



Department of Social Development

Five Year Strategic and Performance Plans

2005 - 2010

Foreword

By: Mr. Bob Mabaso, MEC: Department of Social Development

In the context of the National and particularly Gauteng, socio-economic challenges, we define Social Development as:

“A people centred approach facilitating and managing change designed to maximize individual, family and community potential by promoting their well-being to break the cycle of dependence, and to foster self-reliance and participation in decision-making, to productively participate in society both socially and economically.

The main elements of a social development approach are social protection and social investment directed at achieving the full potential of self-actualisation, without prejudice of any form. We are to achieve Social Development by facilitating optimisation of consumer welfare, job and opportunity creation, and adequate and optimal individual, family, community and social relationships functionality, to access and afford the absolute and relative basics in life. We are to achieve Social development through mobilization of community development and empowerment, also.

The output of our Social Development initiatives are facilitated choice, personal interaction, minimized transactional costs, comfort, individual participation, adaptability to change, and stability. While, the outcomes of our Social Development initiatives are built strong family units; adequate and fair return on civil society-Private-public investment – emotional and otherwise; decently and effectively empowered poor, marginalized and vulnerable persons; social and economic justice; social solidarity, that is, positive relationship amongst and between communities; social citizenship – that is citizenship rights that incorporate care, civic virtue, relational reciprocity and interdependence; facilitated creation of sustainable families and communities, irrespective of the citizenry relative socio – economic differences, regionally, nationally and globally; effected improvements in the standard of living of households; and sufficiently addressed complex social, emotional, physical and cognitive development needs of the people over the life cycle.

The developmental paradigm calls for approaches that are people centered and sustainable, redefining development in terms of exploring the strengths and vulnerabilities of the poor,

marginalized and vulnerable target groups, and the knowledge and expertise of individuals in the communities, to creatively and innovatively use resources available in the environment to address the socio-economic needs. Also, it promotes holistic development of the poor, vulnerable and marginalized women, youth and people with disabilities, to achieve the following:

- i) Built secure, integrated, and sustainable communities within a globalised environment, by enhancing social cohesion, and ensure the target groups become active participants in the mainstream socio - economic activities of the province.
- ii) Managed reduction in the levels of prevalence and growth rates of, the issues that negatively impact on the socio – economic functionality, and development of families, communities, and social relations, to manage their dysfunctionality and functionality by:
 - a) Eradicating and managing vulnerability and violence against women and children, older persons and other vulnerable groups.
 - b) Managing the infection and effects of HIV & AIDS, and facilitating the reduction in the HIV infection growth rates and prevalence levels.
 - c) Managing youth development through managing the reduction in youth criminality and unemployment, and facilitating youth development.
 - d) Managing the development of people with disabilities
 - e) Managing conditions contributing to Poverty, underdevelopment and unemployment.
 - f) Managing conditions contributing to Homelessness of adults and children.

The policy shift by the Government at both provincial and national levels, and the overall socio – economic challenges facing the country and the province in particular have informed the reconceptualization of the core function of the Department, to ensure a positive contribution to a reduction in dependency and making individuals, families and communities self-reliant. In Gauteng, just like nationally, the socio – economic challenges are reflected in the social assistance grants expenditure requirements that increased by 38 percent between 2003/4 and 2004/5 financial periods, to levels unsustainable by government and unaffordable by the State, as a development agenda. Based on the Gauteng

Growth and Development Strategy (GDS), in the next ten years, the Provincial Government is supposed to accelerate the shift away from traditional welfare responses and provision of services, to a development focus and the mobilisation of communities to support themselves. The Department is contributing to that goal by ensuring that all the programmes are built around halving poverty and halving unemployment.

Poverty and unemployment are critical challenges that remain in our Province. Our agenda is restoring the dignity of the poor and vulnerable people, to build a better life and sustainable communities for themselves, within the social development ten point plan. We are to contribute to management of this challenge through our programmes that provide the basic means for the target groups to effectively participate and advance in social and economic life, and in turn to contribute to social and economic development thereof.

The analysis of the challenges faced by our people, are in the main symptoms of dysfunctional families, communities and social relations. Just as GDS is about the State through the government assuming the role of being the instrument, arbiter, and functionalist, in managing the socio – economic challenges, so will be the Department. Our programmes are to be about investing in family preservation and reunification, where the community members, stakeholders and partners judge our performance in terms of practical differences in their lives.

In the current year and over the next five year period, within the commitments made to contribute to our election manifesto in 2004, we are going to address the immediate social needs and also ensure positive social outcomes in the future. Our aim is to improve our people's well being and quality of life, within the context of families over all the life cycle, in the communities.

We are going to focus on improving accessibility to social welfare services, transformation of the Social development sector and developing a new cadre of social development workers.

As social assistance grants administration shifted from us to become a national competence through the South African Social Security Agency (SASSA), on the 1st April 2005, which only took away from the Department the day – to – day technical administration of the social security grants, SASSA will have to ensure that who ever is eligible for social security grants, receives them. However, the management of the social security grants

register remains the responsibility of the Department, and we are responsible for ensuring that the people on the social security register are managed in a manner that effectively reduces the social assistance grants register, in real terms, by empowering potential and current social assistance grants recipients.

The key is managing the socio – economic challenges, where government’s investment has to earn a return for the state reflected in an improvement in the comprehensive social security of the nation, and for the government reflected in the citizenry renewal of its mandate, as a result of facilitated improvement in choices, interaction, comfort, participation, and adequate adaptability to environmental changes.

I look forward to working with the Department to achieve the outcomes as set out in these strategic and performance plans, to the benefit of the people of Gauteng.

Bob Mabaso

MEC: Social Development

Table of Contents

	Page
FORWARD BY MEC: BOB MABASO	2
Part A: Strategic Overview	
1 Overview of Strategic Plan	8
2 Vision	9
3 Mission	10
4 Values	10
5 Sectoral situation analysis	
5.1 Summary of service delivery environment and challenges	11
5.2 Summary of organizational environment and challenges	12
6 Legislative and other mandates	14
7 Broad policies, priorities, strategic goals and objectives, KPAs, and Critical Success Factors	21
7.1 Basis for these focuses of the Department	21
7.2 Broad policies department and all other social partners	22
7.3 The strategic priorities of the Department	24
7.4 The strategic goals of the Department and all other social partners	26
7.5 Strategic objectives of GDS, and thus those of the Department	28
7.6 The Department's Key Performance Areas (KPA's)	29
7.7 The Department's Critical Success Factors are:	30
8 Information systems to monitor progress	31
9 Description of the strategic planning process	33
Part B: Programme and sub-programme plans	
10 Programme 1: Administration	
10.1 Sub-programme 1.1 Office of the MEC	35
10.2 Sub-programme 1.2: Corporate Services and Financial Management	40
11 Programme 2: Social Assistance Grants	73

12	Programme 3: Social Welfare Services	79
12.1	Sub-programmes 3.1: Treatment and prevention of Substance abuse	79
12.2	Sub-programme 3.4: Services to persons with disabilities	81
12.3	Sub-programme 3.2: Services to Older Persons	82
12.4	Sub-programme 3.3: Crime Prevention, Rehabilitation and Victim Empowerment	83
12.5	Sub-programme 3.5: Services to Children, Women and Families	85
13	Programme 4: Development and Support Services, and Inter - Sectoral Management	105
13.1	Sub-programmes 4.1: Youth Development	112
13.2	Sub-programmes 4.3: Poverty Alleviation	116
13.3	Sub-programmes 4.2: HIV and AIDS	119
13.4	Sub-programmes 4.4: Institutional Capacity Building	122
14	Programme 5: Population Development and Demographic Trends	129
15	Capital investment, maintenance and asset management plan	138
16	Coordination, Cooperation and Outsourcing Plans	155

Part A: Strategic Overview

1 Overview of Strategic Plan

The high symptoms of dysfunctional families, communities and social relationships that are increasing the socio-economic challenges in the country, drive us into managing policy through intervening in the poor, marginalized and vulnerable peoples' lives. Our focus is still on social assistance, social welfare services, and Development and Support services and Inter-sectoral Management, where whatsoever activity we are involved in is only from a developmental perspective that manifests in positive socio – economic functionality and development of families, communities, and social relations.

To ensure focused service delivery, Programme 4: Development and Support services and Programme 6: Gauteng Inter-sectoral development Unit, have been integrated into a new programme 4: Development and Support services, and Inter-sectoral Management, to achieve more efficiency and effectiveness, within the limited resources at our disposal.

Our analysis reveals that the Population and Demographic Unit may not be appropriately positioned in the Department. It has been suggested that the unit be appropriately located either in the GSSC or in the Provincial Treasury, to add value to all provincial stakeholders.

I look forward to reporting on our progress and on improved social development outcomes for all people in our province.

Bheki Sibeko

Head of Department: Social Development

2 Vision

Our vision of **caring and integrated social development system that facilitates human development and improves the quality of life for the people** of Gauteng, must be interpreted within the Gauteng Provincial Government vision of:

- Deepening and realizing Citizenship and democracy
- There are high levels of labour-absorbing, economic growth contributing to broad based wealth creation, reduced inequality and the development of our province, nation and continent.
- Strong sustainable communities that ensure a province safe for children, pro-poor packages of basic services including access to social grants, food security, free health care, schooling, rate rebates that reduce inequality and enable sustainable livelihoods for the most poor, to ensure productive skilled and healthy people.

Source: Gauteng 2014 plan for discussion at EXCO Lekgotla, 10-11 September 2003

The importance of this vision is:

- Focuses on caring and integrating socio – economic development of facilities' human development
- Focuses on improving the quality of life of Gauteng residents and all South Africans at large.
- Focuses on sustainable developmental comprehensive social protection against vulnerability and poverty.
- Focuses on reducing dependency and making individuals, families and communities self –reliant
- Focuses on managing poverty and unemployment
- Focuses on restoring dignity to the poor and vulnerable people
- Focuses on building sustainable communities and a better life for themselves.

3 Mission

Our mission of **playing a leading role in social empowerment, social integration and social protection of poor and vulnerable individuals, families and communities** of Gauteng, interpreted within the provincial government mission, is about:

- Halving unemployment
- Halving poverty

Source: Gauteng 2014 plan for discussion at EXCO Lekgotla, 10-11 September 2003

4 Values

The values or ethos that inform the Department's strategic goals are aligned to the Draft Service Delivery Model for Developmental Social Services, and enshrined in the Batho Pele principles as set out in the White Paper on Transforming Service Delivery (1997). Other core values important to the developmental approach are:

- i) Acknowledgement and respect for people's potential to develop and grow.
- ii) Recognition of the rights of all to participate in their own development and decision-making, and being accountable for their own lives.
- iii) A commitment to facilitate social processes that build effective relationships, healthy organizations and communities.

The Department achieves the values through facilitating participation, self-reliance, empowerment, universal access, equity, transparency, appropriateness, accountability, accessibility, efficiency and effectiveness, partnership and social integration. In terms of the Gauteng Growth and Development Strategy, the how of achieving the Department's values is achieved through:

- i) Acknowledging the leadership and catalyst role government has to play in ensuring socio-economic transformation.
- ii) Recognizing and identifying the specific and complementary roles of each sector of society and each sphere of government including accountability and transparency.

- iii) Fulfilling our constitutional obligation to provide for the rights and needs of all citizens within a human rights context and framework.
- iv) Developing an economic approach that concurrently addresses issues of sustained economic growth, reduction of poverty, unemployment and creation of jobs, i.e. issues of both the 1st and 2nd economy, as part of an intrinsic whole.
- v) Meeting our national and international obligations, and contributing to national and international commitments to reduce poverty and unemployment, such as the UN Charter on Human Rights, WSSD, agenda 21, etc.

5 Sectoral situation analysis

5.1 Summary of service delivery environment and challenges

The Gauteng economy is driven by the services and manufacturing sector, where by 2002 the tertiary sector accounted for more than 60% of Gauteng GDP with the highest growth rates experienced in Transport/Communication and Finance/Real Estate/Business Services. However, GDS alludes to a dual development challenge of sustaining and increasing the noteworthy achieved levels and high rates of economic growth, 3.3% in 2003. This has attracted job seekers faster than it was able to absorb into formal labour market, while unacceptably high levels of people still remain trapped in poverty, which is exacerbated by issues inclusive of ongoing unemployment, lack of jobs, lack of infrastructure development and imbalanced foreign and direct investments.

The economic successes in the Gauteng Province are mainly in the area of the first economy. While gaps relate to challenges of the second economy, that are caused by economic deprivation, particularly as a result of continued high levels of poverty, mainly due to increasing unemployment that stands at approximately 28.1%, by the narrow definition, and the impact of HIV & AIDS that is mostly affecting the 20 – 40 age group.

According to the GDS, while the provision of social infrastructure and services is vital to improving the quality of life of people, the lack thereof is more a manifestation than a cause of poverty. Thus, the provision of social grants, in and of itself, although a major poverty alleviation mechanism, does not automatically take people out of poverty. Providing opportunities to be actively engaged in the economy will, amongst others, bridge the poverty gap, as the challenges relating to the 2nd economy go beyond just provision of

infrastructure and services, although the provision of such is also of utmost importance. What is required is doing some things differently from the past, while maintaining current good practices. One aspect of this new approach will be smart partnerships - effective civil society - Public - Private Partnership's, to deliver sustainable benefits in a manner that effectively targets poverty.

Given the challenges in the province, it is apparent that in the main at both provincial and national levels, they are symptoms of dysfunctional families, communities and social relations, and which are increasing strain on the comprehensive social security management system. Thus, the State through the government, and particularly through GDS, has assumed the role of being the instrument, arbiter, and functionalist, in managing the socio – economic challenges, otherwise greater strain would be put on the social security system management, as the contributions by those in employment will not meet the necessary required pay - out benefits, in the future.

Inevitably, the Department's strategies are about facilitating and managing a decrease in poverty, an increase in employment and a reduction in inequity, by investing in family preservation and reunification, where the community members, stakeholders and partners judge government performance based on successes in achieving the set goals. The challenges negate dependency on market forces as the only basic approach to solving South Africa's socio – economic challenges.

These socio economic challenges manifest as children challenges, where a special coordinated initiative through public-private-civil society partnerships is an imperative to ensure the basic conditions spelt out by the World Summit on Children are met in relation to all children in Gauteng, utilizing its relative economic advantage.

5.2 Summary of organisational environment and challenges

Integration is critical to optimising the scarce resources available to us and the relevant strategic network partners, to collectively maximize impact in our target groups. We are to reconfigure and rearrange our internal resource, with capacity further developed through partnerships and synergy with Municipalities, Provincial and National Departments, and other relevant organizations in the country, to ensure relevant capacity is attained. In the same breath, we are to facilitate harmonization of the municipal Integrated Development Plans (IDPs), the provincial Growth and Development Strategies and the National Spatial Development Perspective with our

programmes.

Funds will be required to set up the administration of service delivery enhancement processes, and also to facilitate the uptake of the target groups by the targeted private and public firms. Funding of our empowerment programmes may be sourced through partnerships with the SETA's, the Department of Labour, and other relevant institutions, in the Province and nationally. However, we have the capacity to meet all the financial implications out of our budget, although in some cases, well established firms are to be approached to provide employment and capacity building of the targeted groups, as part of their skills development programmes.

However, further funding will be required to implement the retention strategy for social workers and to effect the financial awards policy that redefines the funding relationship between government and the NGO sector, to ensure that services undertaken by civil society are appropriately remunerated, in line with the Departments' salary levels, if need be. Otherwise, the challenges of capacity retention are very critical.

The contents of these strategic and performance plans reveal a major shortcoming in information management. During the last financial period, a Master Plan for Information management was approved, and we are the in process of implementing it.

The challenges created by defining social development as defined by the MEC, and refocusing the department as outlined in these strategic and performance plans within the challenges identified within the Department and amongst the strategic network partners include:

- The Department has to undertake baseline data information research that will cross cutting across all the provincial Departments, to ensure policy around the Department's target groups is adequately informed and managed with all the strategic network partners, in the most effective and efficient manner, through out the province.
- The Department does not have sufficient human capacity to deliver on the Direction of the Department. As was agreed by the Executive management of the Department, even at the highest level of the organization, the capacity required is not available.
- The Department has to focus on facilitating the removal of social assistance grant recipients from the social security grants register, as part of the empowerment

programmes.

- The Department has to focus on facilitating the prevention of people finding themselves on the social assistance grant recipients' register.
- There is need to manage the mindsets of all those who are involved in the new direction of the Department.
- Identification by all stakeholders that the structure of the Department is designed to manage the increase in the social development challenges, instead of managing the effective reduction in the social development challenges.
- Enhancing cooperative governance to achieve the direction chosen by the Department.
- The need to strengthen monitoring and evaluation of the organization and personnel performance, in relation to the social economic development challenges.
- Access to resources to effectively and efficiently manage the strategy direction of the Department, as identified by all stakeholders.
- Managing the service delivery processes in such a manner that eventually the budget that may have been envisaged for social assistance grants, will go to empowerment of the poor, vulnerable and marginalized, to ensure they do not become cases of the department.
- The impact of HIV & Aids both in terms of infection and those affected by it, id to be addressed as a sustainability as well as health issue.

6 Legislative and other mandates

The Constitution of the Republic of South Africa, Act 108 of 1996 contains the Bill of Rights, which provides for not only the basic human rights but also social and economic rights. The Constitution notably, Section 27 (1) (c) thereof, provides for the right of access to appropriate social assistance to those unable to support themselves and their dependants, enshrining as a duty by Government to alleviate poverty, where the affected persons meet the basic human needs as basic human rights.

The White Papers for Social Welfare (1997), a primary policy document and a foundation for social welfare in the post 1994 era, effects the Constitutional obligations by setting out the principles, guidelines, proposed policies and programmes for developmental social welfare in South Africa. While the Population Policy for South Africa (1998) promotes sustainable human development and the quality of life of all South Africans, through requiring the integration of population issues into development planning in all spheres of government and in all sectors of society. The population policy mandates the Department to monitor its implementation and its impact on population trends and dynamics, in the context of sustainable human development.

In addition to the white paper for social welfare (1997), and the population policy for South Africa, the Department administers the following **legislation** or part thereof, also:

a. Aged Persons Act, 1967

This Act provides for the protection and welfare of certain aged and debilitated persons, for the care of their interests, for the establishment and registration of certain institutions, and for the accommodation and care of Older Persons. It further amended in terms of the discriminatory provisions, reporting on the abuse and regulating the prevention of the abuse of Older Persons.

b. Fund Raising Act, 1978

The Fund-raising Act, 1978 provides for control of collection of contributions from the public and for the establishment of various relief funds, except for the relief fund chapter thereof, repealed in 1997 by the Non-profit Organisations Act, 1997. The Department is in the process of amending the remaining part of the Act.

c. Social Service Professions Act, 1978

This Act, formerly known as the Social Work Act, provides for the establishment of the South Africa Council for Social Work and defines its powers and functions. The Act was amended on a number of occasions and the 1998 amendment established the South African Council for Social Service Professions and professional boards for social service professions.

d. Child Care Act, 1983

This Child Care Act provides for the establishment of children's courts and the appointment of commissioners of child welfare, for the protection and welfare of certain children, for the adoption of children and for the establishment of certain institutions for the care. The Act was amended in terms of the rights of certain natural fathers where the adoption of their children born out of wedlock has been proposed, establishment of secure care facilities, and prohibition against the commercial sexual exploitation of children.

e. Probation Service Act, 1991

This Act provides for the establishment and implementation of programmes aimed at combating crime and rendering of assistance and treatment of certain persons involved in crime.

f. Prevention and Treatment of Drug Dependency Act 1992

This Act provides for establishment of programmes for prevention and treatment of drug dependency, establishment and registration of institutions as treatment centres and hostels, and the committal and detention of certain persons in treatment center for treatment and training. The Act was amended in 1999 to establish the Central Drug Authority.

g. Social Assistance Act, 1992

The Social Assistance Act, 1992 provides for national councils and welfare organisations and rendering of social assistance to persons. The Act was amended in 1994 to further regulate the making of grants and financial awards to certain persons and bodies.

h. Welfare Laws Amendment Act, 1997

This Act provides for uniformity of, equality of access to, and effective regulation of social assistance throughout the Republic, introduction of child-support grant, doing away with capitation grants, abolishing maintenance grants subject to the phasing out of existing maintenance grants, delegation of certain powers and extension of application of the provisions of the Act to all areas in the Republic.

i. Non-Profit Organisations Act, 1997

This Act repealed the Fund-raising Act, 1997, excluding the chapter which deals with the relief funds. It provides for an environment in which non-profit organisations can flourish by establishing an administrative and regulatory framework within which non-profit

organisations can conduct their affairs. The Act was amended in 2000 to effect certain textual alterations.

j. National Development Agency Act, 1998

This Act provides for a creation of the National Development Agency (NDA) as a national funding, capacity building and coordinating structure. The NDA is mandated to grant funds to Civil Society Organisation (CSOs), enhance capacity and promote development dialogue, whilst meeting the developmental needs of poor communities.

k. Advisory Board on Social development Act, 2001

The Act provides for a creation of a the Advisory Board on Social Development as national advisory structure in the social development sector with the aim of building and consolidating partnership between government and civil society.

l. Domestic Violence Act

Provincial social workers and lay counsellors require training in the implementation of the Domestic violence Act. The National Department is participating in the development of an integrated manual on the Domestic Violence Act, which will be used to jointly train social workers, the police and court personnel.

