



DEPARTMENT OF HEALTH AND SOCIAL DEVELOPMENT



Social Development (Vote 12) Strategic Plan 2005/06 – 2009/10

Foreword by the Executive Authority (MEC)

As we enter the second decade of our democracy, we pride ourselves for having made great strides in redressing the historical imbalances in the delivery of Social Development services in the Province.

The Department successfully managed to implement policies and programmes that were focused on reducing poverty and its manifestations. We can now confidently pronounce that we are succeeding in offering our communities greater access to and better quality of services. This resulted in a positive impact on the lives of all citizens of Limpopo.

We have made significant interventions in addressing issues of poverty through subsidies to NGOs, CBOs and crèches. Our poverty alleviation projects focus primarily on women and the vulnerable groups which were previously marginalised. We have also witnessed our coverage in social assistance grants rising from 300 000 to well over a million beneficiaries.

The provincial support network for home based care of persons infected and affected by HIV/AIDS has been substantially expanded. The Department is rolling out a programme of establishing drop-in centres for orphans and vulnerable children in an attempt to address the negative impact of HIV-Aids within the province.

The Department's programmes have been geared towards successfully addressing issues of family disintegration, child abuse and youth development in partnership with relevant stakeholders.

Whilst it is true that we are succeeding in breaking the cycle of disempowerment, particularly to the historically disadvantaged, we are ever conscious of the enormous challenges facing us. We are alive to the fact that there are new challenges posed by among others moral decay, family disintegration, increased abuse of children and women, influx of non-citizens into our Province. These challenges put much pressure on our limited budget.

The creation of the South African Social Security Agency (SASSA) as a public entity and the reconfiguration of the Department as Health and Social Development will naturally bring about opportunities, challenges and implications that will need to be managed effectively and efficiently. Inevitably, Social Development will need to redefine its roles and priorities in the light of the social security policy shift. As we continuously explore new methods and tools to match these challenges, we are confident that we will ultimately manage to bridge the gap between available resources and the needs of our communities in order to push back the frontiers of poverty in our Province.

The management of our financial obligations is improving significantly. With our Risk Management Plan well in motion and our Fraud Prevention Plan being implemented, we are confident that our internal control systems are becoming more effective. The intended outcomes of this plan is to ensure a comprehensive, efficient, effective and quality service delivery system that contributes to a self – reliant society.

It is therefore my pleasure to present this strategic plan which serves as a Social Contract between my Department and the people it serves.

Taking the above into account, I hereby declare that my Office will give oversight to this Strategic Plan of the Department of Health and Social Development (Vote 12) as presented hereunder.

Mr. S.C Sekoati
HONOURABLE MEC FOR HEALTH & SOCIAL DEVELOPMENT

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PART A : Strategic overview

1. Overview of Strategic plan

Introduction and Sign Off by the Accounting Officer (HOD)

The past decade progress on management and service delivery is characterized by land-marks that include transformation and rationalization of Social Development services from fragmented institution - based to comprehensive and community - based services to be accessed by the entire population in the province.

In line with national and provincial priorities, the Department has succeeded in improving not only access to service delivery but also increased coverage of social assistance grants to over a million social grants recipients.

In pursuit of our constitutional obligations, the Department has delivered programmes intended to address problems of poverty alleviation. Following implementation of transformation initiatives, the number of funded NGOs increased from 40 in 1994/95 to 356 in 2004/05 while crèches increased from 209 to 1 150 during the same period. 5 430 children are provided with 3 meals and a range of home assistance interventions at Drop – in Centres.

While we have made strides in the delivery of Social Development services, we are still faced with challenges such as insufficient budget, especially in social assistance grants, staffing in line with National norms and standards; external factors ranging from moral decay, family disintegration, increased abuse of children and women as well as influx of non-citizens into our Province. Following the establishment of the South African Social Security Agency, Social Development should be geared towards repositioning itself and redefining it's priorities. There is a need to maximize efforts towards poverty reduction and improving the Health and Social status of the population in line with Limpopo Provincial Growth and Development Strategy (PGDS).

This Strategic Plan will be used as a tool to assist in managing the afore going challenges. The compilation of this plan has been an interactive process involving managers at all levels within the department in support of decentralised management, good governance and accountability.

All factors considered, I hereby once again declare that my Office will provide the necessary management oversight for the implementation of the Limpopo Department of health and Social Development (Vote 12), Strategic Plan presented hereunder

**DR H.N MANZINI
HEAD OF DEPARTMENT (Health & Social Development)**

1 Vision:

A health promoting and developmental service to the people of Limpopo.

2 Mission

The department is committed to provide sustainable health and development services through a comprehensive and integrated system.

3 Values

- We commit ourselves to serve the community with honesty and integrity.
- Fairness and equity shall be adhered to at all times.
- We shall strive towards providing accessible services to all our customers.
- Every person shall be treated with respect and dignity.
- We commit ourselves to render services competently
- We will adhere to professional ethics.
- We will render cost effective services.
- Client and service orientation will be the norm.
- Teamwork will be promoted at all times.
- All our services will be transparent.

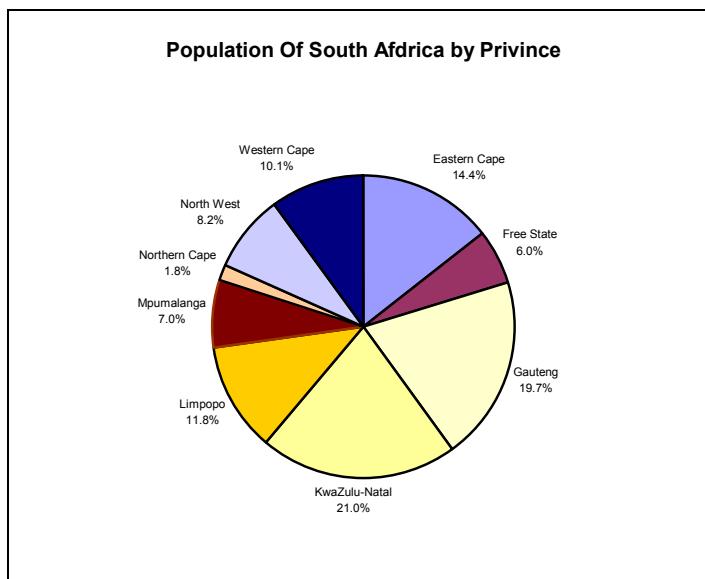
4 Sectoral Situational analysis

Demography

Background

According to the 2001 population census, Statistics South Africa has estimated the size of the population in Limpopo to be 5 273 642 (5.2 million), which is 11.8% of the total population of the country. This shows a 7 % increases from 4.9 in 1996 to 5.2 million in 2001. Females account for 54,6% of the population, a 0.3% increase to that of the 1996 census. See Diagram 2. Limpopo therefore remains the 4th highest populated province in South Africa as per both the 1996 and 2001 census. See

DIAGRAM 1: POPULATION (%) BY PROVINCE



Source: Census in brief, 2001

The estimated fertility rate decreased from 5.8 % in 1991 to 3.9 % in 1998. It is estimated that by 2011 the fertility rate will decrease to 3.0 % (high estimate) or 2.6 % (low estimate).The average household decreased from 4.9 % in 1996 to 4.3 % in 2001. This is higher than the national average of 3.8 % in 2001.

