to the financial statements, the entity is the defendant in various claims and lawsuits, which it is opposing. The outcome of these matters could not be determined and no provision for any liability that may result was made in the financial statements.

Responsibilities of the accounting authority for the financial statements

8. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with GRAP and the requirements of the PFMA and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
9. In preparing the financial statements, the accounting authority is responsible for assessing the entity's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the entity or to cease operations or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

10. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from

fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

11. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located on page 109 forms part of my auditor's report.

Report on the audit of the annual performance report

12. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected programme presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.

13. I selected the following programme presented in the annual performance report for the year ended 31 March 2026 for auditing. I selected a programme that measures the entity's performance on its primary mandated functions and that is of significant national, community or public interest.

Programme	Page numbers	Purpose
Programme 2: Benefits administration and support	50 - 60	The benefits administration and support programme provide 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. This programme provides income support to South Africans who are unable to support themselves and their dependents. The functions of this programme cut across all levels within the entity, including the efficiency through which the grants are delivered.

14. I evaluated the reported performance information for the selected programme against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the entity's planning and delivery on its mandate and objectives.

15. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the entity's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the entity's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable
- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.

16. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

17. The material findings on the reported performance information for the selected programme are as follows:

Programme 2: Benefits administration and support

Number of children below the age of two in receipt of children 's grants

18. An achievement of 1 555 057 was reported against a target of 1 005 893. I could not determine if the reported achievement was correct, as adequate supporting evidence was not provided for auditing. Consequently, the achievement might be more or less than reported and was not reliable for determining if the target had been achieved.

Number of calls answered

19. The indicator measures number of calls answered, which does not relate directly to the achievement of the entity's strategic objective and outcome of improved customer experience through better turnaround time. Consequently, the indicator is not useful for measuring and monitoring progress against the entity's planned objectives.

Number of local offices implementing a queue management system

20. An achievement of 264 was reported against a target of 269. However, the audit evidence did not support this achievement. I could not determine the actual achievement, but I estimated it to be materially less than reported. Consequently, it is likely that the achievement against the target was lower than reported.

Other matters

21. I draw attention to the matters below.

Achievement of planned targets

22. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or underachievements. This information should be considered in the context of the material findings on the reported performance information.

23. The table that follows provides information on the achievement of planned targets and lists the key indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of targets are included in the annual performance report on pages 50 to 59.

24. Benefits administration and support

Targets achieved: 78%

Budget spent: 96%

Key indicator not achieved	Planned target	Reported achievement
Number of local offices implementing a queue management system	269	264
Number of calls answered	4 800 000	4 794 764

Material misstatements

25. I identified preventable material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for benefits administration and support. Management did not correct the misstatements, and I reported material findings in this regard.

Report on compliance with legislation

26. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the entity's compliance with legislation.

27. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

28. Through an established AGSA process, I selected requirements in key legislation for compliance testing that

are relevant to the financial and performance management of the entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

29. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Annual financial statements

30. The financial statements submitted for auditing were not fully prepared in accordance with the prescribed financial reporting framework, as required by section 55(1)(b) of the PFMA. Material misstatements on disclosure notes identified by the auditors in the submitted financial statements were corrected, resulting in the financial statements receiving an unqualified audit opinion.

Other information in the annual report

31. The accounting authority is responsible for the other information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that has been specifically reported on in this auditor's report.

32. My opinion on the financial statements, and my reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

33. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

34. When I do receive and read the other information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract the auditor's report and re-issue an amended report as appropriate. However, if it is corrected, this will not be necessary.

Internal control deficiencies

35. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

36. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the opinion, the material findings on the annual performance report and the material findings on compliance with legislation included in this report.

37. Management did not exercise sufficient oversight responsibility over financial reporting in that the financial statements submitted were not prepared in terms of the reporting framework.

38. Management did not adequately review and monitor compliance with applicable laws and regulations, which resulted in a material irregularity.

39. Management did not ensure that regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information are prepared.

Material irregularities

40. In accordance with the PAA and the Material Irregularity Regulations, I have a responsibility to report on material irregularities identified during the audit and on the status of material irregularities as previously reported in the auditor's report.

Material irregularities identified during the audit

41. The material irregularity identified is as follows:

Duplicate grant payments made to Quad 7777 beneficiaries

42. The entity can issue system-generated identity document numbers (Quad 7777 IDs) to qualifying individuals who may be experiencing challenges with their valid identity numbers as provided for in SASSA's strategy for acceptance of alternative IDs to enable them to access grants.

43. During the audit, I identified that the entity did not implement appropriate system validations to identify cases where beneficiaries using Quad 7777 IDs were registered for and paid more than once for a specific grant type. As a result, instances of duplicate payments involving beneficiaries with Quad 7777 ID numbers were identified. This resulted in non-compliance with section 51 (1)(a)(i) of the PFMA and Department of Social Development suffering a likely financial loss.

44. I notified the accounting authority of the material irregularity on 31 March 2026 and invited them to provide a written submission on their actions to address the matter.

45. The accounting authority's response, dated 28 April 2026, indicated that corrective actions were being implemented through the entity's formal grant review processes.

46. The response further indicated that the formal review processes were conducted in compliance with the principles of administrative justice, ensuring that decisions are lawful, reasonable and procedurally fair, with appropriate beneficiary notification, opportunity to respond, and proper recording of outcomes. They further stated that all Quad 7777 beneficiaries who had not been biometrically enrolled were in a suspension state (i.e. not in payment) and their grants would be lapsed if they failed to make their final representation once their suspension period lapses.

47. The non-responsive Quad 7777 beneficiaries were referred to the entity's fraud and compliance unit to determine whether:

    - any misrepresentation, omission or irregularity may have occurred, and whether corrective, remedial or investigative action - including referral to law enforcement agencies where justified - is warranted in line with applicable legislation and due process
    - there were process, control or compliance failures, including potential staff-related irregularities.

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

Other reports

49. In addition to the investigations relating to material irregularities, I draw attention to the following engagement. The report did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

50. The Public Protector South Africa is currently performing a systematic investigation into allegations of misappropriation of public money, improper conduct, dishonest act and/or corruption involving payment of child support grant by the entity. As at the date of this report, the investigation was still ongoing.

Auditor - General.

Pretoria

31 July 2026

AUDITOR-GENERAL SOUTH AFRICA

Auditing to build public confidence

Annexure to the auditor's report

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor general's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programme and on the entity's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the entity to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause the entity to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Compliance with legislation - selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act 1 of 1999	Sections 51(1}(b}(i); 51(1}(b}(ii); 51(1)(e)(iii); 53(4); 54(2)(c); 54(2)(d}; 55(1)(a); 55(1}(b}; 55(1)(c)(i); 56; 57{b}; 66(3)(c); 66(5)
Treasury Regulations, 2005	Regulations 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b}; 16A6.3(a); 16A6.3(a); 16A6.3(b}; 16A6.3(c}; 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A.7.1; 16A.7.3; 16A.7.6; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A9.1(d}; 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 30.1.1; 31.1.2(c); 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1; 31.2.1; 31.2.5; 31.2.7(a}; 31.3.3; 32.1.1(a); 32.1.1(b); 32.1.1(c); 33.1.1; 33.1.3
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulations 17; 25(7A)
National Treasury Instruction No. 5 of 2020/21	Paragraphs 4.8; 4.9; 5.3
Second amendment National Treasury Instruction No. 5 of 2020/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury Supply Chain Management (SCM) Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021/22	Paragraphs 4.1; 4.2(b}; 4.3; 4.4; 4.4(a); 4.17; 7.2; 7.6
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4(a); 3.4(b}; 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Sections 1; 2.1(a}; 2.1(f)
Preferential Procurement Regulations, 2022	Regulations 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations, 2017	Regulations 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; 6.6; 6.8; 7.1; 7.2; 7.3; 7.6; 7.8; 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)

INDEX

	Page
Statement of Financial Position	112
Statement of Financial Performance	113
Statement of Changes in Net Assets	114
Cash Flow Statement	115
Statement of Comparison of Budget and Actual Amounts	116
Significant Accounting Policies	117
Notes to the Annual Financial Statements	131

The annual financial statements set out on page (2) which have been prepared on the going concern basis, were approved by the accounting authority on July 31, 2026 and were signed on its behalf by:

Mr M.T Matlou

Accounting Authority



Statement of Financial Position as at March 31, 2026

Figures in Rand	Note(s)	2026	2025
Assets			
Current Assets			
Inventories	8	32,720,173	37,217,997
Receivables from exchange transactions	9	16,743,918	17,117,238
Prepayments	7	4,163,210	2,127,813
Cash and cash equivalents	11	1,367,729,899	1,648,261,804
		1,421,357,200	**1,704,724,852**
Non-Current Assets			
Property, plant and equipment	3	1,257,040,627	1,169,525,786
Intangible assets	4	134,326,808	55,803,390
		1,391,367,435	**1,225,329,176**
Total Assets		**2,812,724,635**	**2,930,054,028**
Liabilities			
Current Liabilities			
Finance lease obligation	12	-	120,954
Operating lease liability	5	21,164,098	22,627,543
Payables from exchange transactions	6	568,300,431	565,297,745
Provisions	13	231,844,591	220,901,964
		821,309,120	**808,948,206**
Total Liabilities		**821,309,120**	**808,948,206**
Net Assets		**1,991,415,515**	**2,121,105,822**
Accumulated surplus		1,991,415,515	2,121,105,822
Total Net Assets		**1,991,415,515**	**2,121,105,822**



Statement of Financial Performance

Figures in Rand	Note(s)	2026	2025
Revenue			
Revenue from exchange transactions			
Miscellaneous other revenue	14	11,845,505	22,052,838
Finance Income	15	1,248,883	1,199,815
Total revenue from exchange transactions		**13,094,388**	**23,252,653**
Revenue from non-exchange transactions			
Transfer revenue			
Government grants & others	17	8,226,889,069	7,748,437,000
Services/goods in kind	17	-	1,897,500
Total revenue from non-exchange transactions		**8,226,889,069**	**7,750,334,500**
Total revenue	14	**8,239,983,457**	**7,773,587,153**
Expenditure			
Employee related costs	18	3,852,280,749	3,702,961,847
Depreciation and amortisation	3&4	143,217,739	129,334,518
Impairment on assets	3	2,739,202	-
Finance costs	19	3,605	105,408
Impairment loss on asset	9&10	159,456,135	2,433,016
Social Assistance Service fee	21	704,335,026	800,576,601
Repairs and Maintenance		37,833,429	51,286,450
General expenses	22	2,603,379,188	2,388,088,502
Total expenditure		**7,503,245,073**	**7,074,786,342**
Surplus for the year from continuing operations		**736,738,384**	**698,800,811**
Loss on disposal of assets and liabilities		(9,997,879)	(2,298,971)
Surplus for the year		**726,740,505**	**696,501,840**



Statement of Changes in Net Assets

Figures in Rand	Accumulated surplus / deficit	Total net assets
Balance at April 1, 2024	**1,929,403,116**	**1,929,403,116**
Changes in net assets Surplus for the year	696,501,840	696,501,840
Prior period error	9,344,672	9,344,672
Suplus surrendered	(514,143,806)	(514,143,806)
Total changes	191,702,706	191,702,706
Balance at April 1, 2025	**2,121,105,822**	**2,121,105,822**
Changes in net assets Surplus for the year	726,740,528	726,740,528
Suplus surrendered	(856,430,835)	(856,430,835)
Total changes	(129,690,307)	(129,690,307)
Balance at March 31, 2026	**1,991,415,515**	**1,991,415,515**