- m. Criminal Procedures Act
- n. Mental Health Act No. 17 of 2002
- o. Prevention of Domestic Violence Act
- p. Gauteng Welfare Relations Act, 1998 (Act No. 15 of 1998)
- q. Gauteng Street Children Shelters Act, 1998 (Act No. 16 of 1998)
- r. Gauteng Regional Social Welfare Institutes Act, 1998 (Act No. 17 of 1998)
- s. The Public Finance Management Act
- t. The Treasury Regulations
- u. The Division of Revenue Act
- v. Generally Recognized Accounting Practices
- w. National and Provincial Treasury Circulars

The following **Policy directives** also inform service delivery:

- i) The policy on the transformation of the Child and Youth Care System;
- ii) National Guidelines for Social Services to Children infected and affected by HIV/AIDS, operationalized within the **HIV and AIDS**, & STD Strategic Plan for South Africa 2000 – 2005 and the Social Development HIV and AIDS Strategic Plan 2004 - 2007 approved by MINMEC, February 2004
- iii) National Department of Social Development Strategic Plan 2004/05 to 2008/2009.
- iv) National Integrated Plan (NIP).
- v) Disability Rights Charter of South Africa;

There are numerous other **international obligations** that the country is signatory to, for example, the Universal Declaration of Human Rights, that lays the basis for all other commitments, “to promote social progress and better standards of life in larger freedom” and “to promote the economic and social rights of all people”. International obligations and protocols that inform service delivery include:

- i) United Nations Convention on the Rights of the Child, (UNCRC) articles 2, 3, 4, 5, 6, 9, 10, 12, 16, 17, 18, 19, 20, 23, 24, 25, 27, 28 and 32.
- ii) The African Charter on the Rights and Welfare of the Child. (ACRWC)
- iii) Millennium Development Goals – UNGASS – HIV/AIDS and Children.
- iv) UNICEF – Medium Term Strategic Plan
- v) The UN Social Development protocol (Copenhagen, 1995)
- vi) Hague Convention on International Child Abductions.
- vii) Hague Convention on Inter Country Abductions.
- viii) UN Protocol on the Prevention of Trafficking of Persons.
- ix) The United Nations and National Decade against Drug Abuse.
- x) CEDAW
- xi) The Beijing Platform of Action.
- xii) United Nations Rules for the Administration of Juvenile Justice;

- xiii) United Nations Standard Minimum Rules for the Protection of Juveniles Deprived of their Liberty;
- xiv) Riyard Guidelines - UN Guidelines for the Prevention of Juvenile Delinquency.
- xv) Vienna Declaration (1982)
- xvi) UN declaration on the Rights of the Elderly, (Resolution 46/91)
- xvii) Madrid Plan of Action for Older Persons 2002.
- xviii) AU Policy Framework and Plan of Action on Ageing.
- xix) UN Rules on the Equalization of Opportunities for Persons with Disabilities;
- xx) UN Declaration on Rights of Disabled Persons.

Within all these policy and constitutional mandates, the UN's Millennium Goals make a commitment to halve world poverty by 2015, by committing member countries to attain the following:

- i) Eradicating extreme poverty
- ii) Reducing child mortality
- iii) Improving maternal health
- iv) Promoting gender equality and empower women
- v) Combating HIV/Aids, malaria and other diseases
- vi) Ensuring environmental sustainability
- vii) Developing a global partnership for development

ii) Significant Policy Developments

a. The Child Justice Bill

The Child Justice Bill introduces significant changes to the way children in conflict with the law are managed within the criminal justice system. It proposes a wider use of diversion programmes and addresses issues relating to arrest, assessment, detention, trial and sentencing of children. The Bill also requires the setting up of procedures to monitor and assess the proper implementation of the legislation.

b. Older Persons Bill

This Bill intends to replace the Aged Persons Act, 1967. It represents a new developmental approach to ageing, and will maintain and promote the status of older persons. The draft Bill was approved by Cabinet during July 2003.

c. Extension of the Child Support Grant to children up to 14 years of ages

A phased approach in implementing this new policy shift was agreed whereby children under the age of nine-years qualified for this benefit in the 2003/04 financial year. Children under the age of 11-years will qualify in the 2004/05 financial year and children under the age of 14-years will qualify in the 2005/06 financial year.

d. South African Social Security Agency Act

The principal aim of this act is to make provision for the effective management and control of the delivery of social benefit administration and payment services through the establishment of the SA Social Security Agency. The Portfolio Committee for Social Development approved the Bill during October 2003.

e. Children's Bill

The Children's Bill constitutes a comprehensive rewrite of the Child Care Act, 1983 and, amongst others, is aimed at addressing South Africa's international law and constitutional obligations towards children. The Bill was tabled in Parliament during November 2003, and is in the final process of consultations before it is approved.

f. Social Assistance Bill

The Bill intends to replace the Social Assistance Act, 1992 and envisages providing for rendering social assistance and social relief of distress to persons. The provisions of this Bill will be in line with the Minister of Social Development's 10-point plan to provide for the development of a comprehensive social security system.

7 Broad policies, priorities, strategic goals and objectives, KPAs, and Critical Success Factors

7.1 Basis for these focuses of the Department

These strategic and performance plans are in the main a result of policy shift by the Government at both provincial and national levels, and the overall socio – economic challenges facing the country and the province in particular, with a view to ensure a reduction in dependency and making individuals, families and communities self-reliant. Through the establishment of SASSA to administer social security grants as of 1 April 2005, the well being of persons denied accessibility to and affordability of the basic human necessities will be effectively and efficiently managed. However, the major challenge is that the social services cluster and the Department in particular, have to become more responsive to the citizenry needs in a more proactive and developmental manner.

To strengthen development, the Gauteng Growth and Development Strategy (GDS) reflects the political growth and development vision and strategy, for the Provincial Government as a whole. GDS was informed by Gauteng continuing to experience the challenges of high levels of unemployment and poverty, where based on Stats SA, the percentage unemployed stood at 28.2% in September 2003. While, the average monthly household income was estimated at R 2 000 per month – an income that is negligible when compare to an ever-increasing cost of living.

Based on GDS, most unemployed people are black, while 28% of the employed Africans earned less than R800pm. The divide between the rich and the poor is also a matter of great concern, as it is ever increasing, as income inequity, especially at lower levels, is increasing. Some 40% of children aged 1-9 years have experienced hunger. Almost 680,000 families live in informal dwellings that constitute 24% of national households.

These strategic and performance plans of the Department are based on an understanding of GDS objectives that are set within the context of the national policy frameworks, goals and challenges, and informed amongst others by the National Spatial Development Perspective and goals adopted by the National Growth and Development Summit.

The GDS aims to facilitate all sectors of society working towards the same goal of improving the quality of life for all the citizens. It reinforces the principle of integrated, holistic, sustainable and participatory development as a critical pillar in addressing poverty

and unemployment – as a principle that encompasses meeting all the needs of people, ensuring community or beneficiary involvement and ownership that inform and direct government activities, long-term sustainability on all levels, even socio-economic development with even benefits to all. Therefore, GDS is a point of reference for developing all Provincial plans, programmes, and actions, within the framework of a genuine partnership amongst the social partners, to eliminate the prevailing socio- economic fault lines.

7.2 Broad policies for the department and all other social partners

The overall socio – economic challenges facing the country and the province in particular identify **the Department policies** based on the Draft Social Service Delivery model for developmental social services, as:

- i) Improving sustainable livelihoods and creating work**
- ii) Ensuring that in time only a small proportion of society, in particular the most vulnerable, subsists on social grants.**
- iii) Facilitating self-reliance and economic independence in a secure environment, within the constitutional imperatives.**
- iv) Stimulating faster economic growth and drastically reducing unemployment.**

These policies are about reducing dependency and making individuals, families and communities self-reliant through:

- i) Human development and human capital investments
- ii) Investments that promote employment and self – employment
- iii) Social capital investments
- iv) Investments in individual and community assets
- v) Investments that remove barriers to economic participation
- vi) Investment in cost - effective programmes.

In the overall analysis, the policies are about adequately managing the dysfunctionality and facilitating optimal functionality of families, communities and social relations, for the citizenry to achieve the full potential of self-actualisation, without prejudice of any form.

The Social Development sector interpretes them in the Ten Point Plan as:

- i) Rebuilding families, community and social relationships.
- ii) Integrated poverty eradication
- iii) Comprehensive social security management
- iv) Eradication of violence against women, children, older persons and other vulnerable groups.
- v) Managing HIV and AIDS and facilitating the reduction the prevalence and growth rates therein.
- vi) Youth development
- vii) Managing disabilities
- viii) Accessibility to social development services
- ix) Cooperative governance
- x) A committed social development worker.

The outputs of the policies are a return for the state reflected in an improvement in the comprehensive social security of the nation, and for the government reflected in the citizenry renewal of its mandate, as a result of facilitated optimisation of consumer welfare, job and opportunity creation, for accessibility to and affordability of, the absolute and relative developmental basics in life, improvement in choices, personal, minimized transactional costs, interaction, comfort, individual participation, adequate adaptability to environmental changes, and stability.

The outcomes of the policies are enhanced economic participation amongst individuals, groups, and communities, where in terms of the Department those persons who have traditionally been served by government social programs, by enhancing their capacities to function effectively and efficiently in the productive economy, to enjoy the incomes, investments, career opportunities, and life styles that many middle –class people take for granted.

The focus is on facilitating and managing a decrease in poverty, an increase in employment and a reduction in inequity, by investing in family preservation and reunification, where the community members, stakeholders and partners judge government performance based on

successes in achieving the set goals as a result of mobilization of community development and empowerment. These are identified through

- Built strong family units.
- Adequate and fair return on civil society-Private-public investment – emotional and otherwise.
- Decently and effectively empowered poor, marginalized and vulnerable persons.
- Social and economic justice.
- Social solidarity – Positive relationship amongst and between communities.
- Social citizenship – that is citizenship rights that incorporate care, civic virtue, relational reciprocity and interdependence.
- Facilitated creation of sustainable families and communities, irrespective of the citizenry relative socio – economic differences, regionally, nationally and globally.
- Effected improvements in the standard of living of households.
- Sufficiently addressed complex social, emotional, physical and cognitive development *needs of the people over the life cycle*.

The policies are basically about the target groups meaningfully participating and contributing to the provinces' mainstream socio – economic developments through commitment thereto, direct interest therein, and ownership thereof.

7.3 The strategic priorities of the Department

Within the context of the policies, in the next ten years, according to the Growth and Development Strategy (GDS), the Gauteng Provincial Government **Strategic Priorities** will be:

- **Accelerating the shift away from traditional welfare responses and provision of services, to**
- **A developmental focus and mobilisation of communities to support themselves.**

These strategic priorities will ensure:

- i) Reduction in dependence on the state and increase in the capacity for sustainable livelihoods through skills training and supporting acquisition of productive assets
- ii) Increase in access to and efficiency of social security services particularly for non - grant services e.g. children in distress or in conflict with the law and people with disabilities.
- iii) The poorest, and women in particular, have access to land, micro – financing, training, guarantees (small contractors) home ownership and are supported by local economic development initiatives, and
- iv) Support for children in distress (foster care grant).

Nevertheless, while employment creation will remain the primary strategy to achieve the strategic priorities, the *Social Services Sector* will continue to provide the safety nets that protect against the adverse outcomes of chronic and transient poverty.

The World Bank defines Safety Nets as:

“Programmes that protect a person or household against the adverse outcomes of chronic incapacity to work (chronic poverty); and a decline in this incapacity from a marginal situation that provides minimal means of survival with few reserves (transient poverty)”.

There are broad ranges of mechanisms or public safety nets for protecting individuals from acute deprivation or inadvertent declines in income that may *inter alia* comprise of:

- i) Social grants (old age, child support, support for the disabled) - with the creation of the National Social Security Agency, the disbursement of grant will soon be transferred to the Agency.
- ii) Integrated food security programme based interventions, including School Nutrition
- iii) Primary health care services;
- iv) Home based care,
- v) Indigent policies at local government providing free basic water, electricity and sanitation.
- vi) Development Centres.

Apart from creating short term jobs and skills development, thus increasing the opportunities of the participants to be employable, the Expanded Public Works Programme (EPWP) according to the GDS, provides another element in the safety net that is critical for the creation of sustainable communities. The EPWP seeks to ensure that communities are deeply involved in the delivery of infrastructure that affects their lives. In so doing the programme contributes to the building of social capital and cohesion that are vital for survival, especially of the poor.

7.4 The strategic goals of the Department and all other social partners

Based on the GDS that is developed within the national context, and outlining the specific contributions Gauteng province can and will make towards the National Government's goals of:

- i) Halving unemployment through ensuring high levels of labour absorbing programmes and projects, ensuring that economic growth contributes to reduced inequality and leads to the development of the Gauteng Province, nation and continent; and
- ii) Halving poverty levels through growing secure and prosperous communities with jobs, schools, clinics and other services, to ensure safe communities and create a healthy environment, which supports families, social, cultural and volunteer activities.

The overarching agenda is to ensure that the Gauteng Provincial Government fulfils the multiple dimensions of its leadership role in the socio-economic development of:

- i) Ensuring socio-economic development is based on the principle of integrated, sustainable, holistic and participatory planning
- ii) Providing economic growth, poverty reduction, job creation and social service delivery targets for the province for the next decade of democracy,
- iii) Building on cooperative governance and intergovernmental relations towards ensuring integrated service delivery, optimal use of all government resources, requisite budget allocations to support growth and development,

- iv) Consolidating and increasing relationships and partnerships with other sectors of society such as Public Private Partnership (PPP),
- v) Identifying opportunities for all sectors and citizens to be involved in the reconstruction and development of the province,
- vi) Providing growth and development implementation guidelines for each sector in society,
- vii) Building on socio-economic successes and addressing gaps and weaknesses,
- viii) Ensuring that the GPG growth and development policies are implemented in the next decade of democracy.

The output of all relevant stakeholders' input are expected to be:

- i) Sustained levels of economic growth per annum
- ii) Incremental increase of infrastructure development per annum
- iii) Increased annual contribution of our Province to the National GDP
- iv) Creation of sustainable jobs over the next ten years
- v) Increased provision and maintenance of social infrastructure, towards the attainment of sustainable communities

According to the GDS, these socio-economic growth and development challenges have to be monitored and evaluated in terms of socio-economic transformation, good governance, accountability and transparency. This translates into:

- i) Preservation of families
- ii) Decreased abuse of vulnerable women, children, people with disabilities, older persons, people infected and affected by HIV and AIDS, children, and people affected by substance abuse.
- iii) Increased social protection of women, children, people with disabilities, older persons, people infected and affected by HIV and AIDS, children, and people affected by substance abuse.
- iv) Reduced impact of poverty.
- v) Well cared for and supported people infected and affected by HIV and AIDS.

- vi) Restored dignity of older persons.

The upshot of all these are an economy that grows at higher levels, a society is more integrated, and a Province that is able to compete globally whilst at the same time providing an environment conducive to the prosperity of all its citizens.

However, the challenges to achieving the strategic goals are:

- i) Increasing the impact of service delivery
- ii) Increasing the total resources' productivity
- iii) Increasing the capacity of all resources to deliver services, and
- iv) Managing the relative costs of resources in a manner that does not negatively affect achievement of the desired impact.

7.5 Strategic objectives of GDS, and those of the Department

Within the strategic goals of the Department, in line with the GDS, five strategic objectives to which all parts of the Department must contribute are:

- i) Provision of social and economic infrastructure and services that will build sustainable communities and contribute to halving poverty, by fostering a health population, and education and skills.
- ii) Facilitating accelerating labour absorbing economic growth that increases per annum and that will create long-term sustainable jobs and contribute to halving unemployment through economic development for jobs, broad based wealth creation and creation of productive assets.
- iii) Facilitating sustainable Development by creating liveable, empowered and sustainable communities through amongst others, addressing poverty.
- iv) Facilitating enhanced government efficiency and cooperative governance through good governance and active participation of the people.
- v) Deepening participatory democracy, provincial and national unity and citizenship through investing in citizenship, democracy and social regeneration through social mobilization and social crime prevention, and consolidation of democracy and participation

The importance of these strategic objectives are:

- a) Facilitate creation of a strong developmental state
- b) Facilitate enabling economic growth and employment,
- c) Facilitate strengthening the people's contract to fight poverty through:
- d) Optimum resource utilization and maximization of impact on the target population

7.6 The Department's Key Performance Areas (KPA's)

The Department's Key Performance Areas within the GDS strategic goals are:

- i) Building relationships and partnerships between all sectors of society.
- ii) Ensuring that the benefits of economic growth extends to all our people
- iii) Strengthening cooperative and intergovernmental relations in a manner that reduces political competition and reinforces combined efforts towards our national goals of creating a better life for all people.
- iv) Mainstreaming and increasing participation of women, youth and people with disability in all social and economic activity.
- v) Long –term environment and sustainability.
- vi) The impact of HIV/Aids

Theses GDS KPA's ensure that the Department manages the reduction in the levels of prevalence and growth rates of, the issues that negatively impact on the socio – economic functionality and development of families, communities and social relations, to manage their dysfunctionality and facilitate their functionality by:

- a) Eradicating and managing vulnerability and violence against women and children, older persons and other vulnerable groups.
- b) Managing the infection and effects of HIV/AIDS, and facilitating the reduction in the HIV infection growth rates and prevalence levels.
- c) Managing youth development through managing the reduction in youth criminality and unemployment, and facilitating youth development.
- d) Managing the development of people with disabilities and those disabled.

All these issues are managed and facilitated transversally and through mainstreaming, where the impact of HIV and AIDS both in terms of infection and those affected by it, is addressed as a sustainability as well as health issue.

7.7 The Department's Critical Success Factors are:

For the Department to adequately deliver on its mandate, it will ensure:

- a) Improvement in accessibility to social welfare services, community development and social assistance grants.
- b) Transformation of the Social development sector and
- c) Developing a new cadre of social development workers.

Source: *National Department Strategic Plan, Department of Social Development, 2004/05*

In relation to the KPA's, managing the Department's Critical Success Factors, to manage productive contribution to the Provincial strategic goals is about:

- a) Providing promotion, prevention, rehabilitation, protection, continuing and mental health and addiction Services, primarily to the poor, marginalized and vulnerable, and the people infected and affected by HIV and AIDS who are mainstreamed right across all the target groups.
- b) Facilitating protection, support and empowerment of individuals and communities for reintegration of the affected into the mainstream of society.
- c) Intensified statutory and social developmental services, within a broader view of the citizenry needs and their circumstances and that of the communities.
- d) Building a self –reliant nation by improving the well being and providing a safety net for people, to ensure protection of the poor, vulnerable and marginalized, through increased social investment into the target groups.
- e) Improving responsiveness to the citizenry need, across the three spheres of government and the different departments, by harmonizing the municipal Integrated Development Plans (IDPs), the provincial Growth and Development Strategies and the National Spatial Development Perspective.
- f) Undertaking diverse but integrated socio-economic strategies that develop healthy, appropriately skilled and productive people.