Population distribution by Age and Gender

The age distribution of the population in Limpopo resembles the typical broad base pyramid of developing countries, with a large portion in the younger age groups and a steadily decreasing proportion in the older age groups. This distribution shows that Limpopo population is somewhat younger than in the whole country. A younger population requires more educational, recreational and health facilities thus adding more pressure to the limited provincial fiscal resources.

Children between 0-4 years: 11.4%

Children between 5-9 years: 13.8%

Children between 10-14 years: 14.4%

Female Population 15-19 years: 6.7%

Females 15-44 years: 24.7%

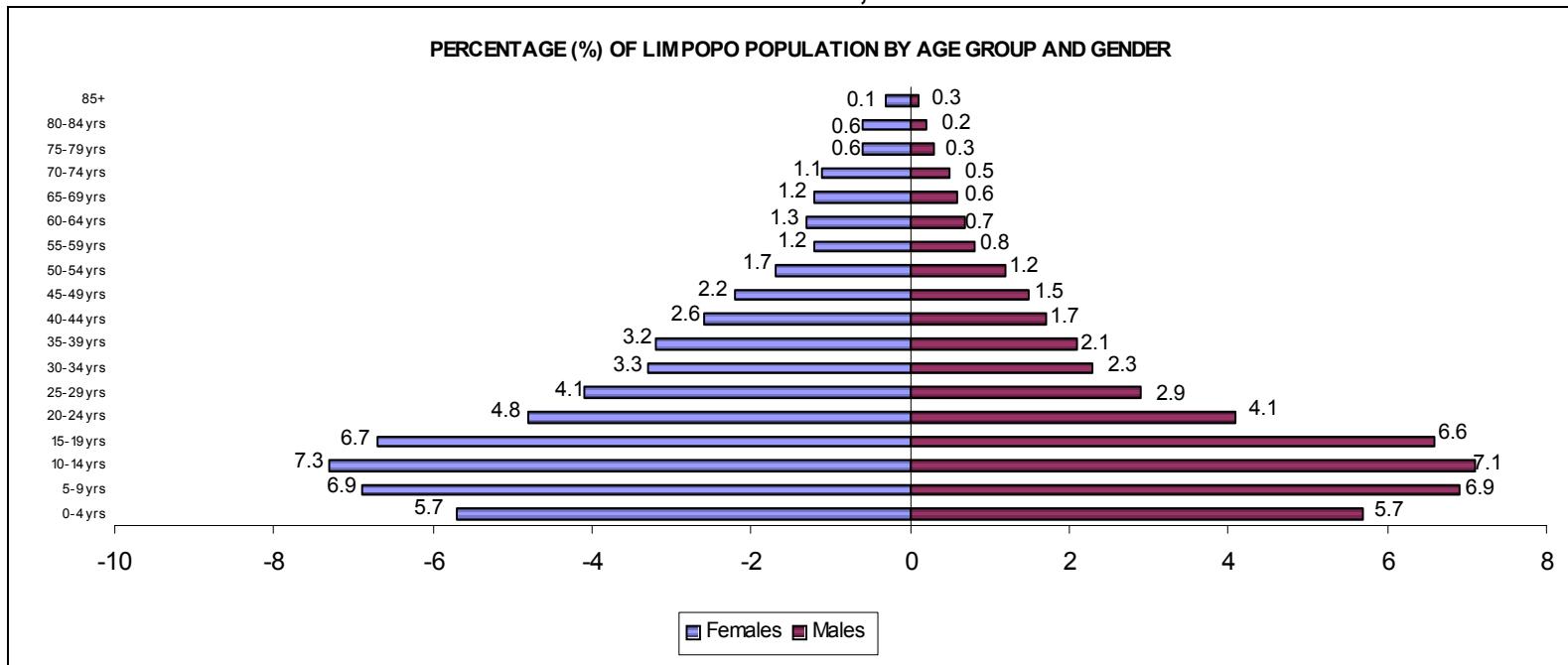
(an increase of 1.01% from 23.69% of the 1996 census)

Persons 65 years and older: 5.5%

(an increase of 1.21% from 4.29% of the 1996 census)

Limpopo has the highest female population in the country 54.6% compared to the national average of 52.2%. Females tend to account for a larger proportion of the population than males in all provinces except for Gauteng. (F=49.7% vs. M=50.3%) There is a fast decline in proportion of males between the age groups 15-19 and 25-29 compared to that of females in the same age groups.

DIAGRAM 2:
PERCENTAGE POPULATION BY AGE GROUP AND GENDER, LIMPOPO PROVINCE



Source: StatsSA-Census 2001

Females tend to account for a larger proportion of the population than males.

- Females 54.6% an increase of 0.3% from 54.3% of the 1996 census
- Males 45.4% an increase of 0.1% from the 45.3 of the 1996 census

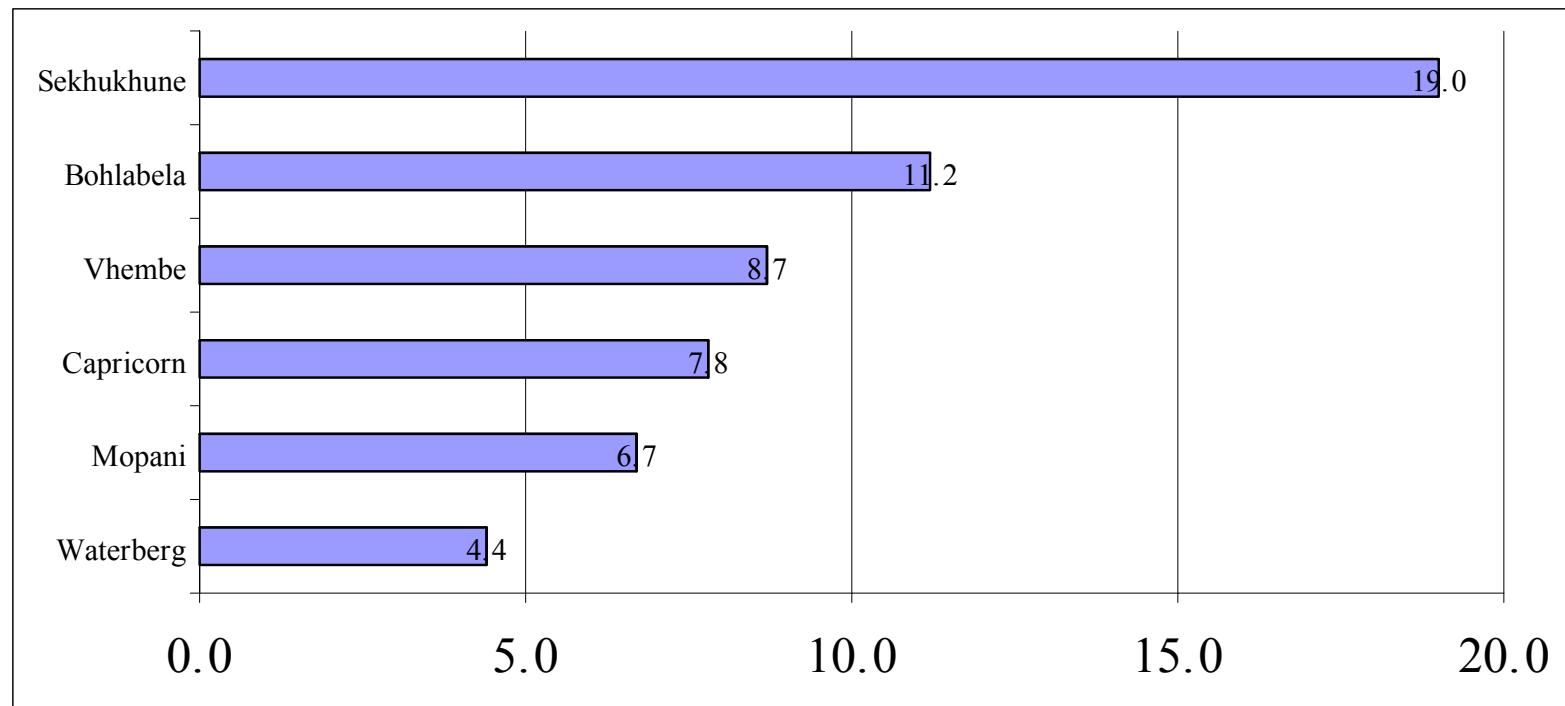
Table 1 Distribution of the population of Limpopo by District