Cash Flow Statement

Figures in Rand	Note(s)	2026	2025
Cash flows from operating activities			
Receipts			
Cash receipts		8,079,651,758	7,763,148,077
		-	-
Payments			
Cash paid to suppliers and employees		(8,090,624,778)	(7,551,421,871)
Net cash flows from operating activities	23	**(10,973,020)**	**211,726,206**
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(188,781,452)	(255,692,592)
Purchase of other intangible assets	4	(86,448,905)	(1,304,250)
Proceeds from sale of assets		4,547,126	22,401,727
Interest Income		1,248,883	1,199,815
Net cash flows from investing activities		**(269,434,348)**	**(233,395,300)**
Cash flows from financing activities			
Finance lease payments		(120,953)	(966,670)
Finance costs		(3,605)	(105,408)
Net cash flows from financing activities		**(124,558)**	**(1,072,078)**
Net increase/(decrease) in cash and cash equivalents		**(280,531,926)**	**(22,741,172)**
Cash and cash equivalents at the beginning of the year		1,648,261,825	1,671,002,969
Cash and cash equivalents at the end of the year	11	**1,367,729,899**	**1,648,261,797**



Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis						
Figures in Rand	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Ref.
Statement of Financial Performance						
Revenue						
Revenue from exchange transactions						
Revenue from exchange transactions	-	-	-	11,845,505	11,845,505	14
Finance income	-	-		1,248,883	1,248,883	15
Total revenue from exchange transactions	**-**	**-**	**-**	**13,094,388**	**13,094,388**	
Revenue from non-exchange transactions						
Transfer revenue						
Government grants & subsidies	8,070,816,000	-	8,070,816,000	8,226,889,069	156,073,069	17
Total revenue	**8,070,816,000**		**- 8,070,816,000**	**8,239,983,457**	**169,167,457**	
Expenditure						
Personnel	(3,914,972,703)	(52,375,812)	(3,967,348,515)	(3,852,280,749)	115,067,766	18
Finance costs	-	-	-	(3,605)	(3,605)	19
Repairs and maintenance	(29,221,724)	(32,602,708)	(61,824,432)	(37,833,429)	23,991,003	3
Social assistance service fee	(743,499,000)	517,469,498	(226,029,502)	(704,335,026)	(478,305,524)	21
General expenses	(3,288,288,145)	(146,227,475)	(3,434,515,620)	(2,582,215,089)	852,300,531	22
Capital Expenditure	(94,834,428)	(286,263,503)	(381,097,931)	(240,091,299)	141,006,632	
Total expenditure	**(8,070,816,000)**	**-**	**(8,070,816,000)**	**(7,416,759,197)**	**654,056,803**	
Surplus before taxation	**-**	**-**	**-**	**823,224,260**	**823,224,260**	
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	**-**	**-**	**-**	**823,224,260**	**823,224,260**	

Significant Accounting Policies

1. Presentation of Annual Financial Statements

The principal accounting policies applied in the preparation of these annual financial statements are set out below.

The annual financial statements have been prepared in accordance with the Standards of Generally Recognized Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

A summary of the significant accounting policies, which have been consistently applied in the preparation of these annual financial statements, are disclosed. These accounting policies are consistent with the previous period.

Comparative information

When the presentation or classification of items in the annual financial statements is amended, prior period comparative amounts are restated. Where accounting errors have been identified in the current year, the correction is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly. Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

1.1 Presentation currency

These annual financial statements are presented in South African Rand, which is the functional currency of the entity.

1.2 Going concern assumption

These annual financial statements have been prepared based on the expectation that the entity will continue to operate as a going concern for at least the next 12 months.

1.3 Materiality

Omissions or misstatements of items are material if they could, individually or collectively, influence the decisions or assessments of users made on the basis of the financial statements. Materiality depends on the nature or size of the omission or misstatement judged in the surrounding circumstances. The nature or size of the information item, or a combination of both, could be the determining factor.

Assessing whether an omission or misstatement could influence decisions of users, and so be material, requires consideration of the characteristics of those users. The Framework for the Preparation and Presentation of Financial Statements states that users are assumed to have a reasonable knowledge of government, its activities, accounting and a willingness to study the information with reasonable diligence. Therefore, the assessment takes into account how users with such attributes could reasonably be expected to be influenced in making and evaluating decisions.

The entity does not retrospectively adjust the accounting of past items (or group of items) that were previously assessed as immaterial, unless an error occurred.

Materiality is considered in determining whether information needs to be recognised, measured, presented, and disclosed in the annual financial statements prepared in accordance with Generally Recognised Accounting Practice (GRAP)

Materiality is defined as follows:Information is material if omitting, misstating, or obscuring it could, individually or collectively, reasonably be expected to influence the economic decisions or assessments of users of the financial statements. Users of SASSA's financial statements include the Executive Authority (Minister of Social Development), National Treasury, Parliament, the Auditor-General of South Africa, and the public. Materiality depends on both the nature (qualitative factors) and size (quantitative factors) of the item, judged in the surrounding circumstances (GRAP 1 and the Conceptual Framework for General Purpose Financial Reporting).

Significant Accounting Policies

1.3 Materiality (continued)

Quantitative thresholds are determined primarily with reference to total administrative expenditure, with class-specific thresholds applied to major categories such as compensation of employees, goods and services, assets, and capital expenditure. These thresholds assist in decisions relating to recognition, measurement, classification, aggregation, and disclosure.

Qualitative factors are also considered. Items may be material regardless of their size where they involve:

- Breaches of legislation or regulatory requirements;
- Irregular, fruitless and wasteful expenditure;
- Fraud or corruption;
- Related party transactions;
- Items affecting key service delivery indicators or public perception;
- Significant changes in accounting policies or estimates; or
- Transactions with potential reputational or strategic impact.

Budget vs Actual Information: Variances between budgeted and actual amounts are regarded as material when they exceed 5% to 10% on major line items or programmes and are explained in the relevant notes to the financial statements.

Uncorrected misstatements and omissions are evaluated both individually and in aggregate to determine whether they are material to the financial statements as a whole. The assessment of materiality is a matter of professional judgement and is reassessed throughout the preparation of the financial statements. The specific quantitative thresholds contained in the Materiality and Significance Framework are governance documents and are not disclosed in these financial statements

1.4 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

Trade receivables loans and other receivables

In determining whether an impairment loss should be recorded in surplus or deficit, the provincial entity makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

On debtors an impairment loss is recognized in surplus and deficit when the is objective evidence that it is impaired. The impairment is measured as the difference between the debtors carrying amount and the present value of estimated future cash flows discontinued at the effective interest rate, computed at initial recognition.

Accrued expenses

Accrued expenses are liabilities to pay for goods and services received or supplied but have not yet been invoices or formally agreed with the supplier, including amounts due to employees. Accrued expenses are recognized when are measurable in the accounting period in which those transactions events or conditions occur.

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note 13 - Provisions. Provisions are measured at management's best estimate of the expenditure required to settle the obligation at the reporting date, and are discounted to present value where the effect is material.

Useful lives of waste and water network and other assets

The entity re-assesses the useful lives and residual values of property, plant and equipment on an annual basis. In re-assessing the useful lives and residual values of property, plant and equipment management considers the condition and use of the individual assets, to determine the remaining period over which the asset can and will be used.

Significant Accounting Policies

1.5 Property, plant and equipment

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Items such as spare parts, standby equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

Major inspection costs which are a condition of continuing use of an item of property, plant and equipment and which meet the recognition criteria above are included as a replacement in the cost of the item of property, plant and equipment. Any remaining inspection costs from the previous inspection are derecognised.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment are depreciated on the straight-line basis over their expected useful lives to their estimated residual value.

Significant Accounting Policies

1.5 Property, plant and equipment (continued)

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Buildings	Straight-line	20 - 50 years
Leasehold property	Straight-line	Lesser of the useful life or the lease agreement term
Machinery and equipment	Straight-line	2 - 17 years
Furniture and fixtures	Straight-line	5 - 17 years
Motor vehicles	Straight-line	4 - 10 years
Office equipment	Straight-line	5 - 17 years
IT equipment	Straight-line	3 - 10 years
Leasehold improvements	Straight-line	Lesser of the useful life or the lease agreement term
Communication equipment	Straight-line	2 - 17 years

The depreciable amount of an asset is allocated on a systematic basis over its useful life.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation method used reflects the pattern in which the asset's future economic benefits or service potential are expected to be consumed by the entity. The depreciation method applied to an asset is reviewed at least at each reporting date and, if there has been a significant change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset, the method is changed to reflect the changed pattern. Such a change is accounted for as a change in an accounting estimate.

The entity assesses at each reporting date whether there is any indication that the entity expectations about the residual value and the useful life of an asset have changed since the preceding reporting date. If any such indication exists, the entity revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Assets which the entity holds for rentals to others and subsequently routinely sell as part of the ordinary course of activities, are transferred to inventories when the rentals end and the assets are available-for-sale. Proceeds from sales of these assets are recognised as revenue. All cash flows on these assets are included in cash flows from operating activities in the cash flow statement.

The entity separately discloses expenditure to repair and maintain property, plant and equipment in the notes to the financial statements (see note3).

The entity discloses relevant information relating to assets under construction or development, in the notes to the financial statements (see note 3).

1.6 Intangible assets

An asset is identifiable if it either:

- is separable, i.e. is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or

Significant Accounting Policies

1.5 Property, plant and equipment (continued)

- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

A binding arrangement describes an arrangement that confers similar rights and obligations on the parties to it as if it were in the form of a contract.

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

The entity assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred. An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it.
- there is an ability to use or sell it.
- it will generate probable future economic benefits or service potential.
- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably.

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

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight-line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Internally generated goodwill is not recognised as an intangible asset.

Amortisation is provided to write down the intangible assets, on a straight-line basis, to their residual values as follows:

Item	Depreciation method	Average useful life
Computer software, internally generated	Straight-line	3 - 20 years
Computer software, other	Straight-line	3 - 20 years

The entity discloses relevant information relating to assets under construction or development, in the notes to the financial statements (see note).

1.7 Financial instruments

1.7.1 Initial Recognition

Financial assets and financial liabilities are recognised in the statement of financial position when the Agency becomes a party to the contractual provisions of the instrument.

Significant Accounting Policies

1.7.2 Classification of financial assets

The Agency classifies financial assets based on:

- the business model for managing the financial assets; and
- the contractual cash flow characteristics of the financial assets.

The Agency's objective is to hold financial assets in order to collect contractual cash flows. Financial assets are therefore classified and subsequently measured at amortised cost where:

- the financial assets are held within a business model whose objective is to collect contractual cash flows; and
- the contractual terms of the financial assets give rise, on specified dates, to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The Agency's financial assets comprise:

- Cash and cash equivalents;
- Receivables from exchange transactions; and
- Other financial assets meeting the amortised cost criteria.

The Agency does not hold financial assets for trading purposes and has no financial assets measured at fair value through surplus or deficit.

1.7.3 Classification of financial liabilities

All financial liabilities are classified and subsequently measured at amortised cost.

Financial liabilities comprise trade and other payables and other contractual financial liabilities.

1.7.4. Initial Measurement

i, Financial Assets

Financial assets are initially measured at fair value plus, in the case of a financial asset not subsequently measured at fair value through surplus or deficit, transaction costs that are directly attributable to the acquisition of the financial asset.

For accounts receivable with normal credit terms, the transaction price (invoice amount or recoverable amount) is regarded as the fair value on initial recognition.

ii, Financial liabilities

Financial liabilities are initially recognised at fair value.