- g) Deepening democracy and nation building, and realizing the constitutional rights of all the people by building a social security net that ensures the social grants and other social assistance programmes and social wage reach all those who are eligible.
- h) Facilitating and managing the creation of jobs and opportunities partly through facilitating the involvement of the target groups in the Expanded Public Works Programmes (EPWP) that integrate among others, the objectives of developing a social and economic infrastructure, human resource development, enterprise development, and poverty alleviation.
- i) Promoting broad based black economic empowerment, local economic development and the development of SMME's including cooperatives

The importance of managing the Department's critical success factors is:

- a) Intensification of the fight against poverty
- b) Creation of work opportunities
- c) Building a caring society and a better life for the most vulnerable, especially children and particularly those heading households and those in need of facilitating Early Childhood Development (ECD).

Source: Service Delivery Model for Developmental Social Services.

8. Information systems to monitor progress

Financial Information System

Transaction processing system

- Keeps basic accounting data and has functionalities pertaining to: debtors, journal maintenance, disbursements, payment reports, disbursement reports and other basic accounts reports.

Persal

- This system keeps personnel and employment records for all government employees.

D-Bit system

- All departmental assets are held in this database. The system is used as an asset register and a mechanism for valuation of the department's assets.

Transport

- This system performs fleet management for the whole department.

Operational Information Systems

Within the core business of the department, social assistance grants programme is the only area whose business processes are automated. The system used for this purpose is called Social Pensions System (SOCPEN). SOCPEN is a grant processing system and keeps personal information on beneficiaries, type of grant and so forth.

Information Reporting System

ABSA All pay system

- The AllPay management information is an excellent system for social grants payment.

Praxis project management system

- This keeps data on all NPOs funded by the department. For instance, it has personal data about NPOs, types of services they are rendering, business plan, amount paid or due and so forth.

Diary Statistical System (DSS)

It only holds statistical information about the number of social work cases dealt with, whether new, current or closed from the Service offices, Institutions and NGOS. However, even within the scope of social work cases, some new cases that the Department is handling may not be catered for, rendering the information in the DSS not to be reliable.

Overall assessment of the information systems

The quarterly report is a key-reporting tool the department relies on for monitoring and reporting. Currently, the process of producing quarterly reports is mainly informed by a paper-based process, supported by a range of systems that are not integrated, as they are designed to support a particular function -mainly HR, finance, asset management, and only have basic reporting functionality.

The core business of the department relating to social development services and institutions management upon which, this plan centres around is in the main paper based. The Diary Statistical System that is manual that is currently utilized for collecting this information is not comprehensive and therefore reporting does not include all issues covered by the department. This makes the process of reporting on the strategic plan time consuming and difficult as there are either no operational systems for some of the core functions or where they exist, they are not linked to other systems.

The department has embarked on a process of developing integrated operational system for its core functions. This will assist with planning, and decision-making information. Master Systems Plan (MSP) is regarded as the blueprint for developing departmental information system was approved in October 2004. The MSP is aligned with the departmental business requirements and will ensure that all systems address business needs.

BAS, Persal and SOCPEN are legacy systems that will work better when interfaced. While, the Praxis Project Management System needs enhancements to provide adequate reports, where interfaces with other systems such as BAS would further enhance its adequacy, DSS uses outdated codes that render information for reporting not to be adequate. However, SOCPEN does not cater for the entire profile of social assistance grants beneficiaries in a manner that could inform adequate policy performance management.

SAP is adequate in terms of reporting, however, the Department like all GPG departments use it in conjunction with BAS.

D-bit is a stand alone application for asset management. It may provide better information if linked to HR, Procurement and Finance system.

Alexandra Database of Service providers functions well, but could be more useful if it was to include other services that exist in the area such as Health and Education services.

9 Description of strategic planning process

This document is informed by the consultations and feed back sessions held with all the various stakeholders of the Department, since 15th November 2004, that have included national Department input and social services sub committee input. The schedules provided in the Document were made available by the respective Chief Directors, also.

Part B: Programme and sub-programme plans

10. Programme 1: Administration

This programme captures the strategic management and support services at all levels of the Department, that is provincial, regional and district management.

Programme Structure

Sub- programme: Office of the MEC

This sub-programme provides an efficient and effective administrative support to the MEC

Sub - programme: Corporate Services and Financial Management.

This sub-programme provides for the overall provincial head office management and administration of the Department.

10.1 Sub programme 1.1

The demand for Office of the MEC

The Office of the MEC is about managing the realization of the strategic objectives of government and set 2014 Vision of halving poverty and halving unemployment, through facilitating and mobilization of the citizenry to manage their affairs, by ensuring services provided through the Department and all other Departments are known by the communities and accessible to all deserving persons.

The Constitutional Policy Framework guarantees access to information (Section 32 of the Constitution) and provides that everyone has the right of access to any information held by the state, and any information that is held by another person which is required for the exercise or protection of any rights. The Right to know is an important part of the commitment of a transparent government, which is entrenched in the principle of knowledge and openness as essential requirements for the functioning of a democratic society, fostering a culture of accountability.

An appraisal of Office of the MEC and performance

The MEC is undertaking Imbizos in various communities of the province, which have established partnerships for community empowerment and development. However, much needs to be done, the commitments through the ANC election manifesto to be achieved.

Key Office of the MEC management challenges over the strategic plan period

The Office of the MEC does not have sufficient capacity, financial and otherwise, to reach every corner as desired by the MEC. Despite that, the Office of the MEC and the Department are faced with the challenges of adequately and properly positioning the Department with respect to the government's strategic goals, to all stakeholders.

Ensuring the reconceptualised core function of the Department delivers on our Government mandate. However, this will require tool some of which are not located within the Office of the MEC, for example the Department's Website. Also, getting all stakeholders, internal and external, to comprehend the need and importance of change, and to participate in the Road Map for Change.

Office of the MEC policies, priorities and strategic objectives

Our policies are

- Universal access to Information and Public Participation.
- Building Strategic Partnerships, providing leadership, acting as a catalyst.
- Promoting and protecting the Rights of the poor, vulnerable and marginalized.

Our priorities are

- Commitment to implement Election Mandate/"Peoples' Contract to Create Work and Fight Poverty, to ensure "A Better Gauteng".
- Promoting Gauteng Provincial Government's Five Year Programme
- Managing the heightened uncertain expectations especially in view of the change from Welfarism to Social Development and the Migration of Social Security to SASSA, to employees & External Stakeholders.
- Supporting employees' and stakeholders' who are grappling with change and ally their fears that are real, perceived, or otherwise.

- Improving Service Delivery
- Deepening Human Rights and Social Cohesion
- Managing the anti social security fraud campaign.
- Promoting our Poverty Relief Programme
- Responding to the impact of HIV and AIDS
- Positioning the Department as an agent for delivery, and change

The strategic objectives of the Office of the MEC are:

- Enhanced electoral mandate.
- Built confidence in our ability tackle challenges ahead.
- Promoting and Branding Gauteng a SMART Province
- Growing an integrated Gauteng
- Collaboratively creating jobs and fighting poverty

Analysis of Office of the MEC management constraints and measures planned to overcome them

The financial and human capacities are the key constraints for achievement of the MEC mandate. A bigger budget for the special projects undertaken through the Office of the MEC will be requested, and the staff complement is to be brought to those per structure, as soon as possible.

Description of planned Office of the MEC quality improvement measures

All vacant post will be advertised and filled as soon as possible.

10.2 Sub programme 1.2: Corporate Services and Financial Management

The demand for Corporate Services

A strong Corporate Services division that is aligned to the functional strategies of the Department and also supporting the overall strategy of the Department is a pre-requisite for attainment of the vision for the Department. While through a well-integrated strategic management process of the Department, we manage poverty, vulnerability and marginalization, to build sustainable communities and engender self-reliance based upon the appropriate social support structures.

Vigilant research at both policy and operational levels stands as an absolute necessity, to ensure a better quality of service delivery and all the relevant strategic network partners.

An appraisal of Corporate Services and performance

Corporate Services would be operating for the second time this financial year as a fully functional Chief Directorate after the new Departmental structure with purified functionality was adopted and approved in July 2003. This brand new Chief Directorate has been to a larger extend in the process of capacitating itself in the past year. As a result of the above, lack of capacity in a number of areas, reduced the ability of this programme to respond to challenges and service delivery requirements posed by external environment and new legislation.

Corporate Services performed fairly well in aligning the new structure with the establishment. There was also a high upward mobility of serving staff into new posts that came as a result of the new structure, which to a larger extend increased the moral of employees within the Department. On the other-hand this has however not helped that much in reducing the Department's vacancy rate as vacant posts were filled by internal staff

During the past financial year considerable effort went into a detailed assessment process for our Capital projects, wherein a detailed condition assessment addressing the structural, mechanical and electrical maintenance requirements at the eight institutions was completed. This will definitely help in improving our plans in repairing, and upgrading works to ensure consistently high environmental standards for the customers housed in our Institutions as well as our Employees working there. Also, we were able to develop a GG vehicle policy to ensure optimal utilization of available resources towards service delivery. Organized labour

was consulted and vehicles were reallocated to areas of need, informed service delivery requirements. In addition, the Master system plan was developed approved and signed off. However, progress on development for Social Workers Operational System and MIS has been average due to Bureautic processes. A Website was launched and services databases updated. The Alexandra Renewal Project database was launched and is now operational. All sites within the Department have connectivity and 90% of prioritized sites have been upgraded.

Nevertheless, to inform policy, the Department requires adequate baseline data information. However, for sometime, we have not been in position to obtain that baseline data for sometime, which has effectively affected our policy management, and that of the relevant strategic network partners, with respect to the target groups.

Key Corporate Services challenges over the strategic plan period

The key challenges faced by the Department include:

- A need to address the inadequate skills within the division and in other scarce skills occupations, and retention allowances to meet new adopted service delivery requirements.
- Lack of integration of Department capacity with NGO's capacity
- Managing the Department's recruitment process towards an overall reduction in the vacancy rate and increase employment of disabled.
- Developing effective labour consultative structures compatible to the Departmental Structure.
- Developing new approaches to ensure that there are sound coordinating mechanisms on all Corporate Services administration information.
- Ensuring that training is not approached in a fragmented manner and to accelerate development and enrolment in learnerships and internship to underpin long-term job creation.
- Ensuring that there are no bottlenecks in completion of public works capital projects, and that there is a property management governance structure within the Department, and development of new planning and monitoring framework.

- Ensuring restoration of official records and revival of registry services within the Department.
- Integrating fragmented information system into one single version of the truth.
- Improving quality of data that informs decision-making on core functions (Social Work and Development).
- Addressing the impact of HIV/AIDS in our workplace.
- Repositioning and purifying the organizational structure of the Department in line with the new service delivery model and detachment of Social Security to SASSA.

However, capacity challenges are envisaged when implementing the Learnership and internship programme, developing the Operational system for Social Work, Institutions and Developmental services, ensuring legal advisory service and risk management are compatible to the Department's core function or business, developing the property management governance structure within the Department and Capital works monitoring framework, and developing an updated record management system

In relation to policy management, further challenges manifest as lack of adequate coordination of researches undertaken. Also, well qualified researchers not willing to join the department at the current remuneration packages offered by the Department, ensuring that the capacity within the Department is not adequate.

The Department's library facilities are not adequately utilized by staff members. While, the Department of Sports, Arts and Culture that supplies the librarians, intends to withdraw them. As a Department, we need to ensure personnel for the library upkeep are available, as it is a major resource center.

Corporate Services policies, priorities and strategic objectives

The priorities of Corporate Services are strengthening the dynamism of the Department for continuous improvement and also provide management and administrative support functions which includes:

- Human Resource Management to attract, develop and retain skilled staff.
- Integrated service delivery structure between the Department and institutions.
- Improving service delivery through performance management and organizational

development.

- Managing the Departmental facilities, fleet, records management as well as internal secretariat support.
- Managing employee relations through administration of labour policies.
- Managing information and knowledge to support each core function's information requirements to ensure service delivery.
- Managing the Department's Internal control, Legal Services and Risk from both internal and external sources.
- Managing the Department's corporate strategy.
- Ensuring a comprehensive strategic management system that promotes the acceleration of service delivery.

The strategic objectives based on the alignment to the Department's strategic goals, are:

- Facilitating and aligning HR plan with structure, service delivery requirements and equity.
- Facilitating and maintaining organizational structure and establishment maintenance per identified needs.
- Ensuring that all staff performance is managed through formal GPG performance management system.
- Facilitating the implementation of the workplace skills plan
- Implementing the Departmental internship strategy and support learners with bursary in scarce skills.
- Participating in the learnership programme for care workers at institutions through harnessing volunteers into the programme.
- Providing support to new recruits and retiring staff.
- Providing personal financial management skills and services to all staff.
- Strengthening implementation of integrated HIV and AIDS workplace strategy.
- Implementing Disability management strategy.

- Ensuring implementation of Social workers and Auxiliary workers remuneration strategies.
- Ensuring that disciplinary, grievances and dispute cases are dealt with timeously within the given time-frames.
- Finalizing development of criteria for migration of support staff to SASSA with organized labour.
- Establishing consultation structures at all Regions and Offices of the Department.
- Training newly appointed line managers on Presiding Officer, Investigating Officer & Conflict management skills.
- Implementing and monitoring compliance of the master system plan and information plan and information plan for the Department.
- Finalizing customization of the operational system, and facilitate training and rollout.
- Improving network connectivity to this year's prioritized offices.
- Ensuring that IT service level agreements are in place and are effectively managed.
- Implementing recommendations on emergency repairs and security measures in all 8 Institutions audited.
- Converting the Place of Safety facility at Walter Sisulu centre into secure facility.
- Developing a property management governance structure within the Department to enable issues under property management to be dealt with in a proactive manner.
- Competing capacity building programme on identified officials.
- Implementing control systems for GG vehicles and reduce transport expenditure.
- Developing and implementing an updated record management system to restore official records and retain knowledge within the Department.
- Developing a plan for Head Office relocation in accordance with GPG precinct plan.
- Implementing the Departmental Risk management strategy.

- Evaluating internal control systems, processes and procedures to validate its adequacy and provide recommendations through management reports per visited area or application.
- Developing the gift policy adapted to the Department.
- Auditing all departmental contracts to ensure that they are valid and compliant.
- Facilitating activities on all pending legislative mandates for all the core functions.
- Managing the formulation, coordination, maintenance and review of the Departmental strategic plan and Service delivery improvement plan in consultation with all the stakeholders in terms of Public Service Regulations (Part III (C))and Public Finance management Act.
- Ensuring the Department's intersectoral, interdepartmental, and intergovernmental programme are managed in terms of the White Paper for Social Welfare and in consultation with all the stakeholders.
- Ensuring timely monitoring and evaluation of the Department's performance, and ensuring decision-making information is appropriately provided, to ensure on-going policy performance management, in line with the Public Finance Management Act.

Analysis of Corporate Services constraints and measures planned to overcome them

The shortages of adequate capacity from the present personnel attached to the Programme may render non performance of certain projects that require high level skills in combination with experience. However, this may be overcome by executing some of the projects through collaborations and partnerships with institutions, which are specializing. In some instances the Programme will outsource the projects, by getting the assistance of a professional service, whilst ensuring that the Programme retains responsibility. Additionally, the Programme will recruit personnel with competencies required, and also provide accelerated training recruit those who are short of the requisite capacity. Since, capacitation is a long term project, attaining the desired performance may be slow.

The role of Corporate Strategic Management in the Department has not been wholly embraced by all management. It is seen as a process that can be run from each individual component of the department, rendering the unity of purpose to fail. The desired change of attitudes will be managed through workshops with the different units of the Department, to

provide feedback on the information desired for inclusion in the strategic documents and operational plans. However, this will require continuous management of baseline data information, and continuous impact assessment.

Description of planned Corporate Services quality improvement measures

In repositioning the Department to be responsive to its deliver on its strategic goals, as against the manner we have been doing our work, we shall adopt a Service Level Agreement (SLA) method, to govern the relationship between Corporate Services and all other Business units. The SLA will ensure that both the Business units and Corporate Services negotiate the services levels, where our services are provided on a pull rather than push basis, to support the overall strategy of the Department, with the limitations of different legislation and policies parameters.

We shall implement an accelerated Capacity building program for employees within Corporate Services on specific critical areas of services, as lack of capacity in certain services (within Corporate Services) is a high risk factor to an extent that such risk could have a negative impact on the overall quality of the Core functions for the Department.

The library services, as a resource center for the Department, will be enhanced to ensure all members of staff keep abreast with contemporary practices, in the respective fields.

Also, The department is currently embarking on a process of developing an integrated operational system with MIS functionality to improve its monitoring, reporting and decision-making processes.

Financial Management

The demand for Financial Management Services

By the nature of the services that the Department of Social Development provides, the needs of the citizenry grossly outweigh the available resources and it is thus inherent in the functioning of the unit that the resources of the Department should be utilized as efficiently and effectively as possible.

Procurement by the Department is about ensuring that it renders services effectively and efficiently to the community, and by legislation to empower the Historically Disadvantaged Individuals and SMME that are given preference through the procurement process.

An appraisal of Financial Management and performance

The Department of Social Development has over the last two financial years been able to obtain unqualified audit opinions as a result of maintained sound financial systems. While, the centralized procurement function of the has managed to minimize non compliance with the procurement procedures, and improved the procurement status of the Department. The BEE spending has been improved, and reconciliation of BAS reports for all assets procured, is now possible.

In terms of managing our impact in the target populations, we are not yet adequately equipped to do so in relation to the expenditures incurred.

We have an audit steering committee that establishes a formal communication between the Department and the Office of the Auditor-General. With the agreement between the Department and the auditors, a central person is to be appointed to deal with the audit queries and to ensure that the agreed turnaround time of the responses to the queries is adhered to.

Quarterly progress report made to the Standing Committee on Public Accounts.

We approved the establishment of a support structure essential to provide assistance to the CFO, to ensure adequate compliance and implementation of the PFMA. The structure is being implemented, for example a Financial Accountant has been appointed to segregate the Management Accounting functions from the Financial Accounting functions.

Key Financial Management challenges over the strategic plan period

Despite the service levels achieved and the performance attained, noncompliance to procurement procedures still exists, thus the need for further training of end users on all procurement rules and regulations. Also, we have not managed to maintain an updated asset register. On the other hand, many BEE companies do not meet tender requirements, and in some cases unregistered suppliers are utilized. In both the internal and external situations, there is a need to improve stakeholder relations.

Other challenges faced by the Department include inaccurate capturing of transactions by GSSC, delay in processing of payments by the GSSC, non compliance with Internal Financial & Budget Circulars by the various cost centers of the Department, and insufficient review of monthly BAS reports by the responsible managers resulting in delays in the

identification of transactions incorrectly charged against the budget.

Financial Management policies, priorities and strategic objectives

The Procurement activities of the Department are legislated, or policies are adopted from relevant authorities that include the PFMA, PPPFA, GPG Supply Chain Management, Supply Chain Management Regulations, Treasury Regulations, and Procurement Circular No 1 of 2004. However, within the procurement policy frameworks, in the context of the challenge that we face, our priorities are ensuring that all procurement activities carried out within the Department are cost effective, transparent, efficient and empower the historically disadvantaged, and also maintaining sound financial control.

Invariably, our strategic objectives are maintaining an effective, efficient and transparent procurement system, and developing and maintaining an effective asset management plan, and coordinating and facilitating the development and implementation of the Department's monitoring and evaluation system in terms of Section 5.3 of the Treasury Regulations.

Analysis of Financial Management constraints and measures planned to overcome them

The inherent shortage of officials with financial skills within the public service and the Department in particular, negatively affects service delivery and also compromise the necessary financial controls for effective functioning of the Department. Officials within the Financial Administration unit are constantly inundated with requests to provide training at the various sites within the Department on Financial Policies and Procedures that have been brought into account by enactment of specific Legislation within the Public Service and the overall reengineering of Financial Policies and Procedures within the Public Service.

The Department has in the last financial year requested specific audits by the Internal Auditors with a view of exposing areas where performance improvement could be made. However, recruitment and retention of adequately skilled officials within the Department is a constraint for service delivery.