DISTRICT	1996	2001	Average annual growth rate (%)
Bohlabela	632,859	595,203	-1.20
Capricorn	1,063,179	1,154,690	1.66
Mopani	872,179	964,230	2.03
Sekhukhune	717,650	745,568	0.76
Vhembe	1,097,630	1,199,880	1.79
Waterberg	548,673	614,158	2.28
Total	4,932,164	5,273,630	1.30

Source: Development Index Framework: Limpopo

Over 90% of the province is rural and poor; this has an impact on the service delivery and accessibility to service points. Despite improvement in the economic growth of the province, the poverty levels remain high at 60%, particularly in Bohlabela and Sekhukhuni districts where the dependency ratio are at 1: 11 and 1: 19 respectively. (ref. Provincial Growth and Development Strategy) The challenge is to establish sustainable projects to address poverty issues. (ref. Provincial Growth and Development Strategy)

Figure 1 Limpopo dependency ratio per district: 2001



Source: Development Index Framework: Limpopo.

Table 2 Level of employment by district: 2003

Item	Year	Capricorn	Bohlabela	Mopani	Sekhukhune	Vhembe	Waterberg	Province
Economically active population (number)	1998	219167	144410	214298	124303	271454	187933	1161565
	2003	277590	183 759	270004	157 591	343649	235505	146 8098
Employment (number)	1998	118380	45673	129871	27459	123271	135804	580457
	2003	128818	57863	150274	34075	134466	169595	675092
Unemployment (%) (expanded)	1998	46	55.7	39.6	68.1	49.3	30.1	46.6
	2003	50.7	56.9	41.8	69.4	53.1	31.2	49.3

Source: Development Index Framework: Limpopo.

Table 2 Number of people in poverty: 1998 and 2003^a

District	1998	%	2003	%
Capricorn	588 345	60.9	680 216	65.3
Bohlabela	490 526	66.5	448 503	56.5
Mopani	554 706	61.4	537 757	55.5
Sekhukhune	534 206	70.4	545 362	67.2
Vhembe	720 434	60.9	786 842	62.0
Waterberg	380 348	55.4	373 800	50.8
Province	3 268 566	62.4	3 372 479	60.0

Source: Global Insight Southern Africa: 2004

The number of people in poverty represents the percentage of people living in households with an income less than the poverty income. The poverty income is defined as the minimum monthly income needed to sustain a household and varies according to household size, the larger the household the larger the income required to keep its members out of poverty (BMR report no. 235, Minimum and Supplemented Living Levels in the main and other selected urban areas of RSA.)