Transaction costs directly attributable to the issue of financial liabilities are included in the initial carrying amount where applicable.

1.7.5 Subsequent Measurement

i, Financial Assets

The Agency classifies its financial assets based on the business model for managing the assets and the contractual cash flow characteristics of the asset.

Financial assets are classified and subsequently measured at amortised cost where they are held within a business model whose objective is to collect contractual cash flows and where the contractual cash flows represent solely payments of principal and interest.

ii, Financial Liabilities

Subsequent measurement of financial liabilities:

The Agency's Financial liabilities are subsequently measured at amortised cost using the effective interest method.

Where financial liabilities are short-term and the effect of discounting is immaterial, the carrying amount approximates amortised cost.

1.1.6 Impairment of financial assets

Measurement of expected credit losses

The Agency recognises expected credit losses (ECL) for financial assets measured at amortised cost in accordance with GRAP 104.

For receivables from exchange transactions, the Agency applies the simplified expected credit loss approach, under which lifetime expected credit losses are recognised from initial recognition.

Expected credit losses are measured using a provision matrix that incorporates:

- historical loss experience;
- debtor ageing;
- current economic conditions;

Significant Accounting Policies

1.1.6 Impairment of financial assets (continued)

- debtor-specific information; and
- reasonable and supportable forward-looking information available without undue cost or effort.

The provision matrix and assumptions are reviewed at each reporting date to ensure that impairment allowances appropriately reflect expected future credit losses.

1.1.7 Derecognition

i, Derecognition Financial Assets

A financial asset is derecognised when:

- the contractual rights to receive cash flows expire; or
- the Agency transfers the financial asset and substantially all the risks and rewards of ownership.

Any gain or loss arising on derecognition is recognised in surplus or deficit.

ii, Derecognition of Financial Liabilities

A financial liability is derecognised when the contractual obligation is discharged, cancelled or expires.

The difference between the carrying amount of the financial liability extinguished and the consideration paid is recognised in surplus or deficit.

1.1.8 Presentation and disclosure

i, Financial assets

Financial assets are presented in the Statement of Financial Position as current or non-current assets based on the Agency's expectation of when the assets will be realised or collected. Financial assets measured at amortised cost are presented at their carrying amount, being the gross carrying amount less any recognised expected credit loss allowance.

Interest revenue, impairment losses and reversals of impairment losses, where applicable, are recognised in the Statement of Financial Performance in accordance with GRAP 104. The Agency discloses information on the nature, classification, carrying amounts, impairment allowances and credit risk associated with its financial assets in the notes to the Annual Financial Statements.

ii, Financial Liabilities

Financial liabilities are presented in the Statement of Financial Position as current or non-current liabilities based on their contractual settlement terms. Financial liabilities measured at amortised cost are presented at their carrying amount determined using the effective interest method.

Interest expense, where applicable, is recognised in the Statement of Financial Performance. The Agency discloses information relating to the classification, carrying amounts, maturity profile and liquidity risk associated with its financial liabilities in the notes to the Annual Financial Statements in accordance with GRAP 104.

1.8 Statutory receivables

Identification

Statutory receivables arise from legislation, supporting regulations, or similar means, and represent amounts recoverable by the entity as a result of legally enforceable rights established through statute rather than contractual arrangements.

Initial recognition

Statutory receivables are recognised when:

- the event giving rise to the receivable occurs;
- the entity obtains an enforceable legal claim;
- it is probable that economic benefits or service potential will flow to the entity; and
- the amount can be measured reliably.

The receivable is initially measured at the transaction amount as determined in accordance with the applicable legislation, regulations, and supporting directives.

The transaction amount represents the amount receivable before consideration of impairment losses

Subsequent measurement

Subsequent to initial recognition, statutory receivables are measured at cost less:

- amounts settled;
- impairment losses; and
- amounts derecognised.

Significant Accounting Policies

1.8 Statutory receivables Identification (continued)

Interest and penalties are recognised only where permitted or imposed in terms of legislation or approved recovery arrangements.

The entity does not apply the amortised cost model, effective interest method, or Expected Credit Loss ("ECL") methodology to statutory receivables.

Impairment of statutory receivables

Statutory receivables are assessed for impairment at each reporting date.

Impairment under GRAP 108 follows an incurred loss model based on objective evidence of impairment. Where objective evidence exists, an impairment loss is recognised in surplus or deficit.

The impairment loss is measured as the difference between the carrying amount of the receivable and the estimated recoverable amount.

Derecognition

Statutory receivables are derecognised when:

- the receivable is settled;
- the legal right to recover expires;
- the debt is written off in accordance with approved delegations;
- the debt prescribes in law; or
- there is no realistic prospect of recovery.

1.9 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

1.9.1 Finance leases - lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The discount rate used in calculating the present value of the minimum lease payments is the interest rate implicit in the lease.

Minimum lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of on the remaining balance of the liability.

Any contingent rents are expensed in the period in which they are incurred.

1.9.2 Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.10 Inventories

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition.

Subsequently inventories are measured at the lower of cost and net realisable value.

Inventories are measured at the lower of cost and current replacement cost where they are held for;

- distribution at no charge or for a nominal charge; or
- consumption in the production process of goods to be distributed at no charge or for a nominal charge.

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

Current replacement cost is the cost the entity incurs to acquire the asset on the reporting date.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Significant Accounting Policies

1.10 Inventories (continued)

The cost of inventories of items that are not ordinarily interchangeable and goods or services produced and segregated for specific projects is assigned using specific identification of the individual costs.

The cost of inventories is assigned using the formula. The same cost formula is used for all inventories having a similar nature and use to the entity.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered. The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.11 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, petty cash balances, balances held with the Paymaster-General ("PMG"), and demand deposits held with commercial banking institutions. Commercial banking accounts are utilised primarily for the collection of auction proceeds, tender document fees, and other administrative receipts incidental to the operations of the entity.

The entity does not maintain overdraft facilities, loan facilities, borrowings, or other financing arrangements. Cash and cash equivalents are recognised when the entity becomes party to the contractual provisions of the financial instrument. Cash and cash equivalents are classified as financial assets subsequently measured at amortised cost where:

- the assets are held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Cash and cash equivalents are initially recognised at fair value and subsequently measured at amortised cost.Due to the short-term nature of these balances, the carrying amounts approximate fair value.Interest income, where applicable, is recognised in surplus or deficit using the effective interest method.

Cash and cash equivalents are assessed for impairment in accordance with the Expected Credit Loss ("ECL") model prescribed by GRAP 104.In assessing expected credit losses, management considers:

- the credit quality of counterparties;
- the nature of the banking arrangements;
- sovereign-related PMG arrangements;
- historical default experience;
- external credit ratings where available; and
- the short-term nature of the balances.

The majority of cash resources are maintained within PMG structures and major South African banking institutions which management considers to have low credit risk.Accordingly, the expected credit loss allowance recognised on cash and cash equivalents was assessed as immaterial at reporting date.

Derecognition

Cash and cash equivalents are derecognised when:

- the contractual rights to the cash flows expire; or
- the financial asset is transferred and substantially all risks and rewards of ownership are transferred.

1.12 Employee benefits

Identification

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

Significant Accounting Policies

1.12 Employee benefits Identification (continued)

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of surplus sharing and bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Payments made to industry-managed (or state plans) retirement benefit schemes are dealt with as defined contribution plans where the entity's obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

1.13 Provisions and contingencies

Provisions are recognised when:

- the entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised. Provisions are not recognised for future operating surplus.

If an entity has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 27.

1.14 Commitments

Items are classified as commitments when an entity has committed itself to future transactions that will normally result in the outflow of cash.

Disclosures are required in respect of unrecognised contractual commitments.

Commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note to the financial statements, if both the following criteria are met:

- Contracts should be non-cancellable or only cancellable at significant cost (for example, contracts for computer or building maintenance services); and
- Contracts should relate to something other than the routine, steady, state business of the entity – therefore salary commitments relating to employment contracts or social security benefit commitments are excluded.

Significant Accounting Policies

1.15 Trade and Other Payables

Trade and other payables comprise contractual obligations to make future payments for goods and services received by the entity. These include amounts owing to suppliers, government departments, public entities, municipalities, implementing agents and other service providers.

Trade and other payables are recognised when the entity becomes a party to the contractual provisions of the arrangement and the goods or services have been received.

The liabilities are classified as financial liabilities and are subsequently measured at amortised cost using the effective interest method. They are initially recognised at fair value.

Due to the short-term nature of these liabilities, their carrying amounts approximate fair value. Trade and other payables are unsecured and non-interest bearing.

The entity does not maintain any external borrowing facilities, overdraft arrangements or interest-bearing debt instruments.

Amounts owing to government departments and public entities that arise from contractual arrangements are accounted for as financial liabilities within the scope of GRAP 104. Statutory obligations that do not arise from contractual arrangements are accounted for in terms of the relevant Standards of GRAP and are outside the scope of GRAP 104.

Derecognition Trade and other payables are derecognised when the contractual obligation is extinguished, cancelled, discharged or expires.

1.16 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which the entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Interest, royalties and dividends

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:

- It is probable that the economic benefits or service potential associated with the transaction will flow to the entity, and
- The amount of the revenue can be measured reliably.

Interest is recognised using the effective interest rate method for financial instruments.

1.17 Revenue from non-exchange transactions

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the entity.

Significant Accounting Policies

1.17 Revenue from non-exchange transactions (continued)

When, as a result of a non-exchange transaction, the entity recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

Receivables that arise from statutory (non-contractual) arrangements are initially measured in accordance with this accounting policy, as well as the accounting policy on Statutory Receivables. The entity applies the accounting policy on Statutory Receivables for the subsequent measurement, derecognition, presentation and disclosure of statutory receivables.

Interest is recognised using the effective interest rate method for financial instruments, and using the nominal interest rate method for statutory receivables. Interest levied on transactions arising from exchange or non-exchange transactions is classified based on the nature of the underlying transaction.

Government grants

An inflow of resources from a non-exchange transactions other than services rendered, that meet the definition of an asset is recognised as an asset when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and
- the amount of the revenue can be measured reliably. The entity assesses the degree of certainty attached to the flow of future economic benefits or service potential on the basis of the available evidence. Certain grants payable by one level of government to another are subject to the availability of funds.

Revenue from these grants is only recognised when it is probable that the economic benefits or service potential associated with the transaction will flow to the entity. An announcement at the beginning of a financial year that grants may be available for qualifying agencies in accordance with an agreed program may not be sufficient evidence of the probability of the flow. Revenue is then only recognised once evidence of the probability of the flow becomes available.

Conditions on government grants may result in such revenue being recognised on a time proportion basis. Where there is no condition on the period, such revenue is recognised on receipt or when the Act becomes effective, which-ever is earli.

Gifts and donations, including goods in-kind

Gifts and donations, including goods in kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably.

Services in-kind

The entity recognise services in-kind that are significant to its operations and/or service delivery objectives as assets and recognise the related revenue when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably.

Where services in-kind are not significant to the entity's operations and/or service delivery objectives and/or do not satisfy the criteria for recognition, the entity disclose the nature and type of services in-kind received during the reporting period.

1.18 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance

Significant Accounting Policies

1.19 Irregular expenditure

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorized expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including

a. this Act; or
b. the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act.
c. any provincial legislation providing for procurement procedures in that provincial government.

Irregular expenditure is accounted for in line with the National Treasury Instruction Notes and compliance reporting frameworks applicable in the year of reporting.