Constraints for effective and efficient procurement by the Department include delays in submission of documentation by end users, which result from poor planning and submission of unclear and sometimes incomplete specifications that lead to delays in processing requisitions. Training is to be conducted on all procurement related issues to minimize cases of non-compliance. This will assist end users in drafting specifications for their

requirements.

Late submission of payment requisitions are affecting the performance of service providers. We are to meet with suppliers to assist them in dealing with their problems.

Also, there are delays in finalizing new contracts by GSSC and loss of documents by GSSC. Thus, cases of lost documents to be reported to the relevant managers at GSSC so that the problems are addressed timeously upon identification.

The issues relating to the effects of staff shortage are being addressed with an aggressive recruitment of officials with adequate skills.

Description of planned Financial Management quality improvement measures

We are to hold periodic meeting with responsible managers at GSSC to ensure that inaccurate capturing are promptly identified and corrected to facilitate proper recording of financial information. In addition, periodic meetings with responsible managers in the Department will be held to proactively identifying challenges regarding finance issues and provision of the necessary support. Also, schedule visits to Regional Offices and Institutions to identify challenges faced by staff involved with finance processes and provide the assistance required for proper performance of financial duties. We are to require monthly review and certify expenditure against the budget by Programme Managers.

The Department shall subscribe to the Institute of Public Finance and Auditing for the membership of the finance staff, to enhance their technical expertise.

Improved communication with the GSSC to ensure that all performance improvement changes initiated are promptly identified and communicated throughout the Department. We are advocating for an introduction of an updated system that assists in monitoring timeous submission of payments. An officer is to be assigned to closely work with GSSC in ensuring that tenders are evaluated within the set timeframes, and to assist suppliers in registering on GSSC database and ensure that companies are registered before processing requisitions.

Also, we are to improve our communications with all stakeholders through monthly Customer Relations Management Meetings. We shall continuously monitor our end users. In addition, we shall submit reports to Chief Directors, Directors and heads of institutions on BEE spending and cases of noncompliance, also ensure proper planning and

involvement of all stakeholders in the evaluation of tenders. The RLS 01 and RLS 02 will submitted electronically to GSSC.

We shall undertake monthly reconciliation of asset register with BAS reports. To take the process forward, we shall develop an asset management and Cellular phone policies, and reconcile the budgets with the plan.

Presently, there are staff members and three additional staff members are to be appointed in the next financial year and will be appropriate. Invariably, 40% of the procurement functional budget will be used for capacity building purposes.

11 Programme 2: Social Assistance Grants

The programme provides a Social Security safety net through the management and administration, and payments of social assistance grant to the poor and vulnerable who include Older persons, War Veterans, People with Disabilities, Foster Care, Care Dependency, Child Support, Grants in Aid, and Relief Distress.

The focus of the programme is also on potential vulnerable and marginalized persons linked to the department's social welfare and community development programmes. The levels of services are prevention of persons from being placed on the social assistance grant register; rehabilitation of social assistance grants beneficiaries, and community continuation through integration of the social assistance grants beneficiaries into the socio-economic mainstream.

The demand for social assistance grants

The effects of the socio – economic challenges, nationally, are reflected in the social assistance grants expenditure requirements, that increased by 38 percent between 2003/4 and 2004/5 financial periods (Minister of Finance, the Hon. Mr. Trevor Manuel, MP, delivering the 2004 Medium Term Expenditure Speech, Cape Town). The Gauteng contribution to the increased social assistance grants expenditure requirements is reflected in the total number of social assistance grants beneficiaries who increased during the 2004/05 financial year to more than one million beneficiaries, from 700,000 beneficiaries during 2003/04 fiscal period (MEC: Bob Mabaso, when tabling the Department's budget vote in the legislature, 29th June 2004, Johannesburg).

Currently, about 13% of the province population is dependant on social assistance grants across all life cycle, of which 61% are children. The increase in demand for social assistance grants renders it the largest poverty alleviation programme in the Province, with new applications for social assistance grants increasing from an average of 10000 per month in the 2001/02 financial year to in excess of 27000 per month at present. Read in relation to the national, and particularly provincial socio – economic challenges that are an indication increasing poverty levels, exacerbated by the increasing negative impact of the HIV and AIDS Pandemic.

An appraisal of social assistance grants and performance

It is estimated that approximately 48% of children in Gauteng live in poor households. The expansion of the social assistance grants as a safety net has remained one of the government's most effective vehicles for pushing back the frontiers of poverty, through the extension of income support to the most vulnerable, marginalized and poor households. Nationally, the number of persons receiving financial assistance increased rapidly from 2,5 million in 1997 to about 7.7 million people, which is about 18% of the 44 Million total population of the country, by April 2004. Of the 7.7 Million people, more than 4 million people were children who comprised approximately 52% of all social assistance grants recipients. The annualized percentage change in the beneficiaries in relation to old age pensions, disability grants, foster care and child support grants between 1999-2002 was 294%, where changes in the individual social assistance grant items were 230%, 73%, 9.3% and 160%, respectively. By 2005/06 about 3,2 million more children are expected to be eligible for child support grants, as the upper age -limit will be raised to 14 years of age. This will bring the total number of children in the system to over 7 million, partly due to awareness of rights and partly due to increased age of potential child support beneficiaries to under fourteen years of age.

The total number of social assistance grants beneficiaries in Gauteng Province is expected to increase from 700 000 in 2003/04 to about 1.139 million beneficiaries in 2004/05, that is approximately 15% of the 8.8 Million Gauteng total population. Of the 1.139 Million people receiving social assistance grants, about 700,000 are children or 61% of them. The 1 139 Million beneficiaries are distributed as follows:

- a) 13,000 are Care dependency recipients
- b) 670,000 are Child support recipients
- c) 184,000 are Disability grant recipients
- d) 20,000 Foster care recipients,
- e) 252,000 are Old age grant recipients

It is estimated that about 20% of the Gauteng population is directly affected by social assistance grants, when the affected parents or guardians are taken into account.

Although the number of officials servicing the Public is below the norm of 1 official to 800 beneficiaries, which is hampering service delivery, the Department has managed to keep to the agreed time frame of finalizing an application in less than three months from date of application. In terms of direct delivery of the services, there is general consensus from watchdog bodies, politicians and beneficiaries themselves that payment of the social assistance grant takes place at the right time to the right person at the right place. Pay points generally meet the national norms and standards in terms of shelter, seating, ablution facilities and safety.

Despite the increasing demand for social assistance grants, the Department has coped well. However, congestion still occurs at certain large pay points and this is being addressed by migrating beneficiaries from cash based pay points to the banking infrastructure with particular emphasis on Sekulula, a no cost banking account especially for social assistance grant recipients.

Corruption and fraud within the system remain a challenge, although much progress has been made, on an ongoing basis, which includes collaboration with other Departments and stakeholders - for example Home Affairs, SAPS, the National Prosecuting Authority and the Auditor General, in terms of data clean up, investigations and prosecution of both corrupt officials and members of the Public.

The National Department of Social Development is assisting Provinces in cleaning up the system, eradicating backlogs, improving infrastructure and introducing more sophisticated systems. This enhancement has already begun and is set to continue for the 2005/06 financial years to ensure that on 1 April 2006 SASSA is in a position to function independently and to meet the norms and standards.

Key social assistance grants management challenges over the strategic plan period

Despite improvements in the provision of foster care services by 100,000, there are still challenges such as responding to orphaned by HIV and AIDS. Inevitably, the government has committed the state to pro-poor policies, social redress, and meeting constitutional obligations by offering amongst others, child support grants to all children in the age group 0 – 14 years age, who are deserving.

The numbers of individuals applying for social assistance are high and set to increase if alternative strategies to what are currently applied by the Social Development Department in collaboration with all other public entities and other stakeholders are not developed. In the same breath, the expansive initiatives to promote efficiency and effectiveness of the social security administration that are taking place, through creation of SASSA, may compromise the efficacy of the social and empowerment component in development.

The government is facing increasing pressure to expand social assistance grants benefits, from civil society and other organizations like the Human Rights Commission that are advocating for increase of the upper age limit to 18 years, which is noble and constitutional. However, if that is the only strategy of alleviating poverty, the state cannot afford and the government cannot sustain this scenario into the future, due to the scarcity of resources. Already, social assistance grants expenditure and welfare services amount to approximately 3% of GDP (National Treasury 2001), and a higher proportion of the government budget, where social assistance grants comprise approximately 90% of the Social Development Budget. While, social welfare services, specifically targeted at the disadvantaged and populations at risk notably children, youth and families, the elderly and people with special needs and living with disabilities, substance misuse, prevention, rehabilitation and restorative justice, and chronic illness and HIV/AIDS, constitutes the remaining 10% of the budget.

Women of sixty years and older qualify for Old Age Grants whereas men only qualify for a grant at the age of sixty-five. There is a possibility that advocacy groups will demand that men also retire at 60 years of age, with a lot of implication for service delivery, in terms of affordability by the state and sustainability by the government. Though the safety net approach encourages older people to plan for their retirement and for functional independence, it is a reality that this is not always viable. This is further complicated by contributory social insurance schemes not covering approximately 45% of the employed and those in the informal sector and domestic service. While, today and in the future, many of those attaining the retirement age may not be employed, and thus most of them may not have effectively contributed to their social security.

Legislation with respect to child support grant has created a challenge which the day a child support grant recipient turns fifteen years of age, if without any other policy and legislative protection in place, will have to fend for themselves although without capacity for employment, legally and otherwise. If those children are not managed, a postponement of challenges is created to a point where it may be worse at a point when it is managed. The child support grant legislative challenge may adversely be compounded by the high direct and indirect impact of HIV and AIDS on those infected and affected, that are leading to an increased demand for disability benefits, work related dependents' benefits, foster care and adoptive care for children orphaned by AIDS, community-based and institutional care, and a role for elderly people as care givers.

The unintended outcomes of the legacy of welfare dependence may severely undermine the social fabric of the nation, over generations to come. In Gauteng there are approximately between 250,000 and 450,000 parents and guardians of children who are on the social assistance grants register, and the number may be increasing with more children being legible for social assistance grants. The increasing number of social security grant recipients, in the words of His Excellency, President Thabo Mbeki, when he addressed the first joint sitting of the third democratic Parliament, in Cape Town on the 21 May 2004, was unsustainable by the government and not affordable by the State, as a development agenda. Inevitably, a decreasing magnitude of need of social assistance grants, in real terms, would be an indicator of a successful implementation of government policy.

Thus, Dr Zola Skweyiya, M.P, Minister of Social Development, when delivering the Department's budget vote speech at the National Council of Provinces, at Cape Town on the 22 June 2004, said, "... the government has to ensure all South Africans, especially those living in poverty or confronting other vulnerabilities, are fully able to exercise their constitutional rights and enjoy the full dignity of freedom."

However, the complex socio – economic challenges in Gauteng, according to the Premier, the Hon. Mbhazima Shilowa, when opening the Legislature on the 7 June 2004, include the economy that has consistently grown at high rates, while, the number of jobs created is not high enough to provide employment to the growing number of people looking for jobs. The other challenges that remain a priority for government are reducing inequality and poverty, creating an economic base for better protection of the vulnerable, and broadening access to economic opportunities and increased income.

The Department has to focus on facilitating the removal of Social Security grant recipients from the social assistance grants register, and focus on facilitating the prevention of people finding them selves on the Social Security grant recipients' register. This will ensure in the long term, a decrease in the social security register in real terms, unless there are no options, and eventually the budget that is envisaged for social assistance grants will go to empowerment of the poor, marginalized and vulnerable, to ensure they do not become cases of the department.

Social assistance grants policies, priorities and strategic objectives

The major socio – economic challenge being structural poverty, the policy of government through the GDS is demonstrating the central importance of its intervention into the market provisions, based on its understanding of the underlying rationale of market failures, to:

- Facilitate and manage improvement in comprehensive social security of the citizenry - the basic means for citizenry productive participation and contribution to the nation's socio – economic development and advancement except where it is inevitable, by:
 - Managing and facilitating affordability of and accessibility to, the relative basics in life through facilitating the optimisation of consumer welfare for those in the first tier of the economy, with spin off to the whole population
 - Ensuring affordability of and accessibility to the absolute basics in life by the vulnerable and marginalized of South Africans.

Prevent the lack of comprehensive social security, for accessibility to and affordability of, the absolute and relative basics in life by facilitating an integrated poverty eradication and alleviation management - the unequal and disordered economic, social and political development in the society, by facilitating the reduction in the failures in comprehensive social security management to all citizenry.

The priority of the sub programme for the next ten years will be on rehabilitating at least 100,000 parents and guardians, through the Provincial and Local governments' facilitated processes, to ensure the target groups are self reliant and not welfare dependant, in such a manner, the parents and guardians and the children, in their old age are not state responsibility.

The strategic objectives of the sub-programme are that the Department will focus on persons who are already its programmes' beneficiaries, and those who may be self sufficient but in the future have the potential to be beneficiaries of its programmes. The Department will be involved in:

- a) Managing the facilitation of the reduction in welfare dependence, the potential and base thereof, and
- b) Managing the facilitation of the increase in the self – sufficiency of the citizenry.

Empowerment of the parents and guardians of the children, in a manner that ensures:

- The children on the social security register do not stay thereon for the next fourteen years.
- The children and dependants of the parents and guardians, who are not already on the register, but have the potential to be on the register, are prevented from being thereon.

The measure of performance will be increased overall number of social assistance grants beneficiaries, current and potential, effectively empowered and removed from and effectively ensured that they are not on the social assistance grants Register.

There will not be any legal obligation created by the efforts of the Department in terms of social assistance grants register management. Every one has the right to access social security, in a manner that is affordable by the state and sustainable by the government (Section 27 (1) (c) of the constitution), where this right is not an absolute right.

Analysis of social assistance grants management constraints and measures planned to overcome them

Affordability by the state and sustainability by the government of social assistance grants management is increasingly becoming a major factor, in the future. The provincial government in managing the challenges is committed in the next ten years to accelerate the shift away from traditional welfare responses and provision of services to a development focus and the mobilisation of communities to support themselves.

Description of planned Social assistance grants quality improvement measures

The decision to move the payment of social assistance grant from the Provincial government to the National Government, to create the South African Social Security Agency (SASSA), with effect from 1 April 2005, will ensure improvement in service delivery, by implementing nationally accepted norms and standards throughout the social assistance grants system, including the turn around time for processing applications for all eligible beneficiaries, the manner in which beneficiaries are treated and the physical surrounding in which they apply for and receive grants. Also, improvement of the existing system of social assistance grants management, replacement of the SOCPEN system, strengthening monitoring, evaluation and compliance auditing, and providing for the administration and ensuring proper disimbursement of social assistance grants to the vulnerable.

As a priority, SASSA will on an ongoing basis clean up of the social assistance grants system both in terms of updating records and in ensuring that only those eligible for grants gain access to the system while corruption is rooted out and preventative measures implemented to curb fraud.

The establishment of SASSA both at National and Provincial levels will create new establishments conducting job evaluations and building capacity to for example facilitate upgrading of interviewing and processing clerks from a level three to level five with effect from April 2005. In addition, improving service delivery is to be achieved through envisaged improvements in technology, to effect savings both in terms of time and money. This will include introduction of electronic registries in line with the norms and standards that will see a move from the current paper based system to an electronic version, and a move to online data capturing to further reduce the lead-time of finalizing a grant application, and combating fraud and corruption within the entire system. All these efforts are in addition to the continued upgrading of the infrastructure of cash pay-points.

12 Programme 3: Social Welfare Services

Social welfare services focus on meeting the needs of and building on the strengths of individuals, families, communities and other social groups through the provision of a comprehensive range of services and programmes that extend beyond the inherent capacity of individuals and their natural support networks, within the communities or elsewhere, for beneficiaries to reach the optimal state of social functioning and to lead productive lives in the context of healthy families and communities.

Social welfare services are grouped into five broad categories or nature of services: social promotion and prevention, social rehabilitation, social protection, community continuing, and mental health and addiction services. Within these broad categories, services are delivered in terms of levels that may be Early Intervention (non- statutory), Statutory Intervention/ Residential/ Alternative Care, Reconstruction and After care. In practice, both the levels and nature of services are dealt with in an integrated manner. At any of the levels, those in need of departmental services and those who have been satisfactorily attended to can enter or exit the system.

The intervention method should be agreed with the service beneficiaries after assessment and development of an intervention programme. This will serve as a contract for committing to a developmental programme between the service provider and beneficiaries of departmental services. The contract will enhance the people's capacity to achieve their own desired level of social functioning.

Programme Structure

Sub-programme 3.1: Treatment and prevention of substance abuse

Provides for programmes, services and facilities for the treatment and prevention of substance abuse.

The target group is youth who are between the ages of 14 and 35 years and who are at risk.

Treatment is undertaken at **Mental health and addiction management level**, services include establishment, registration and monitoring of treatment centers, after care services to persons who have substance abuse problems, and counseling services to persons addicted to substances and their families. Also, **continuing care** through management of government

treatment centres, and **Social Rehabilitation** that involves treatment and after care of youth and adults from private registered treatment centers and state rehabilitation services.

Prevention is undertaken through programmes that prevention substance abuse, community awareness programmes and implementation of the Drug Master Plan.

Sub-programme 3.2: Services to Older Persons

Provides for Programmes, services and facilities to promote the well-being and protection of all vulnerable Older Persons who are vulnerable, abused, frail and indigent.

Services aimed at promoting the well-being of the older person include **mental health promotion** community services and counseling services, provided for example through day care, luncheon clubs, and established service centers. In addition to **prevention services** that include the implementation of international conventions, outreach programmes and Poverty Alleviation to the Aged, and awareness of the rights of Older Persons.

While, services aimed at **protection** of the older persons against vulnerability include **prevention and interventions** in respect of abuse of the elderly, awareness and advocacy programmes on the rights of the elderly, statutory services. Also, **community continuing care services** that include screening for admission to residential and other facilities, registration and management of residential care for older persons, supported / assisted living, home and community based care, strengthening and support of organizations dealing with Older Persons, including monitoring and evaluation of their service delivery, and respite care.

Sub-programme 3.3: Crime Prevention, Rehabilitation and Victim Empowerment

The services are aimed at youth between the ages of 14 and 35 years in conflict with the law and who are at risk, out of school and unemployed, by providing probation, intervention, rehabilitation and prevention services.

In addition to crime prevention services, **mental health promotion** services are provided in terms of restorative justice such as victim offender mediation, assessment, pre-sentence and pre-trial, family group conferencing, diversion, investigations on removal from residence in terms of the Land Rights Act, and Alcohol Safety School as a sentencing option. While, **community continuing care services** include correctional supervision, community sentencing, awaiting trial services e.g. Home based supervision, and parole services

including medical parole. Also, establishing and managing the places of safety and secure care centers for children in conflict with the law who are awaiting trial.

Sub-programme 3.4: Services to persons with disabilities

Provides for programmes, services and facilities to promote the well-being of all persons living with disabilities.

Sub-programme 3.5: Services to Children, Women and Families

Provides support and strengthening programmes, counseling and other welfare services, and facilities to children, women and families at risk, that include:

- Women who are victims of violence, poor, and unemployed.
- Vulnerable families that are headed by children, destitute and refugees.
- Children under the age of 18 years and are abused, neglected, orphaned, abandoned and living in especially difficult circumstances.

Protective services to children are aimed at the prevention of child abuse, child neglect and child abandonment, to protect and promote the well-being of children in especially difficult circumstances, for example children involved in child labour and commercial sexual exploitation, children affected and infected by HIV and AIDS, International Social Services that include cross-country adoptions and intermediary services in criminal court cases. While, **social rehabilitation services** to children living and working on the streets include the registration and provision of services in shelters for children living and working and drop-in centres. **Community Continuing care services** are in relation to foster care, adoption, residential care that include the establishment, registration and management of children's homes and places of safety, re-unification and after care services.

Services to Families include **Mental health promotion** that involve victim empowerment, services to perpetrators of domestic violence, counseling, family preservation and family reconstruction services aligned to amongst others the moral regeneration programme, marriage and family counseling/guidance, family counseling in respect of divorce and mediation. The **prevention services** involve life skills, parenting skills, maintenance services in terms of the Maintenance Act, prevention of gender-based violence, women's empowerment and development, promotion of the prevention and elimination of discrimination against women, promotion of girl child, and prevention of trafficking in

human bodies.