Figure 2 : Limpopo v/s National HIV prevalence trends

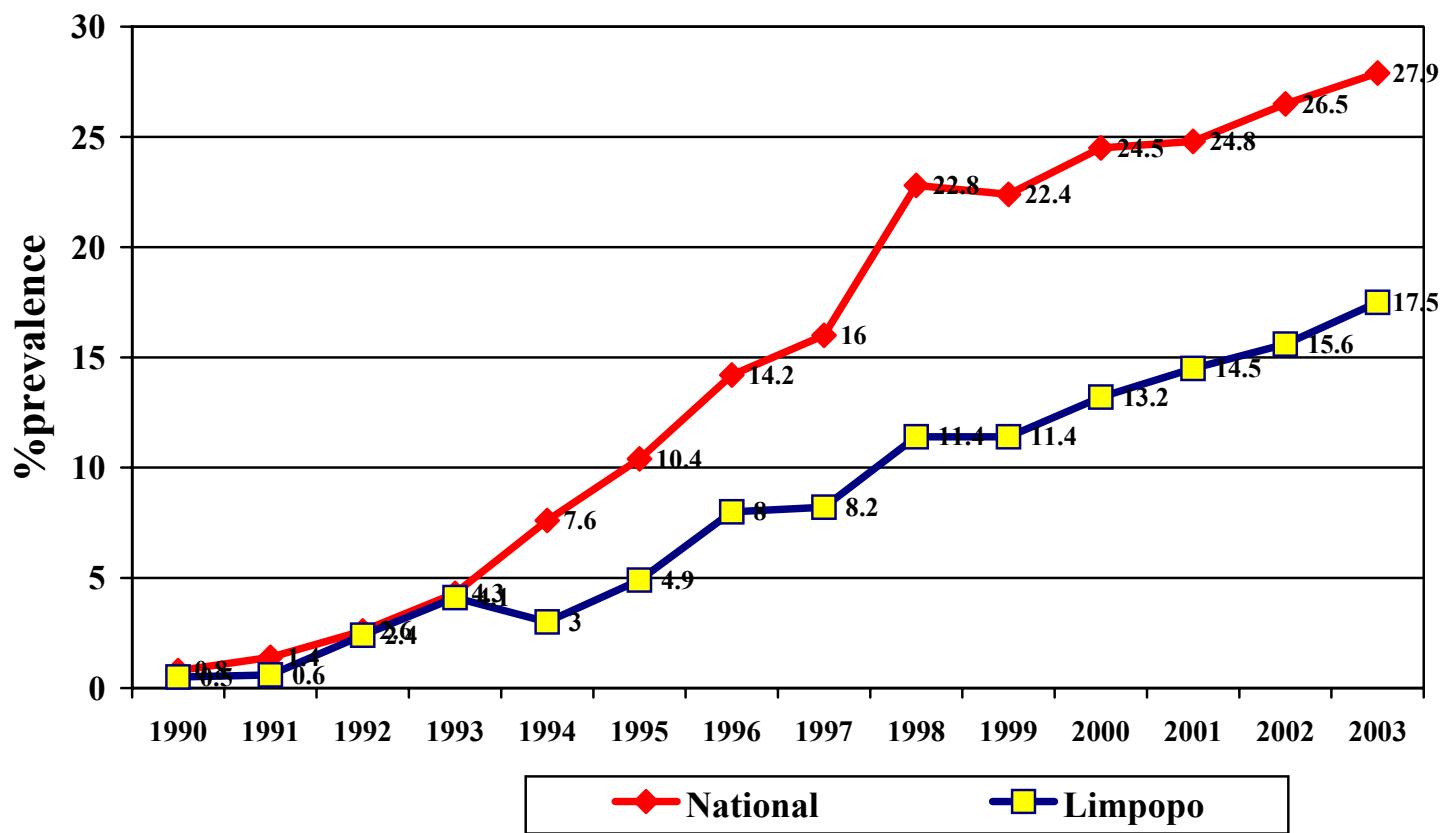


Figure 3:Limpopo HIV Prevalence by district 2001 - 2003

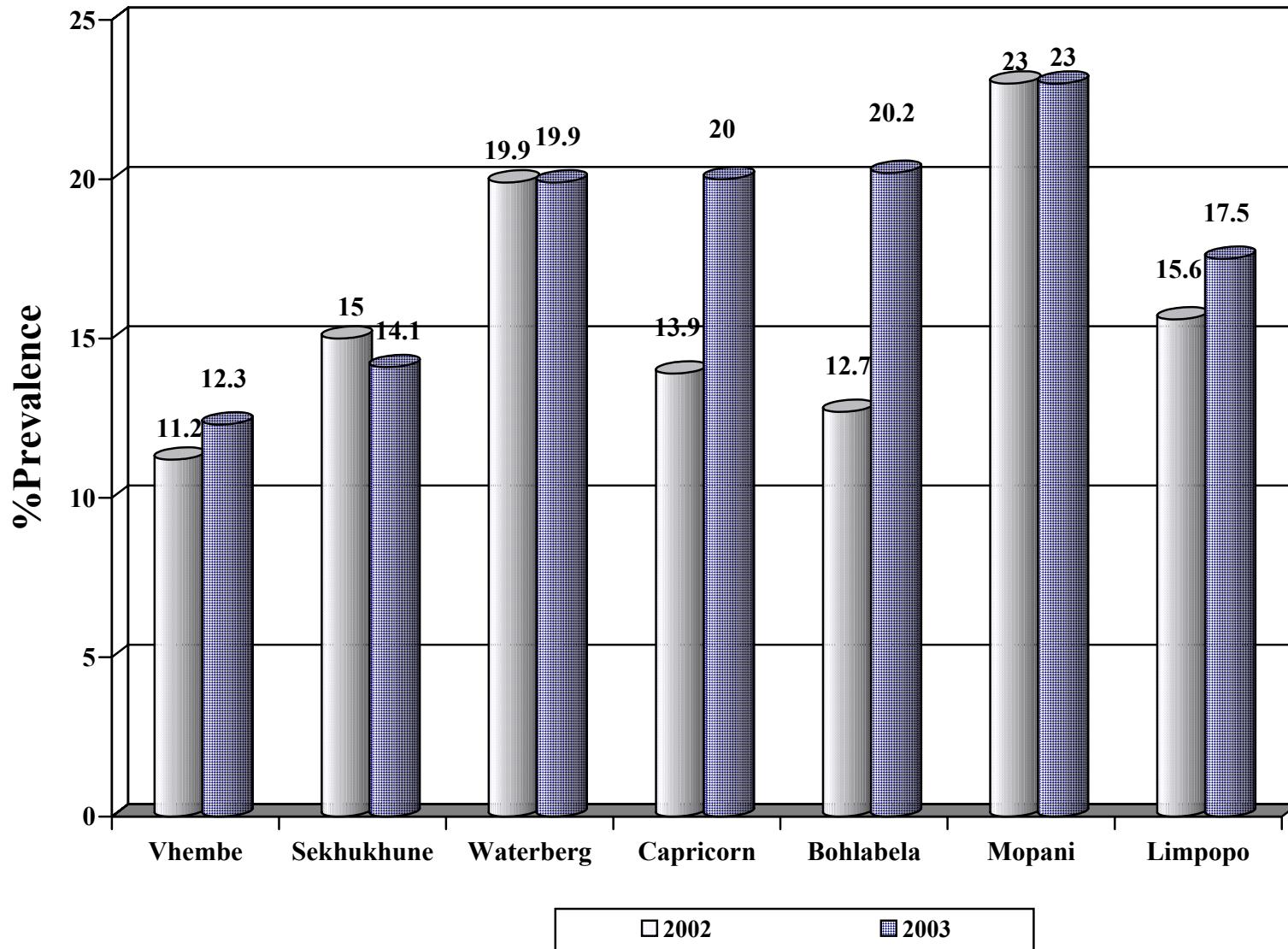


Table 3: HIV prevalence by province for 2001 - 2003

Provinces	YEAR		
	2001	2002	2003
WC	8.6	12.4	13.1
NC	15.8	15.1	16.7
LP	14.5	15.6	17.5
EC	21.7	23.6	27.1
NW	25.2	26.2	29.9
FS	30.1	28.8	30.1
GP	29.4	31.6	29.6
MP	29.4	28.6	32.6
KZN	33.5	36.5	37.5

5 Environment and Challenges

5.1 Summary of service delivery environment and challenges

Over 90% of the province is rural and poor; this has an impact on the service delivery and accessibility to service points. Despite improvement in the economic growth of the province, the poverty levels remain high at 60%, particularly in Bahlala and Sekhukhuni districts where the dependency ratio are at 1: 11 and 1: 19 respectively. (ref. Provincial Growth and Development Strategy) The challenge is to establish sustainable projects to address poverty issues. (ref. Provincial Growth and Development Strategy)

With the female population estimated at 54.6 % of the population and the 24.7 % being at child bearing age, there is a need to provide adequately for women empowerment, child care and youth development programmes. There is a need to emphasize the developmental approach as opposed to the welfaristic model.

Although the provisioning of social grants continue to be the most effective poverty alleviation programme, its sustenance has always had huge implications for the overall resources of the government, as it consumes a significant portion of both the departmental and provincial budgets. In many respects, this has had the effect of compromising focus on such areas as improvement of conditions under which the social grants are received, as well as the development of our human resource base in terms of expertise and archiving the required norm. Consequently, the delivery of these services is not at a level that satisfies either the government Batho – Pele principles or the citizens' aspirations.

The urgency for government to fast track an overarching programme of transformation of the current disintegrated and inefficient controls and processes, information systems, institutional arrangements and human resource skills base, can not be over emphasized. The establishment of SASSA, therefore serves, as both a noble and practical intervention to realize a lasting solution to all these challenges.

The transformation of Social Development institutions will ensure equity and accessibility, which is still a challenge to be addressed.

The HIV/AIDS challenges are enormous with an increase in the number of orphans and vulnerable children. Placement of children in alternative care is given a priority and best practices are being explored.

The Expanded Public Works Programme is being initiated and areas to be addressed will be within the Community Home Based Care and Early Childhood Development.

5.2 SUMMARY OF ORGANIZATIONAL ENVIRONMENT AND CHALLENGES

The establishment of SASSA requires reposition of the social development which will lead to a change in organizational structure.

Staff turn over is high and the vacancy rate is at 36% through the implementation of the recruitment and retention strategy we will be able to address this challenge.

Our participation in the social and justice clusters strengthens our collaborative programme implementation.

Infrastructure development has been a challenge due to financial constraints. The physical facility development plan has now been finalized and implementation started.

The Department does not yet have an adequate Information system in place that manages and support social development programmes. The record and assets management systems are still a challenge for the province.

Due to past under-funding, the Department experienced repeated overspending for the past 4 financial years. The outlook for the MTEF is encouraging and we hope that we will remain within the allocated funds.

6 Legislative and other mandates

The Constitution of the Republic of South Africa (section 27(1)(c), provides for the right of access to appropriate social assistance to those unable to support themselves and their dependants. Section 28(1) of the Constitution enshrines the rights of children with regard to appropriate care, basic nutrition, shelter, health care services and social services.