Recognition

Irregular expenditure is incurred when the resulting transaction is recognized in the financial records of the public entity in accordance with the relevant Accounting Framework. The entity will only record irregular expenditure when a transaction is recognised as expenditure in the Statement of Financial Performance in accordance with the Generally Recognised Accounting Practice (GRAP).

Disclosures are required in term of the National Treasury Regulations 9.1.5 and 28.2.1, as a note to the annual financial statement in respect of irregular expenditure incurred by the entity. Irregular expenditure is disclosed in the notes to the financial statements when confirmed.

1.20 Budget information

The annual financial statements and the budget are not on the same basis of accounting therefore a reconciliation between the statement of financial performance and the budget have been included in the annual financial statements. Refer to note 32.

Comparative information is not required.

1.21 Related parties

A related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Joint control is the agreed sharing of control over an activity by a binding arrangement, and exists only when the strategic financial and operating decisions relating to the activity require the unanimous consent of the parties sharing control (the venturers).

Related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party, regardless of whether a price is charged.

Significant influence is the power to participate in the financial and operating policy decisions of an entity, but is not control over those policies.

Management are those persons responsible for planning, directing and controlling the activities of the entity, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by that person in their dealings with the entity.

The entity is exempt from disclosure requirements in relation to related party transactions if that transaction occurs within normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the entity to have adopted if dealing with that individual entity or person in the same circumstances and terms and conditions are within the normal operating parameters established by that reporting entity's legal mandate.

Where the entity is exempt from the disclosures in accordance with the above, the entity discloses narrative information about the nature of the transactions and the related outstanding balances, to enable users of the entity's financial statements to understand the effect of related party transactions on its annual financial statements.

Significant Accounting Policies

1.22 Events after reporting date

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

The entity will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The entity will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.



Notes to the Annual Financial Statements

Figures in Rand	2026	2025

2. New standards and interpretations

2.1 Standards and interpretations effective and adopted in the current year

In the current year, the entity has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

- iGRAP 22 Foreign Currency Transactions and Advance — April 1, 2025 — The impact of the is not Consideration material.
- GRAP 104 (as revised): Financial Instruments — April 1, 2025 — The impact of the is set out in note 2 Changes in accounting policy.

2.2 Standards and interpretations not yet effective or relevant

There are no new pronouncements or amendments to pronouncements that are effective for financial periods commencing on or after 1 April 2026.

3. Property, plant and equipment

	2026			2025		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Land	519,500	-	519,500	519,500	-	519,500
Buildings	284,823,174	(113,937,667)	170,885,507	282,234,625	(101,214,220)	181,020,405
Leasehold improvement	30,047,172	(17,896,576)	12,150,596	30,041,097	(11,996,810)	18,044,287
Furniture and fixtures	206,850,408	(128,897,923)	77,952,485	202,490,237	(123,306,101)	79,184,136
Motor vehicles	557,418,692	(200,594,464)	356,824,228	495,060,405	(183,909,045)	311,151,360
Office equipment	19,335,615	(9,256,873)	10,078,742	18,469,896	(8,699,919)	9,769,977
IT equipment	850,682,509	(374,441,630)	476,240,879	784,609,689	(368,424,010)	416,185,679
Finance lease	1,941,541	(1,941,541)	-	2,140,124	(2,044,734)	95,390
Other property, plant and equipment	231,128,584	(86,151,088)	144,977,496	218,130,916	(75,230,923)	142,899,993
Communication equipment	12,908,929	(5,497,735)	7,411,194	17,288,623	(6,633,564)	10,655,059
Total	**2,195,656,124**	**(938,615,497)**	**1,257,040,627**	**2,050,985,112**	**(881,459,326)**	**1,169,525,786**

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

3. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2026

	Opening balance	Additions	Disposals	Transfers	Depreciation	Impairment loss	Total
Land	519,500	-	-	-	-	-	519,500
Buildings	181,020,405	2,694,263	(51,217)	(15,583)	(10,023,159)	(2,739,202)	170,885,507
Leasehold improvement	18,044,287	-	(1,446)	15,584	(5,907,829)	-	12,150,596
Furniture and fixtures	79,184,136	8,818,564	(1,007,196)	50,215	(9,093,234)	-	77,952,485
Motor vehicles	311,151,360	81,695,784	(4,703,758)	-	(31,319,158)	-	356,824,228
Office equipment	9,769,977	1,388,059	(47,692)	-	(1,031,602)	-	10,078,742
IT equipment	416,185,679	129,244,768	(5,018,480)	(60,840)	(64,110,248)	-	476,240,879
Finance leases	95,390	-	-	-	(95,390)	-	-
Machinery and equipments	142,899,993	16,249,861	(1,266,751)	10,624	(12,916,231)	-	144,977,496
Communication equipment	10,655,059	-	(2,424,512)	-	(819,353)	-	7,411,194
	1,169,525,786	**240,091,299**	**(14,521,052)**	**-**	**(135,316,204)**	**(2,739,202)**	**1,257,040,627**

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Disposals	Transfers	Depreciation	Total
Land	519,500	-	-	-	-	519,500
Buildings	177,728,035	13,049,032	-	-	(9,756,662)	181,020,405
Leasehold improvements	29,091,970	146,750	-	-	(11,194,433)	18,044,287
Furniture and fixtures	80,785,062	8,968,152	(1,314,365)	2,884	(9,257,597)	79,184,136
Motor vehicles	348,771,154	11,030,309	(19,372,505)	-	(29,277,598)	311,151,360
Office equipment	1,871,188	4,057,628	(63,156)	4,662,232	(757,915)	9,769,977
IT equipment	296,200,227	171,607,594	(2,323,215)	(13,347)	(49,285,580)	416,185,679
Finance leases	567,597	-	(13,111)	-	(459,096)	95,390
Machinery and equipment	103,514,462	56,141,799	(1,176,325)	(4,651,769)	(10,928,174)	142,899,993
Communication equipment	11,620,648	36,000	(79,383)	-	(922,206)	10,655,059
	1,050,669,843	**265,037,264**	**(24,342,060)**	**-**	**(121,839,261)**	**1,169,525,786**

Assets subject to lease (Net carrying amount)

Leasehold property	12,150,596	18,044,287
Finance lease	-	95,390
	12,150,596	**18,139,677**

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

3. Property, plant and equipment (continued)

Reconciliation of Work-in-Progress 2026 Consolidated

	Openning balance	Movement	Total
Mainframe & Networks	5,727,332	(5,727,332)	-
Owner Occupied Buildings	9,986,508	-	9,986,508
Furniture & Fittings	1,899,270	(55,388)	1,954,658
Plant & Machinery	1,402,996	(1,402,996)	-
PC's & Printers	-	781,250	781,250
	19,016,106	**(6,293,690)**	**12,722,416**

Reconciliation of Work-in-Progress 2025

	Openning balance	Movement	Total
Building	9,585,047	401,462	9,986,509
Furniture and fixtures	56,835	1,842,435	1,899,270
IT equipment	61,981	5,665,352	5,727,333
Machinery and equipment	-	1,402,996	1,402,996
	9,703,863	**9,312,245**	**19,016,108**

Expenditure incurred to repair and maintain property, plant and equipment

Expenditure incurred to repair and maintain property, plant and equipment included in Statement of Financial Performance		
Contracted services	32,419,340	27,334,958
General expenses	6,093,579	24,118,713
	38,512,919	**51,453,671**

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

4. Intangible assets

	2026			2025		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Computer software, internally generated	237,230,602	(102,903,794)	134,326,808	150,812,853	(95,009,463)	55,803,390

Reconciliation of intangible assets - 2026

	Opening balance	Additions	Disposals	Amortisation	Total
Computer software	55,803,390	86,448,905	(23,953)	(7,901,534)	134,326,808

Reconciliation of intangible assets - 2025

	Opening balance	Additions	Disposals	Amortisation	Total
Computer software	62,353,040	1,304,250	(358,644)	(7,495,256)	55,803,390

5. Operating lease

Current liabilities	21,164,098	22,627,543
Operating lease liability		
Contractual payments	(180,004,077)	(179,030,372)
Straight-line basis expense	201,168,175	201,657,914
	21,164,098	**22,627,542**
Within one year	167,494,642	175,073,033
In second fifth year inclusive	170,363,203	243,846,474
Later than five years	1,352,561	1,777,982
	339,210,406	**420,697,489**

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments have been recognised as an operating lease liability.

Operating lease payments represent rentals payable by the Agency for certain of its office properties and equipment. Leases are negotiated for periods ranging from 12 months to 120 months. The leases escalate on average between 5% and 10%. The operating lease liability at the end of the period 31 March 2026:7 R21,164,098 (2025: R22,627,542)

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

6. Payables from exchange transactions

The carrying amount of trade and other payables approximates fair value due to the short-term contractual maturity of these financial liabilities.

Trade and Other Payables consists of:		
Trade payables	172,873,267	101,319,098
Inter-departmental claims	11,493	15,642
Payroll-Third party	51,619	585,676
Accrued service bonus	112,457,006	104,274,098
Accrued expense	282,907,046	354,059,774
Operating lease payables-Office building	**-**	**5,043,457**
	568,300,431	**565,297,745**

Trade and other payables principally represent amounts owing for goods and services received from suppliers, service providers, government institutions and implementing agents in the normal course of business.

Payables to government departments and public entities relate primarily to intergovernmental operational arrangements and service delivery obligations.

All trade and other payables are unsecured, non-interest bearing and their carrying amounts approximate at amortised cost due to their short-term nature.

The operating lease liability relates to comparative balances recognised before the adoption of the applicable leasing Standard and was fully settled during the current financial year.

Split between financial instruments and non-financial instruments		
Other non-financial instruments related	142,398,625	118,912,499
Carrying amount of non-financial instruments	142,398,625	118,912,499
Carrying amount of financial instruments	425,901,806	446,385,246
Total split between financial instruments and non-financial instruments	**568,300,431**	**565,297,745**

Split of carrying amount of financial instruments into categories		
Financial liabilities measured at amortised cost	425,901,806	446,385,246

Trade and other payables at amortised cost		
Trade payables	172,873,267	101,319,098
Inter-departmental claims	11,493	15,642
Accrued expense	253,017,046	340,007,049
Operating lease payables-Office building	-	5,043,457
	425,901,806	**446,385,246**

Management expects all trade and other payables to be settled within twelve months after the reporting date.

Maturity Profile	<30 days	>30 days	>60 days	>90 days	Carrying Amount
Trade payables	377,728,000	93,521	10,858,072	37,227,080	425,906,673

Financial instrument disclosure

Additional information on the financial instrument components of this note, as required by GRAP 104, is provided in Note 25&29 Financial Instruments - Risk Management and Other Disclosures.

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

7. Prepayments

Opening balance	2,106,813	2,660,440
Amount realised as an expense	(7,950,398)	(7,158,095)
Increased for the period	10,006,795	6,625,468
	4,163,210	**2,127,813**

8. Inventories

Stationery and consumables	31,783,041	36,347,570
Postage/franking machine	937,132	870,427
	32,720,173	**37,217,997**

9. Receivables from exchange transactions

The receivables are predominantly short-term in nature, unsecured and non-interest bearing. Consequently, the carrying amounts of these financial assets approximate at their amortised cost at the reporting date.