Protection services involve services to victims of domestic violence and gender-based violence, and establishment of victim support centres jointly with other departments. While, **continuing care services** involve establishing and managing shelters for abused women and children.

12.1 Sub programmes 3.1: Treatment and prevention of Substance abuse

The demand for treatment and prevention of Substance abuse

Gauteng has experienced an unprecedented increase in drug trafficking and drug abuse since 1994. Substance abuse influences all spheres of life and reaches across social, racial, cultural, language, religious and gender barriers and, directly or indirectly, affects everyone. The linkages of substance abuse to organized crime have been established. Also, substance abuse is a major cause of crime, poverty, reduced productivity, unemployment, dysfunctional family life, political instability, the escalation of chronic diseases such as HIV/AIDS and tuberculosis (TB), injury and premature death.

The table below represents reported substance abuse levels between 1999 and 2001.

SUBSTANCE	1999		2000		2001	
	Male	Female	Male	Female	Male	Female
	%	%	%	%	%	%
Alcohol	80	20	76	24	75	25
Dagga and Mandrax	93	7	88	12	96	4
Dagga	92	8	91	9	92	8
Crack	76	24	82	18	82	18
Cocaine	78	22	74	26	63	37
Heroin	71	29	61	39	76	24
Over the counter	43	57	39	61	40	60
Ecstasy	75	25	76	24	62	38

Although males are higher substance abusers, the female proportions are increasing in relation to cocaine, alcohol and ecstasy. While the abuse of dagga, crack and over the counter substances have remained almost at the same levels over the period.

A research conducted on behalf of the Department by the Medical Research Council in 2001 found that the average age of persons seen by treatment centres was 31-36 years. The primary choice of substance abuse was alcohol for older persons and younger persons have shown the trend of abuse of heroin, dagga or ecstasy.

Analysis of treatment and prevention of Substance abuse constraints and measures planned to overcome them

There are presently 8 registered treatment centers in Gauteng.

12.2 Sub-programme 3.2: Services to Older Persons

The demand for older persons' services

6.96% of the South African population is sixty years and older, of whom 61.12 % is female, and of which almost 12% are already eighty years and older. It is expected that the aged population will grow to almost 11% of the total population by the year 2025.

In Gauteng 6.22% of the population is aged sixty years and older, of whom 57.37 % is female and 11.12% is older than eighty years. If the growth of the older population in Gauteng matches the expected growth for South Africa, the number of older persons in Gauteng could increase from 544 523 to 808 327 in the year 2025. The biggest growth can be expected amongst the African population who live primarily in rural areas and previously disadvantaged communities, and thus constituting a policy challenge.

Older people living on or below the poverty line face a future of deprivation, and currently face increasing abuse that may be sexually, financially and economically. The Aged Persons Amendment Act, 1998, defines abuse as: “maltreatment of an aged person or any other infliction of physical, mental or financial power on aged persons, which adversely affects that person”.

An appraisal of older persons' services and performance

In addition, counselling services to older persons are rendered in the main by private welfare organizations that receive state funding.

Key older persons' challenges over the strategic plan period

The needs of older people and their contribution to communities have become some of the defining global issues that shape the future of the world's societies. These issues call for participation of the older person in decision-making and a new understanding of social relations between generations. The International Plan of Action on Ageing highlighted this (1982) and resolved that older people, like any other group in the society, have special needs, special skills and unique experience. The Second World Assembly on Ageing (2002) affirmed this view by adopting the concept of “society for all ages”.

Presently the majority of older persons accessing services are living in urban areas where services are generally developed to meet their demands. The demographic shift implications include amongst others increase in both health cost and care needed, a need for investment

in prevention and early detection of diseases that lead to chronic impairment, and a need for changes in lifestyle to achieve a decrease in health and care costs.

Older persons' policies, priorities and strategic objectives

The priority areas of this assembly were identified as Older Persons and development, advancing health and well – being into old age and lastly ensuring enabling and supportive environments.

Description of planned quality improvement measures

The impact of HIV and AIDS challenge the traditional manner in which service providers have responded to older persons and due to the loss of the younger generation. Many older persons have subsequently become caregivers in the communities, although with little if not any support from the government. Programmes aimed at foster care using older women have become a norm and many care-giving programmes involve this age group.

The Department is going to relate with the older persons in our communities to ensure that instead of taking children to shelters, these individuals are paid to look after the needy. This will be separate from the care dependency and child support grants. The money will have to be budgeted for from the Department's budget, not as apart of the social security grants. This will ensure that the capacity and capabilities of the older generation in the communities are appropriately utilized.

Implementing the recommendations of the Ministerial Committee on Abuse, Neglect and Ill-treatment of Older persons.

12.3 Sub-programme 3.3: Crime Prevention, Rehabilitation and Victim Empowerment

The demand for crime prevention, rehabilitation and victim empowerment services

The delivery of services to children in conflict with the law has increased in the last 10 years, reflected in the increasing numbers of children arrested in the province, and in the demand for probation services provided to adults and children.

Children arrested

Between 1999 and 2002 the number of children arrested increased at an average of 24.95% per year, although this could be a function of the roll –out of the South African Police Services (SAPS) Crime Administration System (CAS). However, of those arrested and held in prison, sentenced and un-sentenced, a very small percentage is of female children.

The Gauteng province is ranked second to Western Cape in the total number of arrests of children per year. The arrests from 1999 to 2002 are as indicated in the table below:

Children arrested per year 1999 - 2002

Period	1999	2000	2001	2002
Arrested	19 886	23 213	31 017	38 622

Children arrested awaiting trial

There are approximately 22 boys awaiting trial in prison for every one female child, where compared to other provinces, Gauteng has the highest number of female children awaiting trial in prisons, ranking fourth in the number of children awaiting trial in prisons per province. Since 1999, the total number of children awaiting trial in prisons has remained around 2000. The Gauteng province is responsible for 22% of arrests, and contributing approximately 12% of the total number of children awaiting trial.

As on 28 February 2003 there were 444 awaiting trial and 257 sentenced children in Gauteng prisons, often for months in extremely over crowded cells with limited access to any support services. However, only a very small percentage of female children are ever held in prison sentenced or un-sentenced (Department of Correctional Services 2003). The proportion of awaiting trial prisoners should not be more than 25% of the total population. In this instance they constitute 173%.

The number of female children awaiting trial in prison has been rising, from a low of 5 in 1995 to a high of 13 in 2001. However, the percentages of female awaiting trial prisoners in Gauteng in relation to the national figures have remained substantially stable, around 22%. This is an indication of rising numbers of female prisoners, countrywide and within the province.

While, the number of male children awaiting trial in prison has been rising, from a low of 27 in 1996 to a high of 293 in 2000. However, the percentages of male awaiting trial prisoners in Gauteng in relation to the national figures have remained substantially stable, around 12%. Again, just like in case of females, it is an indication of rising numbers of male prisoners, countrywide and within the province.

Children awaiting trial in places of safety were 642 in October 1998 and 3921 in October 1999. In December 2002, the number of children aged 14 and younger awaiting trial were 14. In 2002, there were no children awaiting in police cells

Average percentage of male and female children awaiting trial in prison per year

	1995	1996	1997	1998	1999	2000	2001	Average	Overall Rank relative to other provinces
Males awaiting trial in prison (Country wide)	320	494	1082	1298	2017	2201	1973		
Male awaiting trial in prison (Gauteng)	52	27	140	116	269	293	274		
Percentage of awaiting trial prisoners in Gauteng	16.2	5.47	12.94	8.94	13.34	13.31	13.89	12.01	4
Females awaiting trial in prison (Country wide)	20	32	47	47	61	61	52		
Females awaiting trial in prison (Gauteng)	5	7	12	7	12	13	12		
Percentage of awaiting trial prisoners in Gauteng	25	21.88	25.53	14.89	19.67	21.31	23.08	21.62	1

Source: Department of Correctional services (2002).

Convicted and sentenced children

The number of children being admitted to serve prison sentences showed a slight increase countrywide from 1999 to 2001, although the Gauteng proportion of the total showed marginal decrease from 14.6% to 14.4% in 2001.

Children who are sentenced to imprisonment are receiving increasingly longer sentences. Out of the total group of sentenced children in prison, 23% were serving sentences of longer than three years and 48 % of children were serving sentences for aggressive crimes.

Although Gauteng is responsible for the 22% of the total arrests in the country, it has maintained the lowest proportion of children admitted to serve prison terms of 6 months or less in 1999 –2000. However, this changed substantially in 2001, increasing from under 20% of admissions in the province to over 25% of admissions.

On average, the number of children both females and males in Gauteng convicted and sentenced between 1995 and 2001 remained stable, contrary to the number of convicted and sentenced children countrywide, which increased from 1995 and 2001. In comparison, the number of children awaiting trial has been increasing at a higher rate than those of convicted and sentenced to terms in prison. By 2003, the number of children awaiting trial outstripped the number of children convicted and sentenced to terms in prison, where since 1999 the proportion of awaiting trial children in prison has exceeded 25% of the total population of children in prison. 25% is acknowledged to be an acceptable figure.

Average percentage of male and female children convicted and sentenced to term in prison per year

	1995	1996	1997	1998	1999	2000	2001
Males convicted and sentenced in prison (Country wide)	673	823	1180	1237	1523	1664	1674
Male convicted and sentenced in prison (Gauteng)	224	237	278	242	298	274	298
Percentage of convicted and sentenced males in Gauteng	33.28	28.8	23.56	19.56	19.57	16.47	17.8
Females convicted and sentenced in prison (Country wide)	20	32	37	38	34	41	38
Female convicted and sentenced in prison (Gauteng)	3	4	6	4	5	4	4
Percentage of convicted and sentenced females in Gauteng	15	12.5	16.22	10.53	14.71	9.76	10.53

Source: Department of Correctional services (2002)

By December 2002, approximately 77.18% of the term sentences were between 2 –3 years and 10 – 15 years. More than 50% of the 17 year olds sentenced nationally were in Gauteng prisons. While, only a third of all the 7 – 16 year olds sentenced nationally were in Gauteng prisons.

Total number of sentenced children in custody as on December 2002, all crimes (Source: Department of Correctional Services, 2002), are reflected below:

Lengths of sentence	7 –13 year	14 years	15 year	16 years	17 years	Total	%
0-6 month			2	7	9	18	6.02
6-12 months		2	4	11	15	32	10.70
12-24 months				6	6	12	4.01
2-3 years		1	2	24	51	78	26.09
3-5 years		1	7	16	45	69	23.08
5- 7 years	1		1	8	19	29	9.70
7-10 years			3	9	18	30	10.03
10-15 years			5	4	16	25	8.36
15–20 years				1	2	3	1.00
20 year+				1	2	3	1.00
Total	1	4	24	87	183	299	100
Percentage	0.33	1.34	8.03	29.10	61.20	100	

By December 2002, children of 17 years of age were at most risk in conflict with the law, at 61.2%. While, when those at 16 years of age are considered in addition to those at 17 years of age, approximately 90.3% of those in conflict with the law had been sentenced. When those of 15 years of age are added to the 16 and 17 years of ages, the children convicted and sentenced becomes 98.33%. Invariably, these are critical ages for managing youth criminality.

Total number of sentenced children in custody as on December 2002. All crimes.

Lengths of sentence	7 –16 year old	17-year-old	All children	Percentage
0-6 month	64	72	136	20
6-12 months	63	65	128	19
12-24 months	22	26	48	7
2-3 years	60	91	151	22
3-5 years	49	41	90	13
5- 7 years	13	16	29	4
7-10 years	17	39	56	8
10-15 years	8	15	23	3
15–20 years	2	7	9	1
20 year+	1	6	7	1
Other	5	1	6	1
Total	304	379	683	100
Percentage	45	55	100	

Source: Department of Correctional Services (2002)

Summary offence profile of children serving prison sentences as on 31 December 2002

Offence category	Number	Percentage	Most common sentence period
Economic	103	34.2	2-5 years
Aggressive	144	48.3	2-5 years
Narcotic	1	0.3	1 year (only 1 case)
Sexual	36	12.1	7-10 years (all were 15-17 years old)

Of the 10 national deaths in custody over the period 1/1/1999-30/4/2000, two occurred in the Gauteng province, both in the Dyambo Secure care Facility.

An appraisal of crime prevention, rehabilitation and victim empowerment services and performance

Diversion is one of the responsibilities of the Department, after assessing the arrested children. Diversion as defined by the Child Justice Bill (B49 of 2002) and the Probation Service Amendment Act (35 of 2002), is taking a child away from the formal court with or without conditions to the informal procedures established by chapter 5 of the Bill.

The detention of children in prisons awaiting trial remains in principle a contravention of the United Nations articles on children in conflict with the law, and South Africa Correctional services Acts on detention of children.

Probation officers assessed a decreasing number of arrested children, in contravention of the Probation Service Amendment Act (35 of 2002). Nearly 50 % of cases where an assessment had been done, the probation officer did not recommend diversion, which should have been done given the nature of crimes committed, in the main being economic and aggression. Of those assessed, not more than 25% of them were diverted from the criminal justice system, although it is acknowledged that children who do participate in diversion programmes apparently benefit as less than two out of ten re-offend over a three-year period.

The table below reveals that in 2002 there were children who had been diverted but not assessed. Also, it reveals that less than 1% of the children arrested have pre – trial and pre – sentence reports, prepared, let alone being supervised. Given that the number of children arrested had been increasing since 1999, it is a major challenge for the state and the government in particular.

Children arrested, assessed, and diverted per year 1999 - 2002

	1999	2000	2001	2002
Arrests	19 886	23 213	31 017	38 622
% Assessed of arrested	35.6	25.2	22.7	15.1
Assessment	7 085	5 856	7 049	5 823
Pre Trial reports	50	41	46	198
Pre sentence report	2 212	2 127	2 259	2 928
Supervision	32	21	43	435
Number of children placed in diversion programmes delivered by the department	593	603	612	979
Number of children placed in diversion programme delivered by the role- players	2 289	2 324	2 359	7 549
Number of children placed in diversion programme delivered by the role- players but not funded by the department	138	166	243	442

Source: Department of Social Development (2002)

By 2004, there was capacity for 923 children in more child-appropriate facilities in the province for awaiting trial prisoners. The table below reveals the challenges of managing arrested children, in terms of assessment and diversion, from 1999 – 2002.

Key crime prevention, rehabilitation and victim empowerment challenges over the strategic plan period

There are increasing numbers of children of both sexes who are in prisons sentenced and those awaiting trial. Based on 1998 and 1999, where the number of children awaiting trial in the places of safety were 642 and 3921, respectively, when read with the increasing numbers of children, both sexes, who are in prison and those awaiting trial, it implies an increasing number of children in conflict with the law, in the province. This is confirmed by the numbers of children arrested between 1999 and 2002 that ranged from a lowest of 19 886 in 1999 to a high of 38 622, in 2002.

A capacity challenge within the Department was revealed in 2001 when the increasing numbers of awaiting trial prisoners outstripped those who are convicted and sentenced, by 2001. However, the problem had been revealed since 1997, as by then the number of awaiting trial prisoners had exceeded the acceptable proportion of the total children in prison, of 25%. By 2004, the proportion had risen to 63.3%.

Crime is more prevalent amongst the 17 year olds, although equally alarming when it is revealed that by 2002, about 98% of children in conflict with the law were between the ages of 15 and 17 years.

There is a great need for enhanced prevention strategies to reduce the escalating numbers of children in conflict with the law. In the same breath, there is an urgent need to enhance the capacity available both within the Department and in the private and NGO sectors, to ensure attending to the children's challenges through assessment, diversion, pre-trial and pre-sentencing reports being done.

There is increasing possibility of litigation by concerned parents, where the service levels breakdown, to unacceptable levels.

There is insufficient secure care accommodation of children awaiting trial.

Crime prevention, rehabilitation and victim empowerment policies, priorities and strategic objectives

Policies

The Department with the collaboration of the other Departments, more especially the Department of Sports, Recreation, Arts and Culture, and the Department of Education, should undertake concrete steps to reduce the levels of children in conflict with the law.

Invariably, appropriate prevention strategies have to be a major focus of these departments. The lead Department in the prevention processes should be the Department of Education, as it deals with virtually the majority of the children on a daily basis. While, the Department through its programmes focused on family preservation, should achieve the same, although more often than not, this may have to be directed by failure of all the system that render individuals, families, and communities poor, vulnerable and marginalized.

The Departments of Education, safety and Liaison, and Sports, Recreation, Arts and Culture need to intensify the activities that prevent children from being in conflict with the law. While, the Department of Social Development has to intensify its programmes of rehabilitation of children working and living on the streets, as they have a higher potential of eventually end up committing crimes, due to desperation.

Priorities.

The Department needs to focus on creating capacity to eliminate the backlog in service delivery. However, this may have to be undertaken through mobilizing civil society and the private sector to get involved in the service delivery process. The Department may have to increase funding of secure care facilities to ensure reduction in children awaiting trial in prison.

Strategic objectives

Over the next five years, the following should be achieved:

- All arrested children in conflict with the law are assessed, pre-sentencing and pre-trial reports done for each and every child, and wherever possible, diversion be undertaken.
- There should not be children awaiting trial in prisons.
- Reduction in numbers of children arrested in conflict with the law.

Analysis of crime prevention, rehabilitation and victim empowerment constraints and measures planned to overcome them

A national survey of diversion service providers conducted by the United Nations Development Programme (UNDP) Child Justice Project (2002) revealed that there are 12 service providers and 18 potential service providers located in the Gauteng Province. However, these are not in position to manage the challenges the province is facing, as a

result of increasing poverty levels. While the introduction of the Child Justice Bill will further increase the demand for this service.

The Department has to increase the capacity with regard to probation services, with a view that the prescripts are adhered to, without necessarily increasing its payroll. Invariably, this is to be achieved through networking and thus facilitating civil society to take over the technical responsibility, while the management responsibility remains with the Department.

Financial resources may be another constraint. Also, the ability of the other Departments to quickly develop programmes that will be utilized in the prevention programmes.

Description of planned crime prevention, rehabilitation and victim empowerment quality improvement measures

This will involve capacitation of employees involved to enhance their productivity. Also, recruitment of requisite capacity to manage the processes, while internally rearranging the available resources for optimum resource utilization.

12.4 Sub-programme 3.4: Services to persons with disabilities

The demand for the services to persons with disabilities

The disability crude prevalence rate for children lies somewhere between 3.3% and 6.4%, where when extrapolated for the number of children between the ages of 0 and 17 years of age based on Gauteng number of children who are 2 294 967, gives a lower limit of 75 734 and an upper limit of 146 878. The table below provides the disabled population in the province according to the Census 2001 report.

Sight	91 304
Hearing	39 318
Communication	10 188
Physical	84 917
Intellectual	32 970
Emotional	37 847
Multiple	35 067
Total	331 611

The prevention services to persons with disabilities include promotion of the inclusion and mainstreaming of persons with disabilities, prevention of discrimination against persons with disabilities, promotion of the rights of persons with disabilities, programmes for the early identification of genetic disorders and awareness around the prevention of transmission of thereof, and promotion of awareness around disability issues. While, **social rehabilitation services** include services to persons with chronic illnesses including HIV and AIDS, community-based services, including stimulation centres and protective workshops, and counseling services. Also, **community continuing care services** that include residential care for persons with disabilities, respite care, and supported /assisted living

An appraisal of services to persons with disabilities and performance

The number of children receiving Care Dependency Grant has increased by 34 % over the past year. This is reflected in the table below, comparing applications revived, rejected and accepted, from 2001-2003

Period	2001		2002		2003	
Applications	%		%		%	
Received	1654.00	100.00	3504.00	100.00	581.00	100.00
Rejected	71.00	4.29	501.00	14.30	104.00	17.90
Accepted	1583.00	95.71	3003.00	85.70	477.00	82.10

Source: Personal Communication from Director, Social Security, Gauteng Department of social Services and Population Development.

12.5 Sub-programme 3.5: Services to Children, Women and Families

The Children

The demand for children services

The Census 2001 established the Gauteng Province population at 8,837,178 people, where 2,186,191 are children between the ages of 1 to 19 years old. 51% of Children under five years of age lived below the poverty line, implying between 1995 and 1999 the poverty rates among children increased from 24.2% to 37.8%, where approximately 40% of children aged between 1 and 9 years experienced hunger.