The National Department of Social Development currently administers the following laws or part thereof:

- Aged Persons Act, 1967 (Act No. 81 of 1967);
- Fund-raising Act, 1978 (Act No.107 of 1978);
- Social Service Professions Act, 1978 (Act No. 110 of 1978);
- Child Care Act, 1983 (Act No. 74 of 1983);
- Probation Services Act, 1991 (Act No.116 of 1991);
- Prevention and Treatment of Drug Dependency Act, 1992 (Act No. 20 of 1992);
- Non-profit Organisations Act, 1997 (Act No. 71 of 1997);
- National Development Agency Act, 1998 (Act No. 108 of 1998); and
- Advisory Board on Social Development Act, 2001 (Act No. 3 of 2001)

These laws constitute the legal framework for social development in South Africa. All the abovementioned laws, excluding the Social Development Laws Amendment Act, 1997 and the Advisory Board on Social Development Act, 2001 have been amended a number of times since April 1994.

In addition, the White Paper for Social Welfare (1997), Population Policy (1998) and the Constitution of South Africa (1996) provide the policy framework for the Department's Core Functions.

6.1 Aged Persons Act, 1967

This Act provides for the protection and Social Development and certain aged and debilitated persons, for the care of their interests, for the establishment and registration certain institutions and for the accommodation and care of such persons in such institutions. The Act was amended a number of times before April 1994. Further amendments were made in November 1994 in order to, amongst others, repeal certain discriminatory provisions and in November 1998 in order to provide for the establishment of management committees for homes for the aged, to require reporting on the abuse of aged persons and regulate the prevention of the abuse of aged persons. The Department is currently drafting a Bill on the status of older persons.

6.2 Fund Raising Act, 1978

The Fund-raising Act, 1978, that provided for control of the collection of contributions from the public and for the establishment of various relief funds was, 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.

6.3 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 – in 1995 it provided for the establishment of the South African Interim Council for Social Work and for the rationalisation of certain laws relating to social workers that remained in force in the various areas of the national territory of the Republic. The Act was also amended in 1996 in order to make the South African Interim Council for Social Work more representative of the people of the country. The 1998 amendment established the South African Council for Social Service Professions and professional boards for social service professions.

6.4 Child Care Act, 1983

The Child Care Act, 1983 which provides for the establishment of children's courts and the appointment of commissioners of child Social Development, for the protection and Social Development of certain children, for the adoption of children and for the establishment of certain institutions for the reception and for the treatment of children after such reception, was amended in 1996 to provide for legal representation for children and for the registration of shelters. The 1998 amendment provided for the rights of certain natural fathers where the adoption of their children born out of wedlock has been proposed and for certain notice to be given. The 1999 amendment provided for the establishment of secure care facilities and for the prohibition against the commercial sexual preparing new comprehensive new Child Care legislation has been finalised. The drafting of the new Child Care Bill has commenced and it is envisaged that the draft Bill will be tabled in parliament within the next year.

6.5 Probation Service Act, 1991

This Act provides for the establishment and implementation of programmes aimed at combating of crime and for the rendering of assistance to and treatment of certain persons involved in crime. The Probation Services amendment Bill has been approved by Parliament in August 2002.

The Probation Services Amendment Act, 2002 (Act no 35 of 2002) came into operation on 7 November 2002.

The Act services as an interim measure to facilitate the transformation of the child and youth care system and provides, amongst others, for-

- a. New definitions, such as "assessment", "diversion", "early intervention", 'Family finder", "home-based supervision" and "restorative justice", which are relevant to the transformation of the child and youth care system;
- b. The introduction of assessment, support, referral and mediation services in respect of victims of crime;
- c. The establishment of restorative justice programmes and services as part of appropriate sentencing options;
- d. The establishment of a probation advisory committee to advise the Minister on matter relating to probation services.

6.6 Prevention and Treatment of Drug Dependency Act 1992

This Act provides for the establishment of programmes for the prevention and treatment of drug dependency, the establishment of treatment centres and hostels, the registration of institutions as treatment centres and hostels and the committal of certain persons to and their detention, treatment and training in such treatment centres or registered treatment centres. The Act was amended in 1996 to extend the application of the Act to the whole of the national territory of the Republic and in 1999 to establish the Central Drug Authority.

6.7 Social Assistance Act, 1992 and Welfare Laws Amendment Act, 1997

The Social Assistance Act, 1992 provides for the rendering of social assistance to persons, national councils and Social Development organisations. The Act was amended in 1994 to further regulate the making of grants and financial awards to certain persons and bodies. In 1997 the Social Development Laws Amendment Act, 1997 amended the Social Assistance Act, 1992 in order to provide for uniformity of, equality of access to, and effective regulation, of social assistance throughout the Republic, to introduce the child-support grant, to do away with capitation grants, to abolish maintenance grants subject to the phasing out of existing maintenance grants over a period not exceeding three years, to provide for the delegation of certain powers, and to extend the application of the provisions of the Act to all areas in the Republic.

The following recent amendments to the Republic under the Social Assistance Act, 1992, have been made:

- The assessment process for disability and care dependency was simplified by removing the role of the pension's medical officer and making provision for the creation of assessment panels to enable individuals living in rural areas, who have no access to doctors, to be assessed by a panel, so that they can qualify for a grant.
- The Care Dependency Grant has been extended to custodians and guardians of children so that children infected and affected by HIV/AIDS, do not have to be placed in foster care in order to access the grant.
- The income level for the means of all test to qualify for the Care Dependency Grant has been increased. Applicants are required to declare the income of the parents only, rather than the income of the household as previously done.
- The asset means for all grant types are taken at nil values, if the property is owned and occupied by the applicant and his or her spouse.

These amendments make requirements for people to be properly informed about decisions made with respect to their grants. In addition, a broad framework for a new Social Assistance Act has been developed, which will be tabled in the new financial year.

6.8 Non-Profit Organisations Act, 1997

This Act repealed the Fund-raising Act, 1997, excluding the chapter, which deals with the relief funds, and provided for an environment in which non-profit organisations can flourish. The Act also established 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.

6.9 National Development Agency Act, 1998

The National Development Agency Act, 1998 provides for a national funding, capacity building and coordination structure known as the National Development Agency (NDA). The NDA is mandated to grant funds to Civil Society Organisation (CSO's), enhance capacity and promote development dialogue, whilst meeting the development needs of poor communities.

6.10 Advisory Board on Social development Act, 2001

The Act provides for a national advisory structure in the social development sector with the aim of building and consolidating partnership between government and civil society and for that purpose, to establish a body to be known as the Advisory Board on Social Development.

6.11 White Paper for Social Development (1997)

The White Paper sets out the principles, guidelines, proposed policies and programmes for development of Social Development in South Africa. As the primary policy document, the Whit Paper serves as the foundation for Social Development in the post 1994 era.

6.12 White Paper Population Policy for South Africa (1998)

The White Paper aims to promote sustainable human development and the quality of life of all South Africans, through the integration of population issues into development planning in all spheres of government and in all sectors of society. The policy mandates the Department of Social Development to monitor the implementation of the policy and it's impact on population trends and dynamics in the context of sustainable human development. Government departments and their counterparts in civil society should be capacitated and supported to understand the critical linkages between population and development, and to integrate population issues in development planning through research and the dissemination of data and information.

6.13 Domestic Violence Act

Provincial social workers and lay counselors 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.

6.14 South African Social Security Agency Act (2004)

6.15 Northern province welfare services Act (1998)

7 Other Policy Developments

7.1 Comprehensive HIV & AIDS care management treatment and support strategy

This is a comprehensive plan that addresses prevention, treatment, care and support of HIV & AIDS infected persons, including the provision of ART and nutritional support.