Receivables consists of:

Staff debtors	8,374,027	6,687,173
Other debtors	1,948,513	5,609,319
Inter-departmental claims	6,421,378	4,820,746
Total Receivables from exchange transactions	**16,743,918**	**17,117,238**

Split between non-current and current portions

Non-current assets	-	-
Current assets	16,743,918	17,117,238
	16,743,918	**17,117,238**

The increase in staff debtors during the financial year is mainly attributable to additional salary overpayment recoveries identified through payroll reconciliations, while the decrease in other debtors reflects improved debt collection processes and the settlement of outstanding contractual balances. Inter-departmental claims increased during the reporting period due to the timing of recoveries between organs of state at year-end.

Age Analysis of Receivables

Management continuously monitors the ageing profile of receivables to identify potential indicators of increased credit risk. The ageing analysis at 31 March 2026 was as follows:

Age category	Gross exposure	Expected credit loss	Net carrying Amount
0-3 Months	950,583	(651,024)	299,559
3 to 6 Months	1,240,686	(849,706)	390,980
6 to 12 Months	2,333,823	(1,598,361)	735,462
< 1 Year	28,392,139	(13,545,354)	14,846,785
>1 Year	471,132	-	471,132
	33,388,363	**(16,644,445)**	**16,743,918**

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

9. Receivables from exchange transactions (continued)

The majority of the impairment allowance relates to long-outstanding receivable balances where historical recovery rates have been significantly lower than current receivables. These balances are subject to enhanced monitoring and individual recovery strategies.

Split between financial instruments and non-financial instruments

Carrying amount of financial instruments	16,743,918	17,117,238

Split of carrying amount of financial instruments into categories

Financial assets measured at amortised cost	16,743,918	17,117,238

Gross carrying amount and impairment allowance

The carrying amount of receivables represents the gross contractual exposure less the allowance for expected credit losses recognised in accordance with GRAP 104.

Trade and other receivables	16,743,918	17,117,237
Trade and other receivables	33,388,363	30,582,157
Provision for doubtful debts	(16,644,445)	(13,464,920)
	16,743,918	**17,117,237**

At 31 March 2026 the expected credit loss allowance represented approximately 49.9% (2025: 44.0%) of the gross receivables balance. The increase in the impairment allowance reflects the ageing of certain receivable portfolios, revised assumptions regarding recoverability and the incorporation of updated forward-looking economic information into the Agency's expected credit loss model.

Expected Credit Loss Assessment

The Agency a pplies the simplified impairment approach prescribed by GRAP 104 for trade and other receivables. Under this approach, lifetime expected credit losses are recognised from the date of initial recognition without assessing whether credit risk has increased significantly since initial recognition.

Expected credit losses are estimated using a provision matrix developed from historical default experience, observed recovery trends and debtor ageing profiles. Historical loss rates are adjusted to reflect current economic conditions and reasonable and supportable forward-looking information that may affect the collectability of outstanding balances. Management also performs individual assessments of significant receivables where objective evidence indicates that the standard provision matrix may not appropriately reflect the recoverable amount.

The principal assumptions incorporated into the expected credit loss model include historical collection performance, debtor-specific risk characteristics, legal enforceability of debts, expected future recoveries, unemployment trends, inflationary pressures and other macroeconomic factors considered relevant to the Agency's debtor portfolio. These assumptions are reviewed annually and updated where necessary to ensure that the impairment allowance appropriately reflects expected future credit losses.

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

9. Receivables from exchange transactions (continued)

Movement in the Expected Credit Loss Allowance

The movement in the allowance for expected credit losses during the reporting period was as follows:

Opening balance	13,464,920	11,334,317
Expected credit loss recognised in surplus or deficit	3,383,066	2,433,016
Amounts written off during the year	(203,541)	(302,413)
Closing allowance	**16,644,445**	**13,464,920**

The increase in the impairment allowance recognised during the current financial year reflects the reassessment of collection risk associated with aged debtor balances together with revised macroeconomic assumptions incorporated into the expected credit loss model. Amounts written off during the year relate to balances that management concluded were no longer recoverable after all reasonable recovery procedures had been exhausted. These write-offs do not prejudice the Agency's legal right to pursue recovery should additional information become available in future reporting periods.

Financial instrument disclosure

Additional information on the financial instrument components of this note, as required by GRAP 104, is provided in note 25&29 Financial Instruments - Risk Management and Other Disclosures.

10. Statutory Receivables

Carrying amount	788,967,791	632,894,722
Impairment loss on statutory receivable	(788,967,791)	(632,894,722)
Fair value of receivable	-	-
Carrying amount	**-**	**-**

The 8 April 2026 Constitutional Court judgment led to the reclassification of the previously reported R632,894,722 from GRAP 104 to statutory receivables under GRAP 108.

Management assessed the balance during the current financial year in light of the revised GRAP 104 Financial Instruments Standard, effective from 1 April 2025. It concluded that the portfolio mainly comprises statutory receivables arising from legislation and public-sector recovery mechanisms, rather than contractual exchange transactions. Accordingly, the receivables were recognised under GRAP 108, the Expected Credit Loss (ECL) model was not applied, impairment was assessed using objective evidence in terms of GRAP 108, and the receivables were excluded from GRAP 104 financial instrument disclosures. Management believes this classification more accurately reflects the legal substance and economic nature of the receivables portfolio.

Statutory Receivables from Non-Exchange Transactions (GRAP 108 Disclosure)

Statutory Receivables comprise amounts originating from sovereign judicial decrees issued under Section 172(1)(b) of the Constitution of the Republic of South Africa. These balances do not arise from commercial contracts and are managed in accordance with GRAP 108.

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

10. Statutory Receivables (continued)

Just and Equitable Constitutional Remedies:

Since the invalidation of the grant distribution tender ab initio in the AllPay judgments ([2013] ZACC 42 and [2014] ZACC 12), the financial relationship between SASSA and CPS has been governed by judicial administrative oversight rather than standard procurement law. On 8 April 2026, the Constitutional Court issued its final, unanimous judgment in Black Sash Trust and Another v Minister of Social Development and Others [2026] ZACC 12, consolidating the financial parameters of this relationship.

The court established a definitive clawback framework linking three core elements: a pending R632,894,722, R74,786,892 non-performance claim by SASSA, and a final adjusted profit refund of R81,286,177.

Reconciliation of statutory receivable

	Gross Balance	Impairment	Net Carrying Value
Opening balance (Reclassified) 1 April 2025: Historical Judgment Claims (AllPay/Tsoka J)	632,894,722	(632,894,722)	-
Court-Validated Non-Performance Claim	74,786,892	(74,786,892)	-
Adjusted Certified profit unanimous	81,286,177	(81,286,177)	-
Balance 31 March 2026	**788,967,791**	**(788,967,791)**	**-**

Impairment of Statutory Receivables (GRAP 108.27):

Statutory receivables from CPS have been provisioned at 100%. Cash Paymaster Services (Pty) Ltd (CPS) remains in final liquidation. Preferred statutory claims filed by the South African Revenue Service (SARS) exceed the remaining assets in the insolvent estate, making the net realizable value of SASSA's concurrent statutory claims Rnil."

Adjusting Event Evaluation (GRAP 14): Because this case was heard 27 May 2025 reflects conditions that existed at 31 March 2026, the 8 April 2026 judgment is treated as an adjusting event after the reporting period. Accordingly, these financial statements have been adjusted to recognise the R74,786,892 non-performance claim and the R81,286,177 profit refund as statutory receivables and related non-exchange revenue before finalisation of the AFS.

11. Cash and cash equivalents

Cash and cash equivalents consist of:		
Paymaster-General Account	1,367,729,899	1,648,261,804
The total amount of undrawn facilities available for future operating activities and commitments	1,367,729,899	1,648,261,804

Cash and cash equivalents comprise cash held in the Paymaster-General Account. These balances are available on demand and are used to fund the Agency's operational activities and to administer social assistance payments in accordance with the Agency's legislative mandate.

Split between financial instruments and non-financial instruments

Carrying amount of financial instruments	1,367,729,899	1,648,261,804

PMG balances represent funds held within government banking structures and are utilised to fund operational and grant payment activities of the entity.

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

11. Cash and cash equivalents (continued)

Commercial bank balances relate primarily to receipts collected on behalf of the entity, including auction proceeds, tender document fees, and similar administrative transactions. The entity does not maintain any overdraft facilities, loan facilities, or other borrowing arrangements. The carrying amounts of cash and cash equivalents approximate fair value due to the short-term nature of these balances.

Split of carrying amount of financial instruments into categories

Financial assets measured at amortised cost	1,367,729,899	1,648,261,804

Financial instrument disclosure

Additional information on the financial instrument components of this note, as required by GRAP 104, is provided in note 25&29

- Financial Instruments - Risk Management and Other Disclosures.

12. Finance lease obligation

Minimum lease payments due		
- within one year	-	123,655
	-	123,655
less: future finance charges	-	(2,702)
Present value of minimum lease payments	**-**	**120,953**
Present value of minimum lease payments due		
- within one year	-	120,953
The agency did not enter into any new leases and therefore GRAP 104 is not applicable.	-	120,953

13. Provisions

Reconciliation of provisions - 2026

	Opening Balance	Additions	Utilised during the year	Total
Legal proceedings	810,437	1,561	(811,998)	-
Provision for shared services	6,771,205	1,474,364	(2,320,024)	5,925,545
Provision for leave pay	213,320,322	38,913,639	(26,314,915)	225,919,046
	220,901,964	**40,389,564**	**(29,446,937)**	**231,844,591**

Reconciliation of provisions - 2025

	Opening Balance	Additions	Utilised during the year	Total
Legal proceedings	1,675,964	811,998	(1,677,525)	810,437
Provision for shared services	9,962,746	3,888,763	(7,080,304)	6,771,205
Provision for leave pay	191,197,044	36,932,522	(14,809,244)	213,320,322
	202,835,754	**41,633,283**	**(23,567,073)**	**220,901,964**

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

13. Provisions (continued)

The provision for leave pay includes both capped and uncapped leave entitlement to employees. The agency policy rate used in the calculation for the provision for leave pay is the same for both capped and uncapped entitled leave.

The provision for shared services and other third-party represents shared services and other third-party incurred by the agency still outstanding at year end.

14. Revenue from exchange transactions

Sale of waste paper and others	44,052	87,667
Commission received	28,946	35,491
Rental income - parking	537,210	532,271
Recovery of debts and other revenue	4,269,492	9,118,920
Skills development refund	4,057,696	4,884,860
Contractual penalties	2,908,109	7,393,629
	11,845,505	**22,052,838**

15. Finance income

Interest received - investments		
Bank interest received	22,702	50,010
Interest on other receivables	1,226,181	1,149,805
	1,248,883	**1,199,815**

The amount included in Interest revenue arising from exchange transactions amounted to R1,248,883 and 2025:R1,199,815.

16. Gain or loss on disposal of assets and liabilities

Property, plant and equipment	(14,529,413)	(24,700,698)
Sales of capital assets	4,531,534	22,401,727
	(9,997,879)	**(2,298,971)**

17. Revenue from non-exchange transactions

Operating grants		
Government grant	8,070,816,000	7,748,437,000
Services/goods in kind	-	1,897,500
CPS litigation recovery (refer to note10)	156,073,069	-
	8,226,889,069	**7,750,334,500**

Service in kind - Women In Finance Programme

SASSA received service in kind to the value of R0 (2025:R1,897,500) provided by International Women's Forum of South Africa in partnership with FASSET for nineteen (19) SASSA officials to attend an empowerment programme for women in finance.