The 1999 October Household Survey revealed that, of the 2 355 557 children in Gauteng, 24% lived in poverty. While, of the 741 316 households, 633 290 could not afford to feed their children. Almost half of Gauteng children (48%) living in poor households, where an equal proportion of girls and boys are affected. Poverty rates for children 0-6 years in Gauteng, using the relative poverty definition (the bottom 40% of households) and calculations from the October Household Survey, reveal an increase in poverty from 24.2% in 1995 to 37.8% in 1999. Calculations based on the Gauteng Income and Expenditure Study 2000, show that 51% of children under 6 years live in poverty. Also, fifty one percent of under five years of age, forty eight percent of children 6-12 years of age and 46% of children 13-17 years of age live in poverty and below the poverty line. Proportionally, of children living in poverty and below the poverty line, 55% are African, 32% are Coloured, 15% are Indian 15%, and 3% are White.

Children subjected to exploitive labour practices

As a result of the relatively high poverty levels in the province, approximately 51 000 children at least 3% percent of Gauteng children are involved in economic activity. Of these children, approximately 43% of them are African, 35% are White, 19% are Coloured and 3% are Indian. The White and Coloured children are over-represented, while African are under-represented, most of them living in urban areas. 39% of these children are paid employees, 27 % are self-employed - running their own businesses, and 32% of them are working without pay in family businesses.

A small minority of working children are under the age of 10 years, while approximately 54% of the children working for three or more hours are girls.

Approximately 51% of the working children are in the services and sales sectors, while about 36% of the children are elementary (unskilled) workers, patterns that suggest a concentration of children working in informal trade. Approximately 63% of the children do work to obtain money for their own use, of whom, about 75% work to obtain pocket money, while about 22% work to buy food or other essentials. About 24% work to assist their families, and 8% do work as a duty to help their families. Approximately 31% of the children do economic work out of necessity. The comparable percentage for the country as a whole is much higher at 73%.

General abuse of children

Cruelty towards and ill-treatment of children, excluding sexual offences, assault and murder nationally and in Gauteng, for the period January to September to 1994 – 2001 based on ratio per 1000 000 population, has been decreasing although the changes have not been very steep. The table below highlights the situation described.

	1994	1995	1996	1997	1998	1999	2000	2001
Gauteng	4.30	6.20	4.10	4.20	3.20	3.10	3.90	3.60
RSA	4.90	5.70	4.10	4.20	3.50	3.90	4.10	4.00

Source: SAPS CAIC (2002)

Children subject to sexual abuse and exploitation

Although the general child abuse is decreasing, or relatively stable, data from service providers strongly suggest that similarly child sexual abuse is relatively stable, although in terms of those abused it is resulting in increasing HIV prevalence. Both girls and boys are equally affected by sexual crimes at younger ages. However, retrospective survey data is clear that teenage girls are more vulnerable. By 18 years of age a higher proportion of girls are affected, compared to boys, where approximately 13% of boys suffer some form of sexual abuse.

The following tables highlight information on the intercourse with a girl under the prescribed age and/or female imbecile nationally visa viz Gauteng, for the period January to September 1994 to 200 (ratio per 100 000 population).

	1994	1995	1996	1997	1998	1999	2000	2001
Gauteng	2.30	2.00	0.90	0.50	0.60	0.50	0.80	0.60
RSA	1.50	1.40	1.10	1.00	0.80	0.80	0.90	0.80

Source: SAPS CAIC (2002)

Death of children and youth from non natural injuries

The 2001 statistics representing approximately 70% coverage of all non-natural injury mortality in Gauteng, relating to violence and injury mortality as it relates to children under 18 years of age in province, are reflected below, including the subsequent table that reflects the split between males and females.

Age group	Homicide	Suicide	Transport	Unintentional	Undetermined	TOTAL
<1	12(11.0)		6 (5.5)	20 (18.3)	71 (65.1)	109 (100)
4-5	37 (14.1)		55 (21.0)	146 (55.7)	24 (9.2)	262 (100)
9-13	16 (10.5)		77(50.3)	56 (36.6)	4 (2.6)	153(100)
14-	15 (11.5)	15 (11.5)	65 (49.6)	28 (21.4)	8 (6.1)	131 (100)
15-17	36(18.9)	68 (35.8)	59 (31.0)	20 (10.5)	7(3.7)	90 (100)

	Homicide	Suicide	Transport	Unintentional	Undetermined	Total
Male	112 (21.8)	30 (5.8)	143 (27.9)	65 (32.2)	63 (12.3)	513 (100)
Female	33 (10.4)	19(6.0)	117 (36.9)	103 (32.5)	45 (14.2)	317 (100)

The figures in brackets represent percentages.

The data is a snapshot that has not been validated by comparable data. However, it gives an indication of the challenges faced by the province. Males are found to be more at risk than females, three times at risk from homicide, and one and half times from transport, undetermined deaths, and suicide. While females are more at risk from unintentional deaths.

The risks faced by male children may most probably be stress and press related, contextualised around the need to succeed which could be constrained by poverty challenges in the families.

An appraisal of children services and performance

Services to Children subjected sexual abuse

A comprehensive child sexual abuse prevention programme should include both primary and secondary prevention and be aimed at a variety of targets.

Victims of child sexual offences receive a broad spectrum of services through the criminal justice system, particularly the police and courts, the health system through forensic medical assessment and treatment and social development through child protection, supportive counseling and therapy. Effective coordination between such services is critical to ensure adequate care to reduce secondary victimization.

The National Crime Combating Strategy (NCCS), better known as Operation Crackdown prioritizes the reduction of crimes against women and children (SAPS 2002). There are currently 47 Child Protection Units (CPU's) and Family Violence Protection and Sex Offences Units (FCS's) in the country of which ten are situated in Gauteng. Despite ongoing training in victim empowerment and more specialized training for the FCS and CPU's in Gauteng there are still reports of poor response by the police when cases are reported to them.

SAPS members who work with child sexual abuse cases find themselves in the invidious position while having to carry out possibly the most emotionally challenging of police work. For this reason staff turns over in CPU and FCS structures tend to be very high. Limited numbers of personnel also result in specially trained detectives carrying heavy caseloads.

In the 2001/2 and 2002/3 financial years, approximately 1 090 and 1 233-adoption cases, respectively, were processed by the courts in Gauteng.

There is a partnership established with Simba, and Voda Cup Challenge, where 20 children over 17 years of age living and working on the streets, are services. Also, 33 cases have been registered in the child protection register.

Key service delivery challenges to children over the strategic plan period

There are 6 social workers placed at the family advocate offices in the High Court of Gauteng, dealing with children in divorce situations. These six social workers dealt with about 4000 children and family cases during the 2004/05 financial year.

There is an argent need to intensify the fight against child abuse – general, sexual, exploitive labour practices, and any other form, through intensifying the fight against poverty, the main cause of child abuse and other social ills like homicide, suicide, child abandonment, and children living and working on the streets.

Child policies, priorities and strategic objectives

The Gauteng Programme of Action for Children (GPAC) promotes the well being of children, through the goals for the survival, protection and development set by the 1990 World Summit for Children, for the year 2000, refer to appendix 1, by identifying all existing policies on and plans for children, developed by all government departments, non-governmental organizations and other related structures through strengthening intersectoral and interdepartmental collaboration, to encourage convergence and integration through the framework provided by the Convention on the Rights of the Child. The GPAC Committee, is subjected to the powers held by the Premier-in-Executive-Council, and mainly coordinates and facilitates children issues without any executive or implementing powers.

However, the Department of Social Development is the GPAC lead department, with representation on the committee by all departments that have to make special budgetary provision for programmes for children, which forms the basis for a provincial children's budget. The budgetary provisions in relation to common areas of work are dovetailed to achieve more efficient and effective service delivery.

The GPAC has four project groups - Communication and Information; Advocacy, Mobilization and Partnership; Research, Policy Review, Reporting and Information; and Monitoring and Evaluation. It also has eight priority focus groups that cut across various sectors, namely, Infrastructure, Special Protection measures; Education; Early Childhood Development; Child and Maternal Health; Nutrition; Leisure and Recreation; and Peace and non-violence. The key priority performance areas for GPAC are: crimes committed against children, child offenders, child abandonment, children involved in substance abuse, children affected and infected by HIV/AIDS, Early Childhood Development, children lining and working on the street, and children with disabilities.

The Gauteng province has experienced a high level of migration from other countries with 208 970 migrating to Gauteng. This has impacted on the services delivery particularly to children and the department of social development has been obliged to provide services to

children who are refugees, illegal and unaccompanied minors. This has certainly been a stress factor on the service delivery in the province.

The priorities of the Department and those of the strategic network partners will be those families and women who are poor, vulnerable and marginalized, where all those involved have a responsibility to intervene in the lives of those affected by the socio – economic challenges of the province and the country at large, and their respective families, to empower them for sustainability and self reliance.

Poverty in families is central to the challenges of children. Social and economic empowerment of families, especially the women and those child headed families, will be a focus of the Department. Therefore, the strategic objectives of the Department and those of the strategic network partners will be:

- Reduction in child abuse of all forms.
- Built strong families and communities.
- Reduction in demand for social assistance grants, in real terms.
- Empowerment of families headed by women and children, and those that are poor, vulnerable and marginalized.

Analysis of constraints and measures planned to overcome them

Given the magnitude of need, the government cannot afford to employ people rather it has to outsource the services from relevant strategic networking partners, as it is more costly to set up the structure, than to rely on the available structures. These entities from which services are outsourced represent a potential growth area in provisioning of services for deserving children, guided appropriately by their structures, policies and practice, as long as they are registered with the appropriate Departments. However, the high staff shortages and turnover in both the NGO sector and state are impacting negatively on services rendered.

Description of planned quality improvement measures

Moral regeneration programmes are to become a major component of the Department's activities. This will be addition to statutory processes where at all Offices of the Department, interaction with the law enforcement officers will be enhanced to ensure that those involved are brought to book.

The Bana Pele project has to succeed, as it will optimize the resources available to the Department and the province as a whole.

The enhanced utilization of the GPAC processes will ensure an integrated approach to children issues, including facilitating job creation and employment of parents and guardians, and the fight against HIV and AIDS, all through a family setting.

The Women

The demand for women services

Gauteng has the lowest population of women in South Africa, totaling 4,392,499, of whom 2,719,193 are economical productive, in the age cohort between 20 and 59 years.

Female-headed households constitute 35% of all households. However, female households are significantly poorer than those headed by men, irrespective of race. Institutional biases in social protection systems contribute to the feminization of poverty. Women's economic empowerment is constrained by gender inequalities, disparities in economic power sharing, unequal access to and control over capital as well as land, the open labour market, harmful traditions and customary practices.

An appraisal of existing women services and performance

Victim empowerment programmes served 4896 victims of violence, while perpetrator programmes served 146 persons. Family counselors dealt with 581 cases at the family advocate offices, while 393 custody and control court investigations and reports were rendered. Two shelters for women were registered, rendering services to 908 women and 462 children.

Key service delivery challenges to women over the strategic plan period

There is lack of integration of gender budget/mainstreaming of gender at regional/institutional level.

The Families

The demand for Family services

The Gini Coefficient increased by 3% between 1995 and 2000 to 0.61, alluding to a deteriorating gap between the rich and the poor, most pronounced within the African

population, and particularly the most vulnerable, where 98% of all those living in poverty are Black people. All that manifests in the number of households with monthly incomes below R1200.00 growing by 8% between 1999 and 2000, before taking into account the social wage component, for example free basic services, health care and education, which if considered, the calculation of the Gini Coefficient would probably result in improved figures.

However, the fact that social wages are undertaken by government to the poor, vulnerable and marginalized, it indicates the poverty levels in families.

Illiteracy rates are still high more especially in the rural areas compared to the urban areas, and mostly amongst the Coloureds and Blacks. These have hindered adequate socio-economic development of individuals and families.

The Gauteng Intersectoral Development Unit (GIDU) commission study by Ross Jennings of Strategy & Tactics, using the 2001 Census reveals that the highest Poverty/Population proportion is in Johannesburg (33.8%) followed by Ekurhuleni (30.0%) and Tshwane (15.3%) with Metsweding, although having the highest poverty index, with its small population of 1,4% of provinces total, has the lowest poverty/population ratio of 2.0%.

The proportion of poverty to population at metropolitan and district levels

Municipality	Population	Poverty Index	Poverty/ Population proportion
Johannesburg	3,225,806	16.8	33.8%
Ekurhuleni	2,480,280	19.4	30.0%
Tshwane	1,527,024	16.0	15.3%
Sedibeng	794,607	21.2	10.5%
West Rand	683,018	19.7	8.4%
Metsweding	126,437	24.8	2.0%

The magnitude of poverty in view of the GDS estimation of R2 000.00 per month being extremely low, further magnified when child poverty is defined as children living in the poorest 40% of households, where in case of Gauteng, the income was R4 382.00 per capita per annum, translating into R365.00 per capita per month (Income Expenditure survey, Statistics SA in 2000). Within that statistics, the scenario is a cause for concern as it further translates into at least:

- i) More families living in poverty now than in 1995.
- ii) Poorer magisterial districts have the highest concentration of children.

Family service delivery policies, priorities and strategic objectives

The Premier – in Executive on 4 – 6 May 2004 identified as key priorities for the province, “fighting poverty and building safe, secure and sustainable communities”.

Description of planned quality improvement measures

The interventionist strategies to address poverty, considered by the Gauteng Provincial Government, are informed by a holistic view that poverty is partly a matter of improving income and partly a matter of restoring human dignity and achieving equality.

Social Development paradigms imply that the focus should be on empowerment of the family as a whole, instead of micro managing the individual as though they are not part of the families and communities. Through EPWP and other relevant programmes, the focus on the target groups by the Department, as a lead Department, requires it to relate to each and every Public entity in the province, and throughout the various levels of government, to ensure an integrated development of families. This will mean that the Department is to propose a strong input in every IDP of the Municipalities, and the Strategy Plans of the Provincial Departments. Through Programme 4, the Department will have to advise other Departments and Municipalities about the relevance of their programmes to its target groups, knowing that these target groups are because of other Departments, also. The Department will request to be part of the evaluation teams of IDP in collaboration with the Department of Local Government.

13 Programme 4: Development and Support Services, and Inter - Sectoral Management

The Programme is derived after integrating formerly Programme 4: Development and Support services, and Programme 6: Gauteng Intersectoral Development Unit (GIDU) that was created by the Premier-in-Executive Council on March 12, 2003. GIDU started functioning on 1 June 2003.

Programme 4: Development and Support services focused on reducing poverty and impact of HIV and AIDS through integrated sustainable development programmes, by specifically prioritizing the most vulnerable. While, Programme 6: Gauteng Intersectoral Development Unit (GIDU) focused on ensuring appropriate, multi sectoral contributions to poverty alleviation from all spheres of government and civil society.

It is appropriate to integrate the two Programmes into **PROGRAMME 4** under the name - **DEVELOPMENT AND SUPPORT SERVICES, AND INTERSECTORAL MANAGEMENT**, to remove duplication and ensures a more focused fight against poverty. In terms of GIDU the following activities will still be undertaken:

- Encouraging integrated, innovative and sustainable social development interventions within the core functions of provincial, national and local government; without necessarily expanding the financial resource base of departments, but through encouraging collaboration, filling the gaps in current service provision, and strengthening impact.
- Facilitating greater social capital funding commitments from and participation of, the social partners at local, provincial, national and international levels including the private sector at these spheres, of community-based programmes in the various targeted areas in the province.
- Providing strategic leadership for the integration and coordination of provincial and local government development initiatives; and,
- Facilitating acceleration of the Department's poverty, unemployment and HIV and AIDS programmes.

While in case of the Previous Programme 4, developmental work at local level within the poor communities responds to the community socio – economic challenges in the province,

as follows:

- Community facilitation for integration of community participation in governance
- Promoting social mobilization including civic education, awareness building, promotion and outreach
- Enabling participation in the Integrated Development Plans of Municipalities
- Integrating and reaffirming indigenous local knowledge based in development interventions
- Developing developmental linkages relevant to accessing resources and accessing information
- Identifying and developing savings mobilization/mogodisano
- Identifying and developing social security networks, e.g. masincwabane

The outcomes of both the previous programmes 4 and 6 were and still are under the new programme 4:

- Attained sustainable livelihood
- Prevented dependence on the state for sustenance
- Reduced relative poverty levels
- Reduced level of criminality
- Improved social development index
- Improved gini coefficient
- Target population meaningful participation and contribution to the provinces' mainstream socio – economic developments through commitment thereto, direct interest therein, and ownership thereof.

Programme Structure

Sub-Programme 4.1: Youth development

This Sub-programme provides services such as life skills programmes and social development orientated services related to capacity building in support of youth development. **Youth Development** is facilitated through empowerment, capacity and skills development, volunteerism, moral regeneration, and socio-economic programmes.

The outcome of the youth programmes should be employability, employment and development that result in economic empowerment and participation of youth in the economy, especially in the most depressed regions.

Sub-Programme 4.2: HIV/AIDS

The Gauteng provincial government has a developed AIDS strategy, coordinated by the AIDS Unit based in the provincial Health department, which is consistent with the National AIDS strategy. Within the Department, this Sub-programme provides welfare counseling and support services to people infected and affected by HIV/AIDS including the provision of preventative programmes to people at risk.

Services to those affected and or infected by HIV and AIDS include **protection services**, establishing and managing drop in centers and childcare forums at community level. While **Mental health promotion** involves provision of psychosocial and other support to orphans and vulnerable children and their families, engaging volunteers and community caregivers to support orphans and vulnerable children (OVC's) and people living with AIDS, and education, care and support for employees and their families within the workplace. The **Prevention services** involve awareness and prevention programmes, training of peer counselors and facilitating HIV/AIDS awareness, and implementation of programmes to reduce the risk of HIV and AIDS. **Community Continued care services** involve home and community based care.

Sub-Programme 4.3: Poverty Alleviation

The target groups: the poor, vulnerable and marginalized families and women.

The premise, the motive and the goal of this Sub Programme the people – their needs, their dignity and aspirations. The people in the context of the Gauteng Province include the

majority of people and the 5.4 million who constitute the poor in terms of being amongst the most vulnerable, living in poverty, living beyond poverty but facing constraints in terms of life chances, the rights and fulfilment of the potential, and aspiring for a sustainable, prosperous, just and stable society, within a family and life cycle setting.

Women Development is facilitated through empowerment, socio-economic programmes, and human rights and gender issues that include international conventions. **Poverty Alleviation** is facilitated through development centers, establishment of co-operatives, empowerment and capacity building of the poor in order to develop to stage of self-reliance, and resource development and linkages with other departments, private sector and other stakeholders to facilitate poverty reduction programmes.

The levels of **Community Development**, which is human orientated, people centered and people driven, dynamic, and multi-sectoral and multi-disciplinary, may be prevention and early intervention, through facilitation of community development based processes and programmes, for community capacity building and economic empowerment, through people participation, empowerment and ownership, to address and prevent deprivation.

Prevention services in case of Early Childhood Development include the establishing and registering facilities for below 6 years, and the monitoring and evaluation of services.

The Development Centres serve as incubators and are accessible and open to service the entire community, usually as a bridging stepladder from the state of poverty to a state of self-enrichment, to ensure that poor people are not permanently trapped within the dependency syndrome, but are able to move into self-reliance. The beneficiaries enter the Development Centers with a clear exit plan, by using the services rendered and then moving on to the next level of self-reliance and independence, in order to allow others to enter the system and benefit from the available services.

Sub programmes 4.4: Institutional Capacity Building

Through funding of non-profit organizations the Department provides for the strengthening of institutional capacity such as organizational and financial management, governance and the development of service delivery capacity including the monitoring of services.

The demand for Development and Support Services, and Inter - Sectoral Management

A thorough analysis of poverty levels amongst the children, youth, women and families, and the elderly, and generally amongst all the poor, vulnerable and marginalized persons in Gauteng has been undertaken under Programmes 2 and 3. Therefore, it was considered appropriate not repeat the analysis under this Programme. Reference will be made to Programmes 2 and 3, as need arises.