7.2 Promotion of Access to Information Act (2000)

7.3 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.

The purpose of this Bill is to establish a criminal justice process for children accused of committing offences which aims to protect the rights of children entrenched in the Constitution and provided for in international instruments. The aim of the Bill is therefore to:

- Provide for a minimum age of criminal capacity of such children;
- Delineate the powers and responsibilities of members of the South African Police Service and probation officers in relation to such children.
- Provide for the processes to be followed in the detention of such children and their release from detention.
- Incorporate diversion of cases away from formal court procedures as a central feature of the process.
- Ensure that the assessment of children and preliminary inquiry are compulsory procedures in the new process.
- Extend the sentencing options available in respect of such children.
- Entrench the notion of restorative justice and to establish appeal and review procedures; and
- Create monitoring mechanisms to ensure effective operation of this legislation, and to provide for matters incidental thereto.

7.4 Older Persons Bill

This Bill intends to replace the Aged Persons Act, 1967 and 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.

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

During the 2002/03 financial year, Cabinet approved the extension of the means-tested Child Support Grant beyond the age of seven to poor children up to their fourteenth birthday. 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 2003/03 financial year. Children under the age of 11-years will qualify in the 2004/05 financial year. Children under the age of 14-years in the 2005/06 financial year.

7.6 South African Social Security Agency Bill

The principal aim of this bill 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. This Bill relates to the Minister's 10-point plan of an integrated and comprehensive social security system.

The Bill was approved by the Portfolio Committee for Social Development during October 2003, and it is envisaged that the Bill will be finalised before February 2004.

7.7 Children's Bill

The children's Bill constitutes a comprehensive rewrite of the Child care Act, 1983 and, amongst others, is at addressing South Africa's international law and constitutional obligations towards children.

7.8 Social Assistance Bill

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.

8 Core functions and support functions

8.1 Core Functions

The Department has, as its primary core function the following:

- (1) To provide a social security safety net
- (2) To manage and administer of social assistance in the form of a cash benefit to the poor, the vulnerable, and those with special needs who qualify for such grants.
- (3) To provide developmental social welfare safety net
- (4) To reduce poverty and the impact of HIV/AIDS through sustainable development programmes in partnership with implementing agencies (such as Non Profit Organisation (NGO's) Community Base Organisations (CBO's) and Faith Base Organisations (FBS's).

8.2 Support

Support services include the following:

- Provision of Corporate Support Services
- Collection and utilisation of Demographic, Economic and Social data and information for planning.

8.3 Functional areas per programme

- **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 2: Social Assistance**
 - To provide for the administration and disbursement of social assistance grants and social relief of the distressed to qualifying beneficiaries.
- **Programme 3: Social Welfare Services**
 - To provide and support the delivery of Social Development services by Government and registered implementing agencies.
- **Programme 4: Development and Support Services**
 - To reduce poverty and the impact of HIV/AIDS through sustainable development programmes.
- **Programme 5: Population and development Trends**
 - To research, analyze and interpret population and development trends to inform programmes, services and strategies.

9 Description of strategic planning process

The Department is engaged in consultation meetings (Imbizo's) with communities where inputs regarding service delivery are discussed. The inputs assist the Department in aligning the community needs with service plans. Various strategic workshops have been held with NGOs, CBOs and provincial and district managers. The strategic management process is monitored and evaluated through quarterly, mid-term and annual reports as well as five year end of term reviews.

PART B: PROGRAMME AND SUB PROGRAMME

10 Programme 1: Social development administration

10.1 SITUATIONAL ANALYSIS

To provide the overall strategic management and support services in the following areas:

- Political and legislative interface between Government, Civil Society and the relevant stakeholders.
- Policy interpretation and strategic direction.
- Service Delivery
- Corporate services.
- Infrastructure and technology.
- Demographic and social data for planning and information.
- Develop and manage Social Development information system.
- Transformation of Social Development services through service delivery improvement plan.
- Human resource development and management.

10.2 Policies, Priorities and Objectives

10.2.1 Policies

- SASSA Act
- Comprehensive HIV & AIDS care management treatment and support strategy
- PFMA
- Financing policy
- NP Welfare services act
- Supply Chain Management Act
- **Promotion of Access to information Act (2000)**

10.2.2 Priorities

- Social service infrastructure
- Transformation of services
- Financial Management
- Management information system
- Transfer of social security to SASSA
- Organizational repositioning
- Human Resource management and Development

10.2.3 Objectives

TABLE 8: STRATEGIC GOALS AND OBJECTIVES FOR PROGRAMME 1.

STRATEGIC GOALS	STRATEGIC OBJECTIVES
1.1 MEC OFFICE Commitment by the MEC to National and Provincial policies.	1.1.1 Ensure fulfillment of statutory obligations. 1.1.2 Ensure fulfillment of executive and political mandates 1.1.3 Manage stakeholder relations
1.2 HOD OFFICE Management of the department	1.2.1 Ensure that the responsibilities assigned by all applicable Acts of Parliament are adhered to. 1.2.2 Provision of strategic leadership and management oversight for the Department
1.3 CFO OFFICE Management of Finance and supply - chain management	1.3.1 To develop and promote sound financial management systems and processes 1.3.2 To develop , promote and maintain an effective, efficient, economical, transparent provisioning and contract management system 1.3.3 To co-ordinate the development and management of public private partnerships 1.3.4 To provide capital infrastructure 1.3.5 To provide and coordinate effective and efficient fleet and logistics management

1.4 CORPORATE SERVICES OFFICES Management of Corporate Services	1.4.1 To provide legal services for the Department
	1.4.2 To develop and promote Human Resource systems and processes including Labour Relations
	1.4.3 To co-ordinate and provide strategic management oversight
	1.4.4 To coordinate and provide transformatory, inter-governmental and quality improvement oversight
1.5 SOCIAL DEVELOPMENT OFFICE	1.5.1 To Coordination, integrate and implement of Social Development services in the Department 1.5.2 To Establish and maintain Partnerships for service delivery
1.6 G I TO To improve the management of risk, information and records as well as information technology resources.	1.6.2 To provide and implement departmental wide Risk Management systems and Processes 1.6.3 To develop and maintain reliable Information systems for the Department 1.6.4 Manage records and archives for the Department.

11 PROGRAMME 2: SOCIAL ASSISTANCE

The overall programme goal is to provide the administration and payment support services for social assistance grant safety net for the poor and vulnerable. Service delivery addresses the following components: -

- District and sub-district administrative support.
- District and sub-district social assistance grant application processing.
- District and sub-district database access to beneficiaries.
- District and sub-district payment support of grants and information to and from beneficiaries.

11.1 Situational analysis

Remarkable progress continues to be registered in the provision of social assistance services in the province. Achievements in this regard include:-

- Improvement of coverage of payment of grants to eligible persons
- Significant reduction of application turn around time
- Provision of social relief of distress.
- Increase in the number of pay points with required basic facilities. (shelter, water, sanitation, security and proper sitting arrangements)
- Compliance to the National norm of having an average of 1000 per pay point.

11.2 Policies, priorities and strategic objectives

11.2.1 Policies

- Social assistance Act of 1992
- SASSA Act Of 2004

11.2.2 Priorities

In the context of the situational analysis above, strategic priorities of the programme becomes the following:

- Improvement of access to social assistance grants
- On –going review of disability (grants)
- Implementation of the last phase of child support grant extension for children between 11 and 14 years of age
- Re-engineering systems and building an efficient and effective social security institution (SASSA)
- Implementation of integrity improvement projects, inter - alia review of temporary disability grants, reducing turn-around time, database clean-up, fighting fraud and corruption, and pay-point development.