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

17. Revenue from non-exchange transactions (continued)

Service in kind - Office accommodation

SASSA receives services in kind on various terms and conditions; it occupies office accommodation and parking bays buildings free of rental mostly on inherited arrangements by the DSD and its stakeholders (property owners). Hence most of these buildings are owned by the National & Provincial Government, District and Local Municipalities, Department of Health, Department of Education, and tribal authorities. The DSD and the stakeholders had these arrangements to provide multi government services at a common point, to form a strong relationship with local authorities, community-based organisations, tribal authorities and other government departments.

The relationship is mutually beneficial to both parties involved; it reduces the vandalism of buildings that would otherwise remain vacant; it provides regular maintenance and ensures that Government-owned building values do not deteriorate. On the other hand, it has benefited the SASSA financially.

The nature of the relationship between SASSA and the Stakeholders' is not comparable to the market offerings, and the fair value of services in-kind received cannot be measured reliably.

18. Employee related costs

Basic salary	2,632,088,118	2,543,166,251
Bonus	225,288,805	208,424,501
Medical aid - company contributions	304,115,531	286,005,288
Bargain Council	434,110	446,120
Pension	338,447,560	326,999,924
Overtime payments	15,781,377	25,718,758
Housing benefits and allowances	157,348,518	146,026,376
Serviced based remuneration	11,556,521	11,133,517
Circumstantial compensation	2,116,974	1,659,920
Non pensionable benefits	119,446,019	114,437,936
Leave	45,657,216	38,943,256
	3,852,280,749	**3,702,961,847**

19. Finance costs

Finance charge incurred on finance leases	3,605	105,408

20. Auditors' remuneration

Audit fees	30,011,233	30,183,050

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

21. Social assistance service fees

Social Assistance service fee	187,019,926	236,518,035
Grant payments bank charges	280,247,258	272,241,084
Covid-19 unemployment service fees and bank charges	237,067,842	291,817,482
	704,335,026	**800,576,601**
Covid-19 Unemployment grant service fees and bank charges		
Post Bank service fees	47,214,252	115,945,377
Bank charges and service fees	189,853,590	175,872,105
	237,067,842	**291,817,482**

22. General expenses

Advertising	34,946,204	32,533,671
Auditors remuneration	30,011,233	30,183,050
Bank charges	1,461,625	2,453,930
Cleaning	159,313,199	145,991,019
Computer expenses	620,635,221	529,240,283
Consulting and professional fees	299,147,156	272,127,408
Consumables	4,793,729	6,485,881
Entertainment	13,769,082	5,820,471
Straight-lining on operating lease	201,168,175	201,657,914
Medical expenses	139,165,411	135,544,133
Motor vehicle expenses	64,290,568	67,357,498
Postage and courier	10,867,822	193,351
Printing and stationery	41,239,296	54,993,789
Security	433,008,139	392,793,237
Telephone and fax	57,029,409	77,767,326
Training	21,309,602	17,018,457
Travel - local	123,442,115	92,669,824
Travel - overseas	1,205,982	689,479
Staff Bereavement	405,000	500,000
Other administrative expenses	5,971,428	9,806,046
Assets expensed	6,583,627	5,317,240
Utilities - Municipal services	93,120,773	83,709,101
Uniforms	3,505,881	954,829
Communication licenses	5,918,060	2,772,957
Resettlement cost	6,078,761	3,517,087
Skills development levy	10,209,003	29,577,007
Rentals	181,536,708	160,976,183
Venue expenses	22,500,367	13,075,652
Staff bursaries	10,745,612	12,361,679
	2,603,379,188	**2,388,088,502**

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

23. Cash (used in) generated from operations

Surplus	726,740,505	696,501,840
Adjustments for:		
Depreciation and amortisation	143,217,739	129,334,518
Loss on sale of assets and liabilities	9,997,879	2,298,971
Finance costs - Finance leases	3,605	105,408
Interest income	(1,248,883)	(1,199,815)
Cash Surplus surrendered to National Treasury	(856,430,836)	(514,143,806)
Impairment deficit	2,739,202	-
Movements in operating lease assets and accruals	(1,463,445)	4,187,557
Movements in provisions	10,942,627	18,066,210
Straight lining of operating lease expenses	21,164,099	22,627,543
Changes in working capital:		
Inventories	4,497,824	(3,230,604)
Receivables from exchange transactions	373,320	(4,908,746)
Prepayments	(2,035,397)	532,627
Payables from exchange transactions	(69,471,259)	(138,445,497)
	(10,973,020)	**211,726,206**

24. Taxation

No provision has been made for 2026 tax as the Agency is exempted from income tax in terms of section 10(1)(CA)(i) of the Tax Act, 1962.

25. Financial instruments disclosure – pre-revised GRAP 104

Categories of financial instruments

2025

Financial assets

	At amortised cost	Total
Receivables before impairment	17,117,237	17,117,237
Impaired receivables	(2,433,016)	(2,433,016)
Cash and cash equivalents	1,648,261,804	1,648,261,804
	1,662,946,025	**1,662,946,025**

Financial liabilities

	At amortised cost	Total
Trade and other payables from exchange transactions	(446,385,246)	(446,385,246)

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

26. Commitments

Authorised operational expenditure		
Authirised expenditure		
✓estimated within one year	1,356,565,471	1,307,177,593
✓estimated in second to fifth year	783,183,166	1,337,890,720
	2,139,748,637	**2,645,068,313**
Total commitments	2,139,748,637	2,645,068,313
Total commitments		
Total commitments		
Authorised operational expenditure	2,139,748,637	2,645,068,312

27. Contingencies

Various Claims	53,118,983	54,778,318
CPS outstanding invoices	358,196,928	358,196,928
Azande Consulting	-	170,000,000
Mathara Investment CC	45,375,287	45,375,287
	456,691,198	**628,350,533**
Labour related claims	14,998,525	19,147,158
Motor vehicle claims	275,415	488,213
Grant deduction claims	57,600	5,050
Contractual claims	30,603,802	27,534,256
Delictual claim	7,183,641	7,603,641
	53,118,983	**54,778,318**

Cash Paymaster Services (CPS) outstanding invoices

CPS is under liquidation and all pending claims, including this claim, have been presented to the liquidator. The liquidation process is not yet finalized.

The Constitutional Court, in its order dated 23 March 2018, ordered that the declaration of invalidity of the contract between SASSA and CPS, in relation to the beneficiaries who received their grants in cash, was further suspended for a six-month period from 1 April 2018 to 30 September 2018. SASSA and CPS were ordered to ensure that for the period of six months from 1 April 2018 to 30 September 2018 payment of social grants was made to beneficiaries who were paid in cash on the same terms and conditions as to those in the contract between them. The Constitutional Court further ordered that CPS may, in writing, request National Treasury during the six-month period to investigate and make a recommendation regarding the price to be paid for the services it was to render in terms of paragraph 4 of the order. CPS did approach National Treasury for a fee increase.

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

27. Contingencies (continued)

The National Treasury recommended to the Constitutional Court the transaction fee of R 51.00 per recipient per month for traditional cash pay points; an amount of R 19.48 per recipient per month for other biometric payments. CPS requested that SASSA accede to the recommended fees and accordingly remunerate CPS; however, SASSA agreed to accept these rates for the period July to September 2018 only. CPS instituted a claim against SASSA for the adjusted fees for the period April 2018 to September 2018 in the sum of R 358 196 928.00. SASSA is defending the claim on the basis that, inter alia, CPS did not provide National Treasury with material information requested for the purpose of determining revised transaction fees. This position is in line with the recommendation made by the Auditor-General South Africa, and Panel of Experts appointed by the Constitutional Court in their 10th report to the Court.

CPS is under liquidation and all pending matters, including this claim, have been presented to the liquidators. The liquidation process is subjected to the enquiry in terms of the Companies Act (piercing of the corporate veil), and therefore not yet finalized.

Azande Consulting CC

During the current financial year, the matter became inactive and dormant due to inordinate delays by Azande in filing further pleadings and progressing the matter towards trial. No further substantive developments occurred during the year. Accordingly, no contingent liability has been recognised or disclosed by SASSA in respect of the matter as at 31 March 2026, and an amount of Rnil is disclosed.

In the prior financial year, it was disclosed that Azande had instituted a claim against SASSA amounting to R170 million in respect of the alleged termination of a contract concluded with SASSA for the provision of Integrated Community Registration Outreach Programme (ICROP) services.

SASSA's position is that the contract was not terminated but suspended to enable an investigation into allegations that Azande had misrepresented its experience in providing action research services to SASSA's North West Regional Office. The investigation indicated that the services in question had not been rendered as represented by Azande.

SASSA is defending the claim and has amended its court papers to include a counterclaim for the reimbursement of all amounts paid to Azande under the contract in question. The State Attorney has applied for a trial date, which remains subject to allocation by the court. Due to the absence of further substantive progress by Azande in advancing its claim, the matter remained dormant as at 31 March 2026.

Mathara Investment CC

This is a claim for payment of a sum of R45 million (for loss of net profit for the remaining contract period and wasted expenses) emanating from alleged repudiation of a security services contract.

It is SASSA`s contention that Mathara committed a breach of the contract by failing to post security personnel at a site where its security personnel had embarked on a strike action, and also its failure to activate contingencies to mitigate the breach. SASSA has filed its papers in defending this matter and also filed a counter-claim for the sum of R3.2 million against Mathara for failure to render services in accordance with this contract.

Surrender of surpluses

The entity annually declares all surpluses or deficits to the relevant Treasury from the period 1 August to 30 September of each year, using its audited annual financial statements as the basis for calculation of surpluses or deficits.

The entity submits requests to the relevant Treasury to retain surpluses in terms of section 53(3) of the PFMA, as and when appropriate. Unless exempted by the National Treasury, the entity invests surplus funds with the Corporation for Public Deposits.

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

27. Contingencies (continued)

The entity surrenders for re-depositing into the relevant Revenue Fund, all surpluses that were realised in a particular financial year –

(a) which were not approved for retention by the relevant Treasury in terms of section 53(3) of the PFMA; or

(b) where no application was made to the relevant Treasury to accumulate the surplus in terms of section 53(3) of the PFMA.

The surpluses are surrendered for re-depositing into the relevant Revenue by no later than 30 November of each year, as prescribed.

Failure by the entity to submit a surplus retention request to the relevant Treasury by 30 September each year will result in the entity having to surrender the surplus to the relevant Revenue Fund by 30 November, unless there has been a delay in the finalisation of the audit.

In the case of a delay in the finalisation of the audit –

(a) a letter is sent to the relevant Treasury by the 30th September explaining the delay.

(b) a surplus retention request is submitted to the relevant Treasury within 30 days of finalising the audit.

28. Related parties

Relationships

Inter-governmental trading Postbank

SASSA is a government agency set up to ensure efficient and effective management, administration and payment of social assistance. Section 4(2)(a) of the SASSA Act (Act No.9 of 2004) requires the Agency to: “with the concurrence of the Minister enter into an agreement with any person to ensure effective payments to beneficiaries “In order to give effect to this section of the SASSA Act, SASSA has entered into an agreement with the Postbank.

SASSA gave notice; in the government gazette dated 11 May 2018; that the method of payment determined by SASSA is the payment of social grants through an integrated social grant payment system, into the special disbursement accounts held with the Postbank, in line with the Implementation Protocol signed on 17 November 2017 and the Service Agreement signed on 08 December 2017.