An appraisal of existing Development and Support Services, and Inter - Sectoral Management and performance

This is to be undertaken in relation to the individual Sub-programmes, below. Otherwise, refer to the appraisal and performance under Programmes 2 and 3.

Key service delivery challenges for Development and Support Services, and Inter - Sectoral Management over the strategic plan period

The challenges are to be analyzed in relation to the individual Sub-programmes, below.

Development and Support Services, and Inter - Sectoral Management Policies, priorities and strategic objectives

All the Provincial Departments' programmes are about "Fighting poverty and building safe, secure and sustainable communities", the key priority identified by the Premier-in-Executive on 4 – 6 May 2004, through:

- Mitigating and reducing the negative impact of poverty and HIV/AIDS and expanding Home/Community Based Care HIV/AIDS programme through sustainable development programmes.
- Integrated sustainable development, by specifically prioritizing the most vulnerable groups.

Analysis of Development and Support Services, and Inter - Sectoral Management constraints and measures planned to overcome them

A comprehensive Control Self-assessment exercise (report available) facilitated by the Gauteng Shared Services Centre (GSSC) identified the following constraints to delivery of services:

- Lack of capacity and manpower in head office and regional offices
- Lack of expertise i.e. financial management and marketing expertise

- Lack of coordination between different departments and programmes
- Low literary level in communities
- Duplication of services
- Political changes with a focus on different programmes
- Immigration to Gauteng with an increasing demand on resources and linkages with different programmes
- The Local government politicians and officials at both local and provincial levels not wanting to participate in the development of the programme, due to ineffective channels of communication between the provincial and the local government politicians and officials, and lack of a common understanding of Inter-sectoral Collaboration amongst the stakeholders, in terms of vision and goal.
- Lack of participation by the provincial government's officials and Civil society in the development of the programme, that ensures inability to share the same vision of government in the multi sectoral.
- Lack of adequate and appropriate data from communities in terms of the situation analysis, specifically migration in the province.

To address the constraints, the following processes have been put in place:

- Provincial Social Development Authority (MEC-MMC), that sets a coherent agenda that by both MMC and MEC
- Provincial Social Development Technical Committee (Officials)
- Lines of communication via SALGA (Gauteng) offices with the mayors and Municipal managers are established
- An Interdepartmental Poverty Alleviation Committee aimed at addressing poverty alleviation at regional level.
- Mobilization of civil society in collaboration with MEC's offices
- A programme compiling a database of third sector organizations.
- Baseline research for poverty program and poverty targeting strategy reporting, used by other departments, also.

- Population Unit, Stats South Africa and Census providing relevant information including demographics.
- Research on children by HSRC on behalf of the Office of the Premier to be aligned or consolidated and further research to be conducted on impact of migration on poverty.
- Partnership with the NDA in terms of data outsourcing and internal researches.
- Migration and human resources addressed at the Interdepartmental Poverty Alleviation Committee.

Description of planned Development and Support Services, and Inter - Sectoral Management quality improvement measures

The Monitoring and Evaluation (M&E) forum was established to address the:

- Gaps in the current M&E processes
- Specification of measurable objectives and performance indicators
- Revise staff establishment linked to service plans and in line with the mandate.
- Implement staff and CEO capacity building/ leadership programme.
- Develop and implement framework for engagement with NGOs, CBOs, FBOs and Local Government at local level.
- Enter into strategic partnerships with other development agencies.
- Strengthen existing international relationships and probe for new international relationships, which will improve the body of social development knowledge and practice.
- Partnerships with universities to assist with Learner ships/internships, etc
- Improve strategic analytical capacity of GIDU.

Following is a detailed analysis of the respective Sub Programmes:

13.1 Sub programmes 4.1: Youth Development

The demand for Youth Development services

Two thirds of the Gauteng population is under the age of 35. Approximately 70% of the youth are unemployed and vulnerable to crime, substance abuse and diseases, which are a result of poor lifestyles.

An appraisal of existing Youth Development management and performance

Province-wide there is a dearth of a properly coordinated and sustainable youth development programmes that are implemented by both the provincial and local governments. Currently youth development is not fully integrated across all departments in all the spheres of governments, while our education system does not yet prepare the youth adequately to enter the mainstream economy.

Analysis of Youth Development constraints and measures planned to overcome them

The nature of services provided to the youth and levels of integration thereof, seem not to be appropriate, thus, the increasing youth challenges in terms of criminal activities and unemployment.

Description of Youth Development planned quality improvement measures

Just like in case of the parents and guardians of children on the social security register, the youth are to be empowered through the provincial Expanded Public Works Programmes (EPWP). The role of the Department will be to facilitate the uptake of the youth more especially the girl child, but without discrimination of the boy child. The Department will ensure that it is part of the process of increasing the activity of its target groups, in the highly productive and labour absorbing sectors of the economy, to facilitate increasing numbers of sustainable families. Within the GDS strategies, the Department is to utilize the EPWP, complemented by utilizing the full capabilities and capacities of the private and public sectors for short –term job creation, facilitation of longer – term relevant skills development, and building of social capital and cohesion that is vital for survival, especially of the poor.

The Department will advocate that as a first point of reference for the EPWP, those persons who have links to the Social Security Grants Register and the Department's programmes are

afforded first priority, as they are taken to be the most poor, vulnerable and marginalized.

The Department will facilitate processes with the private sector youth more especially the girl child and the youth in general will be placed with private entities with sufficient capacity and capability for effective empowerment and employment.

13.2 Sub programmes 4.2: HIV and AIDS

The demand for HIV and AIDS services

General Population and HIV and AIDS

About 16% of the Gauteng population, that is approximately 1 449 899 people, is infected and living with HIV and AIDS, of whom close to 97 000 people have the acquired immune deficiency syndrome (AIDS). The HIV incidence - new infection rate, is estimated to be 2.1% per annum, translating into approximately 19,000 new infections per year. However, a study conducted by the HSRC (Shisana & Simbayi, 2002) found that the overall HIV and AIDS prevalence in Gauteng for all ages was 20.3%, with 28.4% prevalence in urban informal areas.

Among the sexually active 15 - 49 age group, both sexes, Gauteng has a prevalence rate of 20%, which was the second highest HIV prevalence level in this group across all provinces (The Nelson Mandela/HSRC, 2003). However, Dorrington et al (2002) estimate the prevalence levels among women in this age group, specifically, to be higher, at 25%.

The number of new infections peaked in about 1998 and has begun to decrease. These findings confirm the observation that the rapid growth of the South African epidemic may be slowing down (Makubalo, Simelela, Mulumba & Levin, 2000). The peak in orphans, however, occurs much later in the cycle.

The prevalence rates in this group (15 -49) are recognized by UNICEF to be a key indicator of risk to children. All this is resulting in exponential increase of numbers of orphans as a proportion of the total population. Provincially, representative data from the National HIV and Syphilis sero- prevalence survey of women attending public antenatal clinics indicates that the estimated prevalence in this population in 2001 was at 29.8 % (Department of Health, 2002).

Children and HIV and AIDS

Children who are HIV affected and infected are a vulnerable group. The Gauteng prevalence level of HIV and AIDS amongst children is estimated at 14.7% or 1 299 064 children (Nelson Mandela/HSRC study of HIV/AIDS, 2003). While, Dorrington et al (2002) puts the provincial prevalence figure a little higher, at 16% or 1 413 947 children. Either way, they represent the second highest in the country, and the numbers are high and

increasing, especially in informal settlements where the prevalence is estimated at 19.9%. The girl child amongst the children that is, girls in the 15-19 year age bracket, has a higher HIV prevalence rate at 7% than boys at 4%.

Although 80% of all one year olds have been immunized the overall provincial statistics from the SADHS (Department of Health and colleagues, 1999) showed infant mortality and under 5 year mortality rates in the province to be 36.3 and 45.6/100 live births, respectively. However, the mortality rates in this age group were better than national averages.

The death rate among under 5 year old children has doubled in Gauteng since 1998, and most of this change is attributed to HIV and AIDS. This pattern should improve with the supply of antiretroviral medication to infected pregnant women. However, the overall infant and mortality rates had increased over 25% between 1998 and 2002 and were expected to double by 2007, principally as a result of the HIV and AIDS pandemic.

A recent study conducted by the HSRC (Shisana & Simbayi, 2002) on HIV prevalence among children of 2 to 14 years of age, found a national prevalence level of 5.6%. Children are at high risk of being affected by HIV& AIDS, girls in particular, because of sexual abuse and early debut. They may have to take on more of the burden of care of sick relatives than their male counterparts.

According to the Actuarial Society of South Africa (ASSA) (2002), Gauteng province accounted for 176 272 of babies born uninfected with HIV, while 10 500 were infected at birth and 3 123 infected through mother's milk. The table below is a comparative analysis of births with and without infection of HIV for the period, for Gauteng and South Africa.

Births and Infections January to December 2002.

Births	Gauteng	South Africa
Uninfected births	176 272	1 098 476
HIV+ births	10 500	69 213
Infected by mother's milk	3 123	20162

Children affected by HIV & AIDS

Orphans are children under the age of 15 years who have lost a mother due to AIDS. The death of the female caregiver commonly results in significantly more severe social, emotional and economic consequences for the child than in the case of the male parental death (Wilson, Giese, Meintjies, Croke & Chamberlain, 2002). Using this definition (and in

the absence of adult treatment), the orphan population is expected to peak at between two and three million children by 2015. If the definition of 'orphan' is broadened to include the legal definition of all children under the age of 18 years who have lost one or both parents, the figure is expected to be substantially greater, at 5.7 million. Due to the dependency between paternal and maternal mortality, linked to the fact that HIV is a sexually transmitted disease, the proportion of the orphan population are double the orphans who have lost both- parents.

Projected Maternal Orphans under 15 years in Gauteng

Year	Total Orphans	Totals HIV/AIDS orphans	Total non-HIV/AIDS orphans
2004	134 417	78 764	55 653
2005	158 699	104 449	54 251
2006	185 793	133 204	52 589
2007	213 979	163 399	50 580
2008	241 775	193 352	48 423
2009	267 668	221 326	46 341
2010	289 727	245 470	44 257

Source: Dorrington, R; Bradshaw, D & Budlender, D (2002:5)

Youth and HIV and AIDS

Amongst the youth, the populations that are most at risk are those living in urban informal settlement, between 25-34 years of age, and more especially the females, compared to the males.

The Nelson Mandela/HSRC study of HIV and AIDS reported a prevalence rate of 11.6% for Gauteng province, amongst the youth, although Dorrington et al. (2002) set the figure at 13%. The province had the highest prevalence levels in this population nationally. The study also showed that youth living in urban informal areas have significantly higher HIV prevalence than youth living in urban formal areas. Female youth in the age band of 15 – 19 years are much more vulnerable than men. The prevalence for women is 19.8% and for men it is 5.9% (Dorrington et al; 2002).

An appraisal of HIV and AIDS management and performance

The Gauteng provincial government has an AIDS strategy, which is consistent with the National AIDS strategy, coordinated by the AIDS Unit based in the provincial Health department (Gauteng provincial government, 2000- 2001). The key components of the strategy include, mobilization, prevention, care and inter sectoral action. The care policy was developed around the notion of a continuum and includes support for people with AIDS (in communities, support groups, counseling), care services that are medical - clinics, hospitals, TB and palliative - home and community based care and terminal/respite care facilities, care for families and orphans and provision of social support grants, and referral systems.

Key HIV and AIDS management challenges over the strategic plan period

The increase of child headed households, stigmatization and the developmentally vulnerable stage of children of preschool age, are all reasons for providing more support services. The impact of the HIV and AIDS epidemic is likely to further exacerbate inequality and poverty, and the lack of employment and unemployment.

Morbidity and mortality are rising at a pace higher than that of new infections, although the prevalence level is stabilizing. Premature mortality is expected to peak in 2010 at 75%. A treatment plan will not reduce the need for a continued aggressive prevention programme as well as pro-actively addressing the impact of the epidemic.

The epidemic is increasing the burden on the elderly, the number of orphans and child headed households, and putting strains on the social cohesion of families. The economic impact on households is adversely high as disposable incomes increasingly go toward caring for the sick and towards funeral costs.

HIV and AIDS management policies, priorities and strategic objectives

The Department provides home/community based care, support and counselling to Orphans and child headed households, disability grants to persons infected by HIV and AIDS who can no longer work, and work place programmes for employees to ensure human capital productivity in relation to HIV/AIDS

13.3 Sub programmes 4.3: Poverty Alleviation

The demand for Poverty Alleviation programme

There are 1,484,188 children in the cohort 0-9 the so-called early childhood development phase a particular focus of the department.

An appraisal of existing poverty alleviation services and performance

Early Childhood Development services

From a nationwide audit of ECD sites, commissioned by the national Department of Education in May/June of 2000 in Gauteng there were 5,308 sites, where six or more children received regular care. However, by 2004, the Department had registered 3300 private creches that provide services to 4500 children. The Department of Social Development had 686 registered sites at the time of the audit, and by 2004 it was providing services to 14000 children in 168 registered homes.

A subsidy of R6.50 per child per day of attendance was paid to 11668 children in 163 crèches in February 2003. Relative to other provinces, most ECD sites in Gauteng were found to be well developed in terms of infrastructure. They have favorable educator/child ratios and receive higher financial contributions from parents. However, 17% of educators in Gauteng were rated as below average compared with 12% nationally.

Enrolment of children 0-7 years in ECD services as a percentage of the provincial child population is high in Gauteng at 24% compared with the national average of 16%. The enrolment in preschool was at 50% for girls and 50% for boys, consistent with the population profile in which 50% are female and 49.6% are male. This distribution pattern does not change with age. Access to ECD services was found to increase with age, where the younger children are least well serviced.

Over three quarters of children up to six of age are not in preschool. Many of these are deeply poor. Mothers and grandmothers are most often the caregivers with some child headed household. While, gender discrimination does not affect access to ECD though it often reflects in classroom practices.

Community Development

The programmes offered through the Development centres include capacity building, care, support, protection and referral service to otrelevant bodies, which may be income-generating or otherwise, for example handling cases of malnourished children, children out of school, abused women, youth in conflict with the law, orphans, etc. and an overall support or counseling to people living with HIV and AIDS who are referred to other protective institutions such as health services, education shelters for abused women, etc.

Development Centres coordinate and offer poverty alleviation initiatives in communities to women and youth, to facilitate creation of cooperatives to empower and skill people who are poor, offer income generating programmes for women, and food parcels to poor and vulnerable households

Key service delivery challenges for poverty alleviation over the strategic plan period

Although the first ten years of freedom laid a solid foundation for the rapid advance in socio – economic development, still millions of South Africans live in conditions of poverty and vulnerability, especially women, youth, older persons, people with disabilities and children. The backlog of services for the poor and the vulnerable as a result of the country’s apartheid past, rising popular expectations and single –issue advocacy from organized civil society groups, pose great challenges for policy makers, manifesting in increasing unemployment and welfare dependence.

The increasing rate of unemployment in Gauteng, just like South Africa, when it stabilizes, will leave a legacy of welfare dependence, for generation to come, severely undermining the social fabric therein, as progress in human development in the face of huge socio – economic challenges ten years after the transition remains a great challenge for all South Africans. Thus, alleviating and eradicating poverty, across all life cycle, define the political and development feature of South Africa and Gauteng in particular, and the Department plays a central role.

Institutional challenges in the administration of social development continue to hamper effective service delivery, at a time when the social costs of the transition manifest in rising unemployment and poverty, the escalating HIV and AIDS pandemic, and increasing violence and crime. The Gauteng economy has shifted towards the financial and service

sectors, as major contributors to the Gross Domestic Product (GDP). The economic shift is coupled with the national economic growth that is still relatively low compared to other developing countries, and manifesting in relatively high increases in disparity in the distribution of incomes between the rich and the poor, and between the rural and urban residents, and unemployment amongst the youth, blacks, rural resident, and within the formal sector.

Poverty Alleviation policies, priorities and strategic objectives

Strategies aimed at economic growth with poverty reduction potential have their greatest effects through improving children's lives. Therefore, services formulated around the children well being will form the core of the department's focus.

Analysis of Poverty Alleviation constraints and measures planned to overcome them

Registration of ECD facilities is hampered by due to local government bi – laws not being standardized.

Description of planned Poverty Alleviation quality improvement measures

Early Child Development

The Department and other relevant strategic networking partners, under the leadership of the Department of Education, are to facilitate the establishment of ECD centers that meet the required standard for development.

Community Development

On exiting the programmes, the beneficiaries may be organized into Co-operatives.

13.4 Sub programmes 4.4: Institutional Capacity Building

The demand for Institutional Capacity Building

The number of children placed in foster care and receiving foster care grants has increased to 30594 as on the 15th September 2004. However, there is a chronic shortage of foster homes and residential care vacancies for children in need of care, as increasingly, families are not in position to effectively support themselves. Incoming children are frequently subjected to a painful process of being subjected to a painful process of being repeatedly placed in overnight arrangements while staff is searching for somewhere where they will be able to remain.

The Departmental records indicate that by 2004, there were 41 registered children's home operated by NGO's in the province with a combined capacity for 3 259 children, where during 2003, an average 2 649 children per month were resident in such homes. In addition, the government operates children's home, the Legae La Rona Children's Home in Jabulani accommodates 159 children and young people aged 19-23 years. All these homes ensure that Gauteng has about 30% of the registered children's home accommodation available in the country as a whole. However, the increasing poverty levels more especially amongst the historically disadvantaged person have raised the need for more homes, as an intervention in the needy persons lives.

Although, the Child Care Act prohibits the reception of a child in a facility providing care for more than six children, which is not registered as a children's home with the Department, there are many unregistered children's home, in many cases set up by religious groups. These homes tend to be "out of the loop" as regards current child care policy and professional practice, much as there is a high demand for their services, in particular for the care of abandoned or destitute babies and very young children and some who are HIV positive.

These facilities normally evade the Child Care Act by assigning a maximum of six children to each staff member. Every incoming child is then placed in the "foster care" of a staff member by the children's court. The care offered by some of these entities, is of a good standard to the extent that children are placed with them by NGOs and by the Department itself, due to a lack of foster homes and of vacancies in registered children's homes.

Gauteng province is experiencing a high level of migration from other countries with 208 970 migrating to Gauteng. This is impacting on the services delivery particularly to children and the department of social development has been obliged to provide services to children who are refugees, illegal immigrants and unaccompanied minors. This has certainly been a stress factor on the service delivery in the province.

An appraisal of Institutional Capacity Building and performance

There are 33 shelters registered with the Department, catering for 1500 children who are living and working on the street. While, a total of 865 Non Profit Organizations (NPOs) funded by the Department, currently, provide services across the Department's target groups, in terms of residential care and community based services. 299 NPOs have extended their services to address new priorities and previously unserved areas, and 61 children homes accommodating 5500 children have been registered and funded by the Department.

The Department has established and strengthened service points in the following areas:

Region	Municipality	
Johannesburg – West Rand District Municipality	Johannesburg	West Rand District Municipality
	Service point	Service point
	Alexandra Midrand Diepkloof Orlando West Lenasia Eldorado Park Rissik Street	Randfontein Carltonville Bekkersdal Khutsong Dobsonville Roodepoort Krugersdorp

Region	Municipality	
Ekurhuleni - Sidibeng	Ekurhuleni	Sidibeng
	Service point	Service point
	Nigel Boksburg Vosloorus Thokoza Katlehong Zonkezizwe Springs Kwa-Thema Tsakane Geluksdal Benoni Bapsfontein	Sebokeng Heidelberg Rotanda Duduza Tsakane
Region	Municipality	
Tswane - Metsweding	Tswane	Metsweding
	Service point	Service point
	Soshanguve Pretoria Mamelodi East	Bronkhorstspuit

The integration of these service points with local government and other stakeholders strengthened management capacity at these institutions and in the regions. Some of the upgrade of the facilities was through renovations. In some of these institutions there are adequate financial and control systems, and procedures. It also enhanced monitoring and evaluation capacity, integrated best practice based on all service delivery areas and norms and standards for organizational structure ratios. Also, norms and standards for physical infrastructures. In addition, the offices have a comprehensive information management

strategy. However, this must be read in relation to the analysis of information management systems applied in the Department. Nevertheless, the Department at all these offices has a comprehensive communication strategy and best practice management mechanisms and structures, including those relating to job specifications for best practice service delivery and capacity building.