11.2.3 Constraints and Measures of intervention

CONSTRAINTS	MEASURES
Effective and efficient delivery of social assistance services in the province has been constrained by, amongst others; lack of sufficient and adequately skilled personnel, lack of proper management, monitoring, supervision and control systems, as well as limited financial resources to implement service delivery projects	<p>The department is progressively embarking on a recruitment programme to boost social security personnel in the province. Employees are also being capacitated through certificate and post graduate programmes in social security. This is over and above other training programmes offered or coordinated either by the department or such institutions as SAMDI.</p> <p>Interaction with national Treasury will continue to take place, with a view to soliciting sufficient resources to sustain the implementation of all the necessary programmes and projects. We have also embarked on the re-assessment of disability grant beneficiaries.</p>

11.2.4 Quality Improvement measures

The quality of service will be improved through, amongst others; the following measures:

- Effective implementation of performance management systems
- Capacity building programmes
- On-going review and re-engineering of institutional systems and structures
- The implementation of service delivery improvement plan

11.2.5 OBJECTIVES

TABLE 10: Strategic Objectives for Programme 2

Strategic Goal	Strategic Objectives
2.1. Social Assistance Grants Provision and Management of Social Assistance Grants	<p>2.1.1 To improve access to Social Assistance grants</p> <p>2.1.2 To manage the social security re – engineering process</p> <p>2.1.3 To provide infrastructure for social security</p>

12 PROGRAMME 3: SOCIAL WELFARE SERVICES

12.1 Situational analysis

The overall programme goal is to provide district and sub-district administrative, professional care and financial support to the poor and vulnerable. Service delivery addresses the following components:-

- District and local administrative support.
- Build and maintain corporate governance in partnership with NPO and CBO service Social Development providers.
- Assess, implement and monitor NPO and CBO Social Development services.
- Ensure financial support to NPO and CBO commensurate with service level flows on a monthly basis.

12.2 Policies, priorities and strategic objectives

12.2.1 Policies

- Child Care Act , 1983 (Act no.74 of 1983)
- Aged persons Act,1967(Act no.81 of 1967)
- Probation Services Act ,1991(Act no.116 Of 1991)
- Prevention and Treatment of drug dependency, 1992 (Act no. 20 of 1992)
- White paper on Social Welfare,1997
- Non-profit organization Act, 1997
- Domestic violence Act, 1996
- Child justice bill
- Children's bill
- Older persons bill

12.2.2. Priorities

- Rebuilding of family , community and social relations
- Reduce violence against women, children, older persons and other vulnerable groups
- Youth development
- Access to social welfare services
- Services to people with disabilities
- Commitment to corporative governance care

12.2.3 Constraints and measures planned to overcome them

CONSTRAINTS	
• Poorly developed protection services.	• Implementation of victim empowerment programmes.
• Inadequate number of social practitioners to deal with high case loads and deepening poverty.	• The Department is implementing recruitment and retention strategy.
• Large number of children awaiting trial in prison.	• Diversion and intermediary programmes are in place within the province and the Department is in the process of establishing the second secure care facility
• Fragmented prevention and early intervention services.	• Strengthening existing prevention and early intervention programmes, establishing alternative care and reintegration services
• Increase in social pathologies and problems.	• Establish moral regeneration programmes.

12.2.4 Strategic Objectives

TABLE 13: Strategic goals and objectives for Programme 3: Social Welfare Services

STRATEGIC GOALS	STRATEGIC OBJECTIVES
3.1 Provision of Appropriate Interventions for Substance Abuse treatment and prevention	3.1.1. To provide and improve the development and provision of preventative and treatment programmes on substance abuse
	3.1.2 Funding of NGOs and CBOs and monitor progress
3.2 Provision of Care for Older Persons services	3.2.1 To develop and manage programmes for older persons
	3.2.3 Provide community and / or residential care services to older persons
3.3 Provision of crime prevention and support services	3.3.1 Provide prevention and intervention services to children and youth in conflict with the law
3.4 Provision of services to persons with disabilities	3.4.1 Development and provision of empowerment and prevention programmes respect of persons with disabilities.
3.5 Provision of child, youth and family care and protection	3.5.1 To provide generic developmental social welfare services to families
	3.5.2 To provide and Manage early childhood development
	3.5.3 To provide residential care and alternative placements and community services in partnership with Stakeholders
	3.5.4 To provide developmental services to children at risk of abuse and neglect
3.6 Provision of Social Crime Prevention Services	3.6 To provide victim empowerment programme services

13 Programme 4: Development and Support

13.1 Situational Analysis

The overall programme goal is to provide an enabling environment in which communities can be mobilized to participate in the social development processes. Service delivery addresses the following:-

- District and local administrative support
- Provide capacity for managing and sustaining projects
- Build and maintain corporate governance in partnership with NPOs and CBOs poverty alleviation projects
- Assess, implement and monitor NPOs and CBOs poverty alleviation projects
- Ensure financial support to NPO and CBO commensurate with cash flow requirements of each project
- Promote inter-sectoral partnership
- Disaster management

13.2 Policies, priorities and strategic objectives

13.2.1 Policies

- NPO Act, 1997
- Supply Chain Management policy
- Comprehensive HIV & AIDS care management treatment and support strategy
- Preferential procurement policy Act, 2003
- Provincial Growth and Development Strategy, 2004

13.2.2 Priorities

- Integrated poverty alleviation
- HIV & AIDS
- Youth development
- Disaster management
- NPOs and social development organizations
- Community development

13.2.3 Constraints and Measures planned to overcome them

Constraints	Measures to overcome
Sustainability of poverty alleviation projects	Clustering of projects and creation of markets Capacity building on project and financial management for staff and project team members
Inadequate material assistance to people infected and affected by HIV & AIDS	Mobilization of resources and stakeholder participation
Lack of life and career skills amongst the youth	Integrated expanded public works programmes
Poor coordination of disaster management services	Strengthening of disaster management strategy
Poor Coordination of NPO registration and coordination	Establish effective links with National Department to address the management and coordination of NGOs within provinces

TABLE 16: Strategic goals and objectives for programme 4: Development and Support

STRATEGIC GOALS	STRATEGIC OBJECTIVES
4.1 Provision of youth development programmes	4.1.1 To provide the development of life skills and employment opportunities for youth in partnership with other stakeholders
4.2 Provision and Management of integrated HIV & AIDS services	4.2.1 Development and provision of integrated services to those infected and affected by HIV & AIDS with emphasis on children
4.3 Establishment of a sustainable and integrated poverty alleviation projects	4.3.1 To establish sustainable and integrated poverty alleviation projects
4.4 Management of partnerships in social development	4.4.1 To promote management of partnerships in service delivery.

14 Programme 5: Population development and demographic trends

14.1 SITUATIONAL ANALYSIS

The overall programme goal is to provide data for the implementation of the Population policy at provincial and local level. Service delivery addresses the following.

- Provincial office administrative support.
- Population development research and demography.
- Advocacy and capacity building

14.2 POLICIES, PRIORITIES AND STRATEGIC OBJECTIVES

14.2.1 Policies

- White paper on population policy for South Africa, 1998
- Promotion of Access to information Act, 2000

14.2.2 Priorities

- Research on population trends
- Capacity Building
- Advocacy

14.2.3 Constraints and measures planned to overcome them

Constraints	Measures planned to overcome them
Inadequate capacity	To attract and retain appropriate skills

TABLE 19: Strategic goal and objectives of programme 5: Population development and demographic trends

Strategic Goal	Strategic Objectives
5.1 Management of all population related data	5.1.1 To facilitate the development of baseline data on population and development

5.2 Facilitation of all relevant population related research	5.2.1 To conduct research on population and development concerns to inform provincial policy development
5.3 Management and dissemination of information on population development	5.3.1 Capacity building on integration of population development 5.3.2 Facilitate, monitor and evaluate the implementation of UNFPA second country programme

PART B.1

15. STATISTICAL TABLES

Table 22: Performance Measures for Social Development

	Province wide value	By District	National Target
1. Lead time for processing of a new applications from Date of applications to date of award.	35 days	5 days	21days
2. Issue of Social Relief	3 working days	3 days	24 hours
3. Average no. of beneficiaries per pay-point per day	1000	1000	1000
4. % pay-points and buildings that comply with infrastructure requirements	25 %	25 %	-
5. % Coverage of grants per grant type			
a. Care Dependency Grant	95 %		95 %
b. Child Support Grant	104 %		104 %
c. Disability Grant	95 %		95 %

d. Foster Care Grant	56 %	56 %
e. Grants-in-Aid		
f. Old Age Grant	100 %	100 %
g. War Veterans Grant	100%	100%
6. CSG targets	691 367 children p.a	463 862 Children p.a
7. Number of institutions subsidized		
8. Subsidised residential facilities transformed into new multipurpose frail care centres		
9. Number of children placed in foster care		
10. No. of protective workshops established for persons with disabilities		
11. No. of crime prevention programmes		
12. No. of beneficiaries provided with social welfare services-		
a. Substance abuse		
b. Older persons		
c. Children in conflict with the law		
13. Number of employees trained in HIV & AIDS		
14. Number of supported infected/affected children		
15. Number of community based care sites		
16. Number of youths captured through prevention/moral regeneration programmes		
17. Number of persons with disabilities and older persons supported		
18. Number of poverty alleviation projects funded		
19. Number of beneficiaries trained (poverty alleviation projects)		
20. Number of households receiving short-term food relief		
21. Number of transversal/collaborative programmes		
22. No. of funded Organisations		
23. Number of poverty alleviation development centres (Social Development organisations and NPOs)		

Table 23: Name and type of Organisations providing Social Welfare Services per Sub - programme

Name of Organisation	Type of organization (e.g. children home; care centre for the aged etc.)	District	Number of clients	Cost per client
Abraham Kriel Children's Home	Children's Home	Waterberg	160	R1200 per unit
Takalani Children's Home	Children's Home	Vhembe	47	R1200 per unit
Huis tekna Children's Home	Children's Home	Waterberg	20	R1200 per unit
Thohoyandou Children's Home	Children's Home	Vhembe	60	R1200 per unit
Mtsetweni Children's Home	Children's Home	Vhembe	33	R1200 per unit
Iris House	Children's Home	Mopani	15	R1200 per unit
Thulamahashe Children's Home	Children's Home	Bohlabela	15	R1200 per unit
Social service organizations	Social service organizations for child and family care services	Across the province (see attached lists)	4584	R7477.17 per unit
Beulah	Shelters for Abused Children	Capricorn	70	R23 per child per night R15 per child per day
Akanani	Shelters for Abused Children	Mopani	45	R23 per child per night R15 per child per day
Nicro	Care of the Offender Social Service Organization	Capricorn	345	R9060.80 per unit

Name of Organisation	Type of organization (e.g. children home; care centre for the aged etc.)	District	Number of clients	Cost per client
Far North Alcohol and Drug Centre	Drug dependant Care outpatient clinic	Capricorn	356	R7477.17 per unit
Tsakani Centre for Drug Dependence	Information Services	Mopani	Per identified need	R14954.34 per unit
Child welfare society(crisis centre)	Shelter for abused women and children	Capricorn	20	R39 600 per unit
Huis Marula	Shelter for abused women and children	Mopani	14	R39 600 per unit
Huis wees gerus	Shelter for abused women and children	Waterberg	17	R39 600 per unit
Lekagape	Shelter for abused women and children	Mopani	30	R39 600 per unit
Places of care for early childhood development (see attached lists)	Places of care for early childhood development	Across the province	85 829	R6 per child per attendance
Victim Empowerment Service points(see attached lists)	Counciling and support services to victims of crime and violence	Across the province (See Attached List)	2280	No funding criteria (once off funding according to need)

Name of Organisation	Type of organization (e.g. children home; care centre for the aged etc.)	District	Number of clients	Cost per client
Rusoord	Care centre for the aged	Waterberg	120	R1300 per unit
Waterberg old age home		Waterberg	120	R1300 per unit
Lewensvreug		Waterberg	120	R1300 per unit
Pit Potgieter Monument		Waterberg	120	R1300 per unit
Martha Hofmeyer		Capricorn	94	R1300 per unit
Ons tuiste		Vhembe	61	R1300 per unit
Sekutupu Old Age Home		Capricorn	156	R1300 per unit
Boputswa		Sekhukhune	102	R1300 per unit
Age In Action	Social Service Organization	Capricorn(Provincial Counsil)	5391	R9060.81 per year
Community Services for Older Persons (See Attached lists)	Community Services	Across the Province	6502	R78.25 per unit
Development and prevention Programmes	Prevention and Empowerment	Vhembe and Mopani	540	R78.25 per unit
Centenary Home	Care centers for the disabled	Capricorn	40	R1300 per unit
Makurung Multi purpose	Care centers for the disabled	Waterberg	42	R1300 per unit
Huis Taltje	Care centers for the disabled	Waterberg	20	R1300 per unit
Siloe after care centre	Protective Workshops	Capricorn	30	R165.25 per unit
Dilokong protective workshop for the blind	Protective Workshops	Sekhukhune	50	R165.25 per unit
Malamulele mental health society	Protective Workshops	Vhembe	28	R165.25 per unit
Thusani association for the disabled.	Protective Workshops	Vhembe	42	R165.25 per unit
Venda workshop for the disabled	Protective Workshops	Vhembe	44	R165.25 per unit
Reamogetswe protective workshop for the disabled	Protective Workshops	Waterberg	35	R165.25 per unit
Eufees protective workshop and 20 protective workshops receiving services through them	Protective Workshops	Capricorn	40	R165.25 per unit
Riakona rehabilitation community centre for the disabled	Protective Workshops	Vhembe	72	R165.25 per unit

Bosele after care centre	Protective Workshops	Sekhukhune	50	R165.25 per unit
Rivonia society for the blind	Protective Workshops	Vhembe	48	R165.25 per unit
Letaba after care centre	Protective Workshops	Mopani	36	R165.25 per unit
Federation for mental health	Protective Workshops	Mopani	65	R165.25 per unit
Advocacy and skill development	Prevention and empowerment	Warerberg and Waterberg district	540	R165.25 per unit
APD limpopo Provice	Provincial Council	Capricorn	5480	R7477.17 per annum
CANSA	Provincial Council	Capricorn	4840	R7477.17 per annum
Lipopo Mental Health		Mopani	4480	R7477.17 per annum
DEAFSA	Provincial Council	Capricorn	2490	R7477.17 per annum
Day care centers for the disabled (see attached lists)	Day care centers for the disabled	Across the province	2238	R8 per child per attendance