The South African Post Office ceded its contract to Postbank from the 01 October 2022. The related party figures emanating from transactions with both entities are disclosed as follows:

Related party balances

Amounts included in Trade receivable (Trade Payable) regarding related parties		
Post Bank	(95,130,000)	(86,606,371)
Commitments with related parties		
Post Bank (Penalties)	2,908,108	7,393,629

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

28. Related parties (continued)

Remuneration of management

Executive management

2026					
Name	**Basic salary**	**Service bonus**	**Car allowance**	**Other benefits received**	**Total**
Mr MT Matlou (CEO)	1,610,670	137,237	156,000	617,699	2,521,606
Ms BJ Memela-Khambula (CEO)	251,145	84,703	9,748	300,439	646,035
Mr TJ Chauke (CFO)	1,225,521	102,127	24,000	714,163	2,065,811
Mr AS Mahlangu (Acting REM-MP)	1,495,085	124,590	108,000	604,740	2,332,415
Mr JC Makondo (Acting CIO)	1,031,926	84,200	102,000	501,025	1,719,151
Mr BB Maqetuka (REM E/Cape)	1,225,521	102,127	239,640	851,812	2,419,100
Ms R Maswangaye- Setshedi (Acting REM GP)	871,092	-	24,000	288,110	1,183,202
Mr. MG Mohlamonyane (Acting EM -Gauteng)	445,731	92,553	61,643	93,796	693,723
Ms KE Mojanaga (Acting REM-N/Cape)	1,280,972	-	36,000	588,550	1,905,522
Ms EZ Mvulane (EM-Corporate services)	1,154,668	96,222	108,000	723,762	2,082,652
Ms CTH Mzobe (REM-KZN)	1,288,266	107,356	180,000	297,713	1,873,335
Ms P Naicker(Acting EM)	208,522	-	29,088	75,631	313,241
Mr MS Nhlangoti (Acting REM W/Cape)	1,215,222	143,347	111,996	412,296	1,882,861
Ms NC Ntlhe (REM F/State)	1,152,121	-	287,148	530,144	1,969,413
Ms MC Pheeha (REM-LP)	634,614	-	136,593	145,631	916,838
Ms R Ramokgopa (EM-Strategy)	595,739	-	5,000	213,342	814,081
Mr TA Rikhotso (Acting REM LP)	341,968	95,351	9,000	139,759	586,078
Mr Van Vrede BI (EM-Policy Implementation Support)	1,104,228	-	60,000	708,143	1,872,371
Mr SS Zwane(Acting Executive Manager)	483,906	-	50,000	130,689	664,595
Ms MP Sono (Acting REM-N/West)	730,126	67,222	63,000	325,652	1,186,000
	18,347,043	**1,237,035**	**1,800,856**	**8,263,096**	**29,648,030**

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

28. Related parties (continued)

2025

Name	Basic salary	Service bonuses	Car allowance	Other benefits received	Total
Mr MT Matlou (Acting CEO)	1,375,430	114,337	156,000	358,673	2,004,440
Ms BJ Memela-Khambula (CEO)	1,855,000	154,583	72,000	966,176	3,047,759
Mr. TJ Chauke (CFO)	1,177,254	98,105	24,000	668,030	1,967,389
Ms GK Mathebula (Acting REM MP)	159,376	-	26,667	76,847	262,890
Mr AS Mahlangu (CIO)	1,436,201	119,683	108,000	422,000	2,085,884
Mr JC Makondo (Acting CIO)	173,719	80,883	17,000	86,723	358,325
Mr BB Maqetuka (REM E/Cape)	1,925,836	191,677	399,400	836,386	3,353,299
Ms KE Mojanaga (Acting REM-N/Cape)	535,682	-	15,000	199,216	749,898
Mr Z Mpeta (Acting REM-EC)	600,986	-	35,000	324,266	960,252
Ms EZ Mvulane (REM- LP & NW)	1,109,191	92,433	108,000	739,048	2,048,672
Ms CTH Mzobe (REM-KZN)	1,254,786	103,963	180,000	299,995	1,838,744
Mr MS Nhlangoti (Acting REM W/Cape)	486,401	-	46,665	165,506	698,572
Mr MH Njomba (Acting REM E/Cape)	324,486	-	-	106,325	430,811
Ms R Ramokgopa (EM-Strategy)	1,373,463	114,455	12,000	481,965	1,981,883
Ms R Setshedi (Acting REM GP)	335,072	-	12,000	132,122	479,194
Mr MB Tsosane (Acting REM-NC & FS)	649,650	78,510	35,000	343,622	1,106,782
Mr Van Vrede BI (EM-PIS)	1,075,531	-	60,000	686,700	1,822,231
Ms NC Ntlhe (Acting REM F/State)	486,845	-	50,000	243,453	780,298
Ms A Bester (Acting REM -WC)	593,041	-	14,583	333,372	940,996
	16,927,950	**1,148,629**	**1,371,315**	**7,470,425**	**26,918,319**

Basic salary	18,347,043	16,927,950
Service bonus	1,237,035	1,148,629
Car allowance	1,800,856	1,371,315
Other benefits	8,263,096	7,470,425
	29,648,030	**26,918,319**

SASSA is governed by a team of executive members who are appointed in concurrence with the Minister of the Department of Social Development. These executive members, together with the CEO are responsible for planning, directing, and controlling the activities of the entity. During the year, the above emoluments were paid to these members of management.

These emoluments have been included in note 18 Personnel costs.

Other related parties

Due to the entity being a National Public entity, all other entities within the national sphere of government are deemed to be related parties. Most notably, the entity is related to the Department of Social Development, the Minister being the entity's Executive Authority. The entity and National Development entity are schedule 3A public entities under Department of Social Development.

The entity receives from and is dependent on the Department of Social Development for funding, and this has been disclosed as grant revenue received in note 17.

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

28. Related parties (continued)

The entity holds 24 bank accounts on behalf of department of social development, nineteen bank accounts with First National Bank and one account each with ABSA, African Bank, Nedbank, Standard Bank and Tyme Bank. Eighteen FNB bank accounts are used as a facility to accept cash payments from debtors since cash payments are no longer accepted at the South African Reserve Bank, which is the official Government banker. The transactions in these bank accounts are swept (transferred) on a daily basis to the paymaster general accounts. The other six bank accounts are used for the continuation of the cash payments for the COVID 19 grants to the unbanked beneficiaries. Balances in these amounts are disclosed in the annual financial statements of the Department of Social Development.

The following funds also fall under the Executive Authority of the Department of Social Development:

- State President Fund;
- Social Relief Fund;
- Refugee Relief Fund; and
- Disaster Relief Fund

29. Risk management - pre-revised GRAP 104

Financial risk management

The Agency's financial instruments comprise cash and cash equivalents, receivables from exchange transactions and trade and other payables.These financial instruments expose the Agency primarily to credit risk and liquidity risk. The Agency has limited exposure to market risk as substantially all financial assets and financial liabilities are denominated in South African Rand and are short-term in nature.

The Accounting Authority is responsible for establishing and monitoring the Agency's financial risk management framework. Financial risks are managed in accordance with the Public Finance Management Act, Treasury Regulations and the Agency's internal financial management policies.

29.1 Credit Risk

Credit risk is the risk that a counterparty will fail to meet its contractual obligations, resulting in a financial loss to the Agency. The Agency's exposure to credit risk arises primarily from receivables from exchange transactions and cash and cash equivalents, both of which are measured at amortised cost in accordance with GRAP 104.

The Agency manages credit risk through established debt management procedures, continuous monitoring of outstanding receivables, regular reviews of recoverability and the application of the expected credit loss model prescribed by GRAP 104.

Cash resources are held in the Paymaster-General Account, which significantly limits the Agency's exposure to counterparty credit risk.

Maximum Exposure to Credit Risk

Financial Asset		
Cash and cash equivalents	1,367,729,899	1,648,261,804
Receivables from exchange transactions (gross)	33,388,363	30,582,157
	1,401,118,262	**1,678,843,961**

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

29.1 Credit Risk (continued)

Expected Credit Losses

The Agency applies the expected credit loss requirements of GRAP 104 to financial assets measured at amortised cost.

Receivables from exchange transactions are assessed using the simplified expected credit loss approach prescribed by GRAP 104. Further information on the Agency's impairment methodology is disclosed in Note 9.

Management concluded that no material expected credit losses exist in respect of cash and cash equivalents.

29.2 Liquidity Risk

Liquidity risk is the risk that the Agency will encounter difficulty in meeting its financial obligations as they fall due.

The Agency manages liquidity risk through ongoing cash flow forecasting, budget monitoring and the maintenance of sufficient cash resources to meet operational commitments. Management monitors liquidity throughout the financial year to ensure that sufficient funds are available to settle liabilities when due.

Contractual Maturity of Financial Liabilities

Financial Liability	Carrying Amount	Less than 1 year	1–5 years
Trade and other payables	(455,791,806)	(455,791,806)	0

All financial liabilities are expected to be settled within twelve months after the reporting date

29.3 Market Risk

Market risk is the risk that changes in market variables such as interest rates, foreign exchange rates or market prices will affect the Agency's financial position.

The Agency has no material exposure to foreign currency risk or market price risk. Interest rate risk is also limited because the Agency's financial assets and liabilities are predominantly short-term and non-interest bearing.

Accordingly, management has concluded that market risk is not material.

29.4 Fair Value of Financial Instruments

The carrying amounts of cash and cash equivalents, receivables from exchange transactions and trade and other payables approximate their fair values due to the short-term nature of these financial instruments.

No financial instruments were measured at fair value during the current or comparative reporting periods.

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

30. Going concern

We draw attention to the fact that at March 31, 2026, the entity had an accumulated surplus of 1,991,415,515 and that the entity's total assets exceeds its liabilities by 1,991,415,515.

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

31. Fruitless and wasteful expenditure, Irregular expenditure and damages and losses

Consolidated disclosure note		
Irregular expenditure	42,250	1,470,314
Fruitless and wasteful	104,682	17,754
Damages and Losses	1,429,804	2,733,009
Closing balance	**1,576,736**	**4,221,077**

The Agency has reinstate the 2025 balance due to a correction of an error in the case where it was previously recorded as R117,373 instead of R17,196 resulting in an overstament of R100,178

32. Reconciliation between budget and statement of financial performance

Reconciliation of budget surplus/deficit with the surplus/deficit in the statement of financial performance:

Net surplus per the statement of financial performance	726,740,505	696,501,840
Adjusted for:		
Depreciation and amortisation	143,217,739	129,334,518
Debt Impairment on financial asset	156,073,069	-
Impairment on financial asset	3,383,066	2,433,016
Loss on disposal of assets	9,997,879	2,298,971
Service in kind	-	(1,897,500)
Impairement loss	2,739,202	-
Straight lining of operating lease expenses	21,164,099	22,627,543
Less: Capital expenditure (cash basis adjustment)	(240,091,299)	(265,037,264)
Net surplus per approved budget	**823,224,260**	**586,261,124**

	Operating activities	Investing activities	Financing activities	Total
Actual amount on comparable basis	1,057,523,155	5,796,009	(3,605)	1,063,315,559
Basis difference	(1,068,496,175)	(275,230,357)	(120,953)	(1,343,847,485)
	(10,973,020)	**(269,434,348)**	**(124,558)**	**(280,531,926)**

Compensation of employees (CoE) achieved 96% of the target, representing a 4% shortfall primarily attributed to vacant positions in the recruitment process as at the end of March and personnel departures.

The underspending on administrative expenses is primarily attributed to certain funded projects that were either not executed or remained ongoing as of the end of March 2026.

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

32. Reconciliation between budget and statement of financial performance (continued)

Although expenditure on social assistance was below projection in the earlier months of the financial year, invoices were processed during the month of March for the period September 2025 and March 2026 based on the Constitutional Court directives that Postbank must continue rendering services as MSA until the matter is heard by the Court.