However, given the socio – economic challenges in the province, there is need to increase the number of institutional clients, to ensure families are linked to development programs integrated with Regions.

Key institutional capacity building challenges over the strategic plan period

In the spirit of development, shelters have to be managed within the context of prevention and protection services, as no person should spend the rest of his and her life in a shelter.

Description of planned Institutional Capacity Building quality improvement measures

The Department plays an active role in coordinating forums, Gauteng Alliance for Street Children (GASC), and continuously supporting the activities of street children. Shelters are registered and monitored by the Department in terms of compliance with norms and standards, and relevant support is given to these registered implementing agencies.

14 Programme 5: Population Development and Demographic Trends

The Programme derives its direction and mandate from the Population Policy (1998), the UN Conference on Environment and Development, Rio de Janeiro (1992), the International Conference on Population and Development (ICPD), held in Cairo, (1994), and the United Nations' Millennium Development Goals (MDG), 2000.

These Population Policies regard population as the driving force and ultimate beneficiary of development. Thus, the aim of the programme is to “advocate a holistic multi-sectoral approach, so that our efforts to influence fertility, mortality and migration, as well as the size, structure and growth rates of the population, are both a means to and outcomes of sustainable development” (Foreword - Population Policy for South Africa).

The programme focuses on increasing the understanding of Gauteng provincial population and demographic dynamics and trends, in particular the interrelationships between population, development and environment (PDE-nexus) in all provincial departments, Local Authorities and Civil society. Also, systematically and systemically integrating population factors/issues into all government institutions, as well as Civil Society's policies, programmes and plans

Programme Structure

Sub-Programme 5.1: Administration

This Sub-Programme is responsible for the overall management of manpower staffing, manpower development (training in new techniques in research, data manipulation, mapping etc) and financial understanding and implications. It emphasizes on going capacitating of the staff members through formal training and attendance of relevant seminars and workshops whose themes form part of the PDE basket of concerns.

Sub- Programme 5.2: Research and Demography

This Sub-Programme is responsible, among others, data sourcing/mining, research and analysis, interpretation (and possible projections/forecasts) of population and development issues, policies, programmes, and trends and to provide baseline information in support of informed decision-making and service delivery. Researches undertaken or commissioned, in

most instances, are both quantitative as well as qualitative, to provide prevalence and growth rates of social manifestations, causes and effects.

Sub- Programme 5.3: Capacity building/development and Advocacy

This Sub-Programme is responsible for designing, implementing and coordinating capacity building programmes within the social development sector and other provincial government institutions and civil society in order to integrate population development policies and trends into the planning of services, through Information, Education and Communication (IEC) processes

The demand for the Population Development and Demographic Trends Services

The Gauteng population based on Census 2001 was 19.7% of total S.A. population, where 23.6% were under 15 years, 6.2% were over 60 years, 49.7% were female, 5.4% were foreign born, 8.4% were aged 20 and above with no education, and 36.4% were aged 15-64 who are unemployed.

Currently, those statistics may not be valid for policy management purposes, as subsequently, the province is facing unprecedented increases in the number of households due to the “unbundling” of the households of the previous decades. The households are becoming smaller in size as the new spouses tend to settle for household sizes of three or less. There is unprecedented numbers of in-migration mainly from the other provinces and from the neighbouring SADC countries. Also, due to the effects of HIV and AIDS, there has been an increase in child headed households, and it is set to increase further. These trends are mostly amongst the Black population that was almost three quarters of the total population in 2001, compared to 70% in 1996, which was a net increase of 5.7% over the five years period.

Also, much as the Census 1996 and 2001 provide a wealth of information to inform policy, the decision to conduct census decennially makes it difficult to track crucial population trends over the five - year interval, although the Census Replacement Survey under review which is still on an experimental stage and results thereof are not yet tested, may provide some relief.

All the above factors call for facilitation of population and demographic trend management, for all the provincial structures, through this programme.

An appraisal of existing population and demographic trend services to all provincial structures and performance

Although the Programme is supposed to provide baseline data information including among others the baseline data on Poverty, In-migration, Child headed households, Unemployment, HIV and AIDS, Substance Abuse, Family Disintegration and levels of integration, Family violence, Abandonment and Abuse of children, Children in conflict with the law, and Organized crime, for all structures in the province, the existing services rendered by the Unit still fall far short of the expected accomplishments from the programme. Where services were provided to all those who requested information, though reasonably sufficient, services lack professionalism and appear to be that “at least something is churned out and provided”.

The unit could not provide any information regarding vital statistics so sorely required for projections of the population composition, structure and distribution – thus hampering forward planning by the stakeholders, for example those in planning for school intake.

Key population and demographic trend service delivery challenges for institutional capacity development over the strategic plan period

The major constraints are shortage of manpower, dearth of skilled researchers, and mediocrity in applications of statistical applications. The programme currently staffed by only four (4) members, to undertake work for the whole provincial needs, whose expertise in demographic management and projections are very limited.

Policies, priorities and strategic objectives

As the Population and Demographic Trends Management Unit, is about facilitating policy performance management, it does not have its own policies. Rather, its policies and priorities are those of the Provincial Government as a whole, managed within the Provincial Growth and Development strategy.

However, in terms of the Department of Social Development the focus will be on ensuring adequate and appropriate population and demographic trend information input in baseline data information research that is cross cutting across all the Provincial Departments, to ensure policy around its target groups is adequately informed and managed with all the strategic network partners, in the most effective and efficient manner, through out the province.

That will be important for:

- Enhancing cooperative governance, to achieve the direction chosen by the Department.
- Monitoring and evaluation of organization and personnel performance in relation to the social economic development challenges.
- Accessing resources to effectively and efficiently manage the strategy direction of the Department.

Analysis of constraints and measures planned to overcome them

Institutional arrangements between the Social Development Department, where the programme is located within the province, and other provincial structures, and particularly inadequate staffing of the unit are great impediments to achieving the mandate of the Unit. As a result, the Unit is seen as belonging to the Social development Department and with no role to play amongst other stakeholders.

In terms of staffing, the appointment of the three advertised posts - Assistant Director and two Administration Officers would be a windfall for the Sub-directorate, although it will not provide all the necessary capacity to undertake the mandate.

However, in terms of location of the Unit, it would be most appropriate if it was placed either within the Gauteng Shared Services Centre or the Gauteng Treasury, in the Department of Finance, Economic Affairs and Development Planning.

Description of planned quality improvement measures

There is a need to utilize the capacity of the all the structures in province dealing with research to boost the capacity available to the Unit, by advocating that they be appropriately trained in population and demographic trend management, for policy management. This should and must focus on timely and pro-actively on transversal population factors and demographic trends that are prerequisites of all departments for the statistically well-informed decision-making. The focus is to be on **sourcing and provision of:**

- Reliable data on provincial population spread, composition and structure
- Reliable information on vital statistics (fertility, mortality/morbidity and migration)
- Reliable baseline data pertaining to the challenges for the province (Mentioned

above)

- Well - documented and researched treatise on finer interrelationship of population, environment and development.

All this will be based on the basic national documents, the Population Policy for South Africa, 1998 and prescripts, and a good comprehension of the International Programmes of Action and Protocols to which the South African Government is a signatory.

15 Capital investment, maintenance and asset management plan

The Department currently has responsibility for fixed property assets at eight institutions: Walter Sisulu, Jabulani, Magaliesoord, Tutela, Van Ryn / Golden Harvest, Norman House, Tini Vorster, Jubileum and 11 DSO's, and 22 service points. Additional satellite facilities provide services on designated days.

The key trend is towards Decentralizing service provision at fully fledged service points rendering integrated basket of services in needy communities identified in terms of a decentralization plan, to ensure accessibility for emerging and disadvantaged communities.

Movable assets are catered for by the acquisition, (2002), of the D-Bit computerized Asset Management system. At present, data entered prior to 2002 is recorded at nominal value, the Asset management unit is currently engaged in a project to define Departmental policies on service life, valuation and depreciation. Motor vehicle management is catered for through three systems, the Government Garage ELS, electronic logging system, the Wesbank First Auto Card fuel management system, whilst subsidized vehicles are managed through the services of Fleet Africa.

The systems provide detailed management information but challenges are still faced in terms of manpower and capacity to conduct effective ongoing analysis.

The Department's capital stock varies between medium to good condition. A detailed survey conducted by the Department of Transport and Public works 2002, revealed however, a requirement to budget for substantial maintenance backlogs, the amounts required varying from as little as 5.7% of funds budgeted (Benoni) to as much as 73.51% (Germiston) and this indicates a requirement for close condition monitoring and timeous preventative maintenance activity.

Currently 3 projects are in their final construction phase Proteem (Magaliesoord), Jabulani and Walter Sisulu complex. Final completion of these projects is due by March 2004. The Van Ryn and Tutela projects were completed during August 2003.

Project Plans have been received for a new day care centre at the Walter Sisulu complex; these are awaiting Executive approval for possible implementations 2005-2006. Consideration is also being given to the possible construction of a new secure care centre in the Vaal Region.

No closures are planned, however certain District Offices (eg. Rissik Street) will scale down activities which are superseded by decentralised service provision. (Refer to Maintenance Budget Attached). No new projects were planned for 2004/2005 but possible significant projects thereafter, subject to Executive approval.

Planning is thus far restricted to the period of the MTEF. R3 million allocated in the current year 2003/2004 for the replacement of vehicles which have exceeded their normal service life or which have been lost through accidents or theft. It is expected that these funds will be sufficient for the purchase of approximately 40 new vehicles.

It is important to note that substantial capacity will be required to prepare the Department's Assets and Asset Management systems, for the impact of the anticipated establishment of a Social Security Agency within the next 18 months. Support will be required either from the National Department, or Professional Service Providers.

In accord with Provincial policy, funding for these expenses is annually suspended to the Department of Public Transport Roads and Works (PWD), who implement projects on behalf of the Department. The PFMA requirement for Departmental responsibility for this expenditure, is addressed through joint monthly meetings and progress reporting. In view of past shortcomings identified in this process, external consultancy services were engaged to assist in the development of a more effective planning and monitoring framework, and in addition, the PWD Directorate: Integrated Planning, has been engaged to ensure the full implementation of planned projects for the MTEF and Strategic Plan periods. An important current proposal suggests the decentralisation of the funding of maintenance requirements, to the Regional management level, and this is under consideration with due regard for the status of capacity within the Department, to effectively manage these responsibilities.

The Department's Capital and Maintenance programme, is informed by, and derives mainly from the following sources:

- Legislative Requirements.
- Departmental Policy Objectives.
- Specific objectives expressed in the Strategic plans of the Chief Directorate: Statutory Social Work, and the Chief Directorate: Regional Services and Institutions.

- Condition assessments conducted at sites occupied by the Department.
- Current projects for finalisation.
- Security Requirements.

The provision of Place of Safety, and Secure Care, accommodation for vulnerable children, and Children in Conflict with the Law, and the provision of rehabilitation facilities for persons engaged in substance abuse, are and will remain, core functions of the Department, for the Strategic plan period and the foreseeable future. All major expenditures will therefore be focused on the provision, upgrading, and maintenance of these facilities.

The strategic objective of provision of Secure Care facilities for children in conflict with the law will be a key component of the Departments Capital plans for the next five year period. There is a need for facilities to cater for a current shortfall in facilities for approximately 3000 children awaiting trial, held in detention by the Department of Correctional Services, in contradiction of the Requirements of the Child Justice Act. With existing facilities capable of accommodating in the region of 1000 children, planning processes are currently being undertaken to develop facilities in areas currently underserved, and areas where such facilities are yet to be provided. The first two areas identified, are Midrand, and Sedibeng. Detailed planning will be finalised during the forthcoming financial year with implementation slated for 2007/08 through to 2010. Funding for these projects has yet to be sourced, and they are not as yet catered for in the MTEF allocation. The conversion of Place of Safety facilities to Secure Care at the Walter Sisulu Centre, completed during 2005, thereafter permitting the implementation of the Day Care centre project, for which Project Implementation Plans are already in place, for activation at short notice.

The establishment of the South African Social Security Agency (SASSA), is not expected to have a major impact on the Department's Capital programme, the communities served by the two bodies are expected to continue to require services in the same areas, largely negating any need to establish separate service facilities. Continued use of shared facilities may impact positively on Maintenance and upgrading requirements, as costs are shared, in accord with the extent of occupancy in each case.

The planned Maintenance objectives of the Department, initially identified through the 2002 Condition Assessment, conducted by PWD, updated in the current year, and augmented by consultancy and compliance reports, with regard to the 8 Institutions, are detailed in the

following extract from Budget Statement 3, covering the period of the MTEF. As stated above, the joint use of shared facilities with the SASSA is expected to impact positively as costs become a shared responsibility.

Areas to be noted for further discussion:

- With regard to the Departments fixed asset base there is a potential for discord as a result of differing policy frameworks with regard to capital spending between the Agency, and the Department. Clear Service Level Agreement's will need to be negotiated.
- The Provincial Government Precinct plan, for implementation within the next 18 months, entails the Demolition of the current Head Office facilities in Commissioner Street, and a transfer to new facilities within the precinct. Assurance has been given that PWD will accommodate the requirements of the Department.

Following are the details of the capital investment plan on infrastructure

3.1 Rehabilitation/Upgrading

3.1.1 Additions to existing infrastructure

Key: R & M Civil/Structure - carpentry, glazing, bathroom fittings, drainage, sewers and fencing

Repairs Electrical - Lights, switches, sockets, intercom, additional perimeter lighting

R & M Mechanical - Air Con units, heaters and industrial kitchen equipment

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

16 Coordination, Cooperation and Outsourcing Plans

Inter-department linkages

The Department of Social Development is working in collaboration with the under mentioned stakeholders, in the delivery of social welfare services.

Programme	Key stakeholders	Respective Role
Youth in conflict with the law	GDSD	<ul style="list-style-type: none"> Provide assessment probation and diversion services
	NGOs	<ul style="list-style-type: none"> Provide early intervention in the form of diversion services e.g. life skills vocation guidance and therapeutic services
	SAPS	<ul style="list-style-type: none"> Collaborate on provision of statutory services in, such as testifying in plea and trial, and identifying the probation officer of arrest
	Justice	<ul style="list-style-type: none"> Collaborate on statutory services e.g. final decision on sentencing
	Correctional Services	<ul style="list-style-type: none"> Collaborate on statutory services in the form of community base supervision
	Education	<ul style="list-style-type: none"> Provide placement of children in reforms schools
Bana Pele (Single Window)	Education, Health	<ul style="list-style-type: none"> Vulnerable children especially orphans will be able to access a package of services including child support grants, school fee exemption, free health care, school uniforms, school feeding and psycho social support

Programme	Key stakeholders	Respective Role
Community Development	Labour	<ul style="list-style-type: none"> • Provide intensive Public Works Programmes
Expanded Public Works Programmes	Housing	<ul style="list-style-type: none"> • Provide People's Housing Projects
	Health	<ul style="list-style-type: none"> • Provide Community Based and Home Based Care for persons infected and affected with HIV/AIDS • Provide Home and Community based-care for the Aged and Persons with Disabilities
	Finance and Economic Affairs	<ul style="list-style-type: none"> • Provide protective Business ventures for Persons with Disabilities
	Agriculture and Environment	<ul style="list-style-type: none"> • Provide income generating skills development programmes
Special programmes for Children in Poverty	Education	<ul style="list-style-type: none"> • School Nutrition Programmes • Exemption from school fees, school uniform provision. • Early Childhood Development
	Health	<ul style="list-style-type: none"> • Early Childhood Development
Special Programmes for Vulnerable Persons	Health	<ul style="list-style-type: none"> • Provide free Health Care to Persons with Disabilities • Access to Affordable Drugs
	Public Works and Transport	<ul style="list-style-type: none"> • Provide affordable transport to the people who are poor, with disabilities,

Programme	Key stakeholders	Respective Role
Asset Capital Poverty Alleviation	Housing	<ul style="list-style-type: none"> • Access to affordable and adequate housing / shelter • Identification of sites for new projects
	Agriculture, Conservation and Environment	<ul style="list-style-type: none"> • Access land for people who are poor
	Transport and Public Works	<ul style="list-style-type: none"> • Provide Social Assets and community infrastructure • Access to credit by people who are poor
Human Capital Poverty Alleviation	Office of the Premier	<ul style="list-style-type: none"> • Promote Gender Equality and Empowerment
	Sport, Recreation, Arts and Culture	<ul style="list-style-type: none"> • Provide productivity work for Youth
	Agriculture, Conservation and Environment	<ul style="list-style-type: none"> • Provide support for small Farmers to promote environmental awareness and low simple technologies
	Labour, Health, Agriculture and DTI	<ul style="list-style-type: none"> • Developmental Centres
	Health	<ul style="list-style-type: none"> • Provide measures to assist and empower People with Disabilities
	All Departments	<ul style="list-style-type: none"> • Support for the Elderly especially where the safety nets fails

Local Government linkages

The Department of Social Development has signed a joint declaration that provided the basis for the MEC and the Mayoral Committee, to lead the rollout of the social transformation programmes that caters for women, youth, HIV/AIDS, safety and security of the aged, special pensions, and children. This Committee is supported by a Technical committee lead by the Head of Department.

Regional Poverty Alleviation mechanisms have been implemented or are in the process of implementation at Metropolitan Council level to coordinate poverty alleviation initiatives.

The department is also involved in the alignment and assessment of integrated development plans with the Department of Development planning and Local Government and Municipalities within the Province.

Public entities

There are no public entities for which the Department of Social development is responsible. Nevertheless, this is to become a major component of our services.

Public, Private Partnerships, outsourcing etc

The Department of Social Development has only one Public Private Partnership namely, AllPay and is responsible for the cash payment of social grants in communities. In order to promote and strengthen social capital, the Department has forged partnership with Non Governmental Organizations, Community Based Organizations, Faith Based Organizations and Organizations from the Third Sector that serve as an extension of its delivery networks. The Department has outsourced services such as cleaning, security, etc at its buildings.

Reference

1. Service delivery Model for Developmental Social Services: Department of Social Development (2nd Draft – 14th December 2004)
2. Strategic Plan – 2004/05 – 2006/07: Department of Social Development
3. January 8th Statement 2005 – 50 years of the Freedom Charter: Statement of the National Executive Committee of the African National Congress on the Occasion of 93 years of the ANC
4. Gauteng Growth and Development Strategy (2004)
5. The ANC 9th Gauteng Provincial Conference Report: 9th - 12th December 2004 – Deepening Unity in Action to Fight Poverty and Create Work in the 2nd Decade of Freedom
6. Gauteng Programme of Action for Children (2002)
7. The Status of Children in Gauteng: A Research Commissioned by Office of the Premier (2004)
8. The African National Congress Election Manifesto
9. White Paper for Social Welfare, 1997
10. South African government and the United Nations Development Programme commissioned study report of the Social Development Indicators for the Government of South Africa, Ten Years Review, Millennium Development Goals, 2002.
11. Gauteng 2014 plan for discussion at EXCO Lekgotla, 10-11 September 2003

Appendix 1: Expected to have been achieved, by the year 2000, in terms of the 1990 World Summit for Children.

- i) One third reduction in the 1990 under-five death rates (or 70 per 1 000 live births, whichever is less
- ii) Halving of 1990 maternal mortality rates
- iii) Halving of the 1990 rates of malnutrition among under –fives (to include the elimination of micro-nutrient deficiencies, support for breastfeeding, and reduction in the incidence of low birth weight to less than 100%
- iv) The achievement of 90% immunization among under-ones, the eradication of polio, the elimination of neonatal tetanus, a 90% reduction in measles deaths (compared to pre-immunization levels);
- v) Halving of the child deaths caused by diarrhoea disease;
- vi) One third reduction in child deaths from acute respiratory infections;
- vii) Basic Education for all children and completion of primary education by at least 80% --girls as well as boys;
- viii) Clean water and safe sanitation for all communities;
- ix) Acceptance in all countries of the Convention on the Rights of the Child, including improved protection for children in especially difficult circumstances;
- x) Universal access to high quality family planning information and services in order to prevent pregnancies that are too early, too closely spaced, too late or too many.