Funds were reallocated at the time when underspending was anticipated and directed to other projects. Consequently, this resulted in 4% overspending because of the outstanding invoices that were processed.

Most of the maintenance and repairs budget was allocated to the local office improvement project, as well as to a project focused on enhancing compliance with the Occupational Health and Safety (OHS) of the buildings. The funds for OHS compliance became available at midterm through savings from other budget items, which contributed to the underspending observed in the maintenance and repairs item.

33. First-time adoption of revised GRAP 104 Financial instruments

The entity adopted the revised GRAP 104 Financial Instruments effective for the financial year commencing 1 April 2025. As part of the implementation process, management performed a comprehensive assessment of all financial assets and financial liabilities to determine the appropriate classification and measurement categories in accordance with the revised standard. The assessment included:

- PMG balances;
- commercial bank accounts;
- administrative receipt accounts;
- receivable balances; and
- trade and other payables.

Following the assessment performed, management concluded that:

- cash and cash equivalents and receivables from exchange transactions fall within the scope of GRAP 104 and are appropriately classified and measured at amortised cost.

The adoption of the revised GRAP 104 did not result in any material adjustment to the carrying amounts of financial assets at the transition date (1 April 2025).

Financial Instruments	Before GRAP 104	Reclassfication	After GRAP 104
Cash and Cash equivalents	1,648,261,804	-	1,648,261,804
Trade receivables	17,117,237	-	17,117,237
Trade payables	(446,385,246)	-	(446,385,246)
	1,218,993,795	**-**	**1,218,993,795**



sassa
SOUTH AFRICAN SOCIAL SECURITY AGENCY

Biometric Enrolment for children aged 3+ after school

- Applicants who are applying for children grants (Child Support Grant, Care Dependency Grant and Foster Care Grant) are required to bring the child/children with them for beneficiary biometric enrolment. This applies to all children aged 3 years and older.
- School going children are not to miss school, but should be brought to SASSA Local Offices or Service Points after school.

#SASSACARES

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

SASSA News | @Officialsassanews | sassa10_za | South African Social Security Agency | SASSA_OFFICIAL | @OfficialSASSA

social development
Department:
Social Development
REPUBLIC OF SOUTH AFRICA

A NATION THAT WORKS FOR ALL

NDA

2030 NDP



sassa

SOUTH AFRICAN SOCIAL SECURITY AGENCY

SASSA SELF-SERVICE e-LIFE CERTIFICATION

QUICK, EASY AND CONVENIENT

- The self-service e-Life Certification system is a critical initiative aimed at ensuring the integrity of the social grants system while improving convenience for beneficiaries.
- Beneficiaries can certify their life status without visiting SASSA offices, reducing travel costs and saving time.
- The digital platform enables SASSA to process a higher volume of certifications efficiently, ensuring timely grant payments.

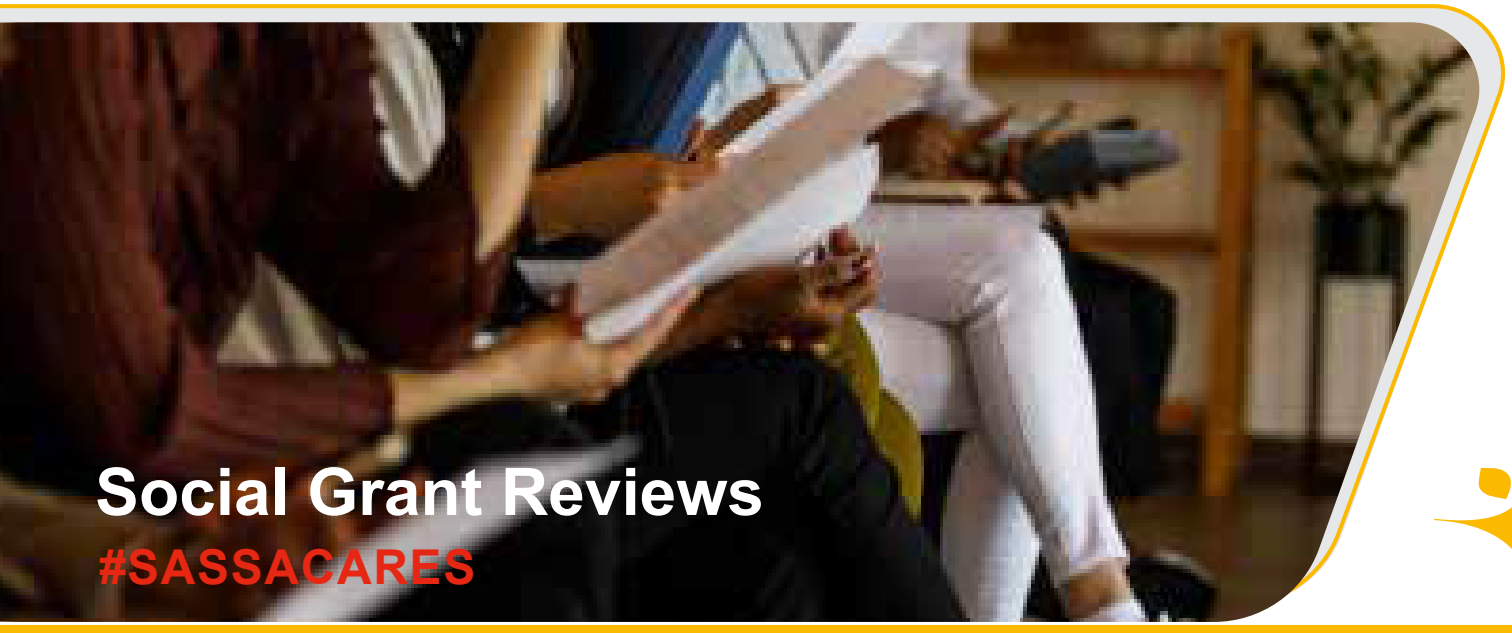
#SASSACARES

sassa

SOUTH AFRICAN SOCIAL SECURITY AGENCY

A social grant review is a process where SASSA reverifies a grant beneficiaries eligibility after they have been already approved and receiving payment.

To review please bring the required supporting documents,including proof of income, proof of marital status, and any other relevant documentation.



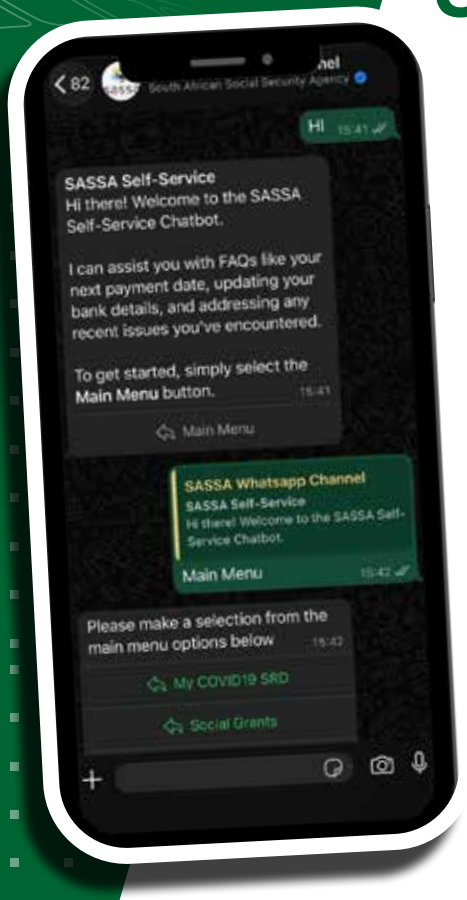
Social Grant Reviews

#SASSACARES

SASSA WhatsApp Services

Check your Social Grant application status,
Review status or Proof of Life status

sassa
SOUTH AFRICAN SOCIAL SECURITY AGENCY



WhatsApp: 082 601 0111

1. **Start on WhatsApp**
   Send "Hi" to 082 601 0111
2. **Select Social Grants from the Main Menu**
   Select the option you need from the menu after choosing "Social Grants"
3. **Verify your identity**
   Confirm mobile • Enter OTP • Enter ID number

Check Application Status

Want to know where your Social Grant application stands?

1. Open WhatsApp and send "Hi".
2. Select Social Grants from the Main Menu.
3. Select the relevant grant type (e.g., Old Age Grant, Child Support Grant, Disability Grant.
4. Complete identity verification.
5. Choose application Status.
6. The system returns the beneficiary's current application status.

Review Status and Proof of Life Check

Find out if SASSA requires you to complete a grant review or Proof of Life verification.

1. Open WhatsApp and send "Hi".
2. Select Social Grants from the Main Menu.
3. Choose Am I in Review?
4. Continue to complete identity verification.
5. The system checks:
   - Whether the beneficiary is due for a review.
   - Whether the beneficiary is due for proof of life verification.
6. The system responds with:
   - **"Grant Review Required"** along with guidelines on what to do in this scenario, or
   - **"Proof of Life Verification Required"** along with guidelines on what to do in this scenario, or
   - "Your grant is currently **Not in Review.**"

WhatsApp Number: 082 601 0111

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

#SASSACARES

SASSA News | @Officialsassanews | sassa10_za | South African Social Security Agency | SASSA_OFFICIAL | @OfficialSASSA

social development
Department:
Social Development
REPUBLIC OF SOUTH AFRICA

A NATION THAT WORKS FOR ALL

NDA

20 YEARS OF SASSA

2030 NDP



Contact Details

SASSA HEAD OFFICE
SASSA HOUSE | 501 Prodinsa Building
Cnr Steve Biko and Pretorius Street
Pretoria
Private Bag X55662 | Arcardia,
Pretoria 0083
Tel: 012 400 2000 (Switchboard)
Tel: 0800 60 1011 (Customer Care)

EASTERN CAPE
SASSA Office | BKB Building
Cnr Fitzpatrick & Merino | Road
Quigney
East London
Private Bag X9001 | Chiselhurst
East London 5200
Tel: 043 707 6300

FREE STATE
Iustitia Building
Cnr St. Andrews Street &
Aliwal Street | Bloemfontein
Private Bag X20553 | Bloemfontein
9300
Tel: 051 410 8339

GAUTENG
222 Smit Street | Braamfontein
Johannesburg 2000
Private Bag X120 | Marshalltown 2107
Tel: 011 241 8300

WESTERN CAPE
11 Adderley Street
Cape Town 8000
Private Bag X9189 | Cape Town 8000
Tel: 021 469 0281

LIMPOPO
43 Landros Mare Street
Polokwane 0699
Private Bag X9677 | Polokwane 0700
Tel: 015 291 7400

MPUMALANGA
18 Ferreira Street | Nelspruit
Private Bag X11230 | Nelspruit 1200
Tel: 013 754 9380

NORTH WEST
SASSA House ERF 3139
Cnr Sekame & Dr James Moroka
Megacity | Mahikeng
Private Bag X44 | Mmabatho
Tel: 018 397 3360

KWAZULU NATAL
1 Bank Street | Pietermaritzburg 3201
Private Bag 9146
Pietermaritzburg 3201
Tel: 033 846 3300

NORTHERN CAPE
Permanent 'Perm' Building
33 Du Toitspan Road | Kimberly 8300
Private Bag X6011
Kimberley 8300
Tel: 053 802 4900

Toll free: 0800 60 10 11
Website: www.sassa.gov.za

RP168/2026
ISBN: 978-1-83491-994-2
Title of Publication: **SASSA Annual Report 2025/